

Healthcare Quality & Strategy Directorate
Person Centred and Quality team

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Chrys Muirhead
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Our ref: Fol/15/00528
29 May 2015

Dear Ms Muirhead

Thank you for your request of 5 May 2015 for a review of our response to your request under the Freedom of Information (Scotland) Act 2002 (FOISA) for:

- **can you please list the events that Geoff Huggins has attended over the last year, nationally and internationally, which have had a dementia focus and where he has been a speaker on dementia?**
- **I would like to know the cost of sending Mr Huggins to these events on dementia: travel, accommodation, any other expenses**
- **can you please tell me what qualifications Mr Huggins has in terms of dementia, working with older people, medical, biomedical or otherwise?**
- **to give me an understanding of why Scottish Government is sending Geoff Huggins as a dementia representative to global events, can you please let me know the remit and range of Mr Huggins' post in the Health and Social Care integration: a job description, objectives, process, outcomes, and anything else that will help me to understand why Mr Huggins is an ambassador for dementia**
- **I noticed that Alzheimer Scotland has Mr Huggins as the main speaker on their promotional material for their forthcoming conference. Is this because Scottish Government is a major funder of AS? Does this mean that AS is obliged to have a government spokesman there? I noticed also that Hugh Masters was taking part.**

Paul Gray, Director General Health and Social Care and Chief Executive NHSScotland has asked me to carry out this review because I was not involved in handling your original request and I have looked at it afresh, to establish whether the original response should be confirmed, with or without modifications or a different decision should be substituted.

For clarity, I have been asked to review our response of 28 April 2015 to your request for information made in your e-mail dated 30 March 2015. The additional questions which you asked in your e-mail of 5 May will be dealt with under separate cover.

I have now completed my review and concluded that the original decision should be confirmed, with some modifications.

In his response to your request dated 28 April 2015, Colin Brown provided you with much of the information you requested, including:

- **A list of events attended by Mr Huggins along with associated costs**
- **The rationale behind Mr Huggins' attendance at these events, including a description of his role and responsibilities**
- **An explanation of the Scottish Government's relationship with Alzheimer's Scotland.**

However, I agree that this response did not fully answer all of your questions, in particular it did not provide:

- Mr Huggins' qualifications in relation to dementia, working with older people, medical, biomedical or otherwise; or
- job description or objectives,

nor did it give any reason for not providing these items.

While our aim is to provide information whenever possible, in this instance I am unable to provide the information you requested about Mr Huggins' qualifications, because an exemption under section 38(1)(b) of FOISA (personal information) applies to that information.

That exemption applies because the information is personal data of a third party and disclosing it would contravene the data protection principles in Schedule 1 to the Data Protection Act 1998. This exemption is not subject to the 'public interest test', so we are not required to consider if the public interest in disclosing the information outweighs the public interest in applying the exemption.

I can however, provide you with Mr Huggins' objectives for 2014-15 which were as follows:

1. Successfully deliver health and social care integration
2. Modernise Primary Care (To January 2015)
3. Reduce Delayed Discharge
4. Improve Dementia Outcomes
5. Directorate/Scottish Government - support new ways of working
6. Improve the effectiveness and quality of administration

You also requested information regarding Mr Huggins' job description. There is no job description for Mr Huggins' current post because job descriptions are only needed when a post is advertised and his post has not been advertised recently.

This is a formal notice under section 17(1) of FOISA that the Scottish Government does not have the information you have requested.

However, you may find it helpful to see the attached generic job description and person specification for a Director post which would be amended to reflect the specific requirements for the individual Director role. For example if there was a professional requirement for the role i.e. medical, legal, financial etc., that would be included in the knowledge, skills and experience section of the person specification.

If you are unhappy with the outcome of this review, you have the right to appeal to the Scottish Information Commissioner about this decision, within 6 months of receiving this letter.

You can contact the Commissioner at the following address:

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
St Andrews
Fife
KY16 9DS

e-mail: enquiries@itspublicknowledge.info
Tel: 01334 464610

Should you then wish to appeal against the Commissioner's decision, there is a right of appeal to the Court of Session on a point of law only.

Yours sincerely



RICHARD DIMELOW
Policy Manager

DIRECTOR – GENERIC ROLE DESCRIPTION

ROLE DESCRIPTION

Key Responsibilities

- High-level support and strategic advice to the First Minister, Cabinet Secretaries and Ministers, the Permanent Secretary and Executive Team.
- Building and maintaining relationships with key Ministers and officials, including the First Minister and the Permanent Secretary, in which they and their top teams have complete confidence in the expertise, judgement and discretion of the postholder and his or her advice.
- Management of strategic relationships and networks within and outside the Scottish Government; this includes formal and informal relationships.
- Contribute to strategic development which takes account of the Government's priorities.
- Deliver results by translating broad strategic ambitions into clear performance objectives and work with others to improve operational effectiveness and achieve change.
- Effective leadership and management of Directorate staff at a time of rapid and significant change in the size, structure and role of the organisation.
- Contribution to work on corporate issues and relationships, for example aspects of work to deliver the Scottish Government's Business Strategy or as one of a number of Location Directors managing the relationships between the Scottish Government and Community Planning Partnerships across Scotland.
- Robust financial management of a running-costs budget and programme resources.
- Commitment to personal learning and development and that of others through on-the-job learning, coaching and mentoring and taking part in learning and development events. This includes working to increase the capacity and capability of the organisation as a whole.
- To be a role model for the ambition and values of the organisation, reinforcing and supporting a culture of continuous improvement and the drive for excellence.
- To work flexibly and with impact to deliver the Scottish Government's objectives.

There will be additional post specific objectives relevant to individual Director posts.

PERSON SPECIFICATION

KNOWLEDGE, SKILLS AND EXPERIENCE

It is essential that you provide evidence of:

- operating successfully at a senior leader;
- track record of taking personal responsibility for performance and operating with a high degree of autonomy within a fast-moving and changing environment;
- understanding the roles and relationships of Parliament, Government and the Civil Service in Scotland and the skills and support needed to operate effectively in that context.

Key Criteria

You will require to demonstrate and evidence a high level of competence and effectiveness in:-

- **leadership** – providing direction, delivering results, building on relationships and capability, motivating and inspiring staff at a time of change and challenge.
- forming **effective relationships** with a range of stakeholders including Ministers, that generate confidence, respect and collaborative working
- operating at a senior level in a political environment with **integrity, honesty, objectivity and impartiality**
- **strategic development** and planning – advising, supporting and setting direction in a complex environment.
- focusing on **outcomes** and on achieving performance improvements
- **communications** – highly developed communication and interpersonal skills in order to command the confidence of Ministers, peers and senior organisational leaders.
- **leading and managing change** through an inclusive and empowering approach
- robust **financial management** skills - driving quality, efficiency and value for money, and management of a multi-million pound budget
- **negotiation** – understanding and representing Ministers' interests in securing good outcomes.
- **personal presence** both inside and outside government

- **personal resilience** - with the determination and stamina to sustain effectiveness while upholding the values of the Scottish Government and the Civil Service

Scottish Government Skills for Success

Skills for Success is the Competency Framework that underpins career planning and development in the Scottish Government. It identifies a set of core skills that everyone should have and be able to demonstrate whatever job they do.

Managing and Leading

- People Management
- Leading Change
- Strategic Thinking

Delivering Outcomes

- Communications and Engagement
- Improving Performance
- Analysis and Use of Evidence
- Financial Management

Further information about the skills required is attached at Annex A.

ANNEX A

SKILLS FOR SUCCESS – SCS Core Skills



Managing and Leading		Delivering Outcomes				
People Management	Leading Change	Strategic Thinking	Communications and Engagement	Improving Performance	Analysis and Use of Evidence	Financial Management
Shapes the Directorate Plan to engage and align staff, manage workloads & ensure capacity to deliver.	Communicates a clear vision which supports action and engages others.	Understands, influences and translates strategy into outcome focused solutions.	Understands, influences and translates the wider communications agenda.	Provides a frame-work to embed continuous improvement, including skills development.	Identifies evidence and analysis requirements for short and long term decision making.	Plans and monitors targets. Identifies & implements ways to improve resource & assets efficiency.
Credible with staff, creating conditions to build confident and effective teams that empower, value, recognise, inspire and motivate people.	Sets a standard by taking responsibility for delivery. Managing risk and resources to drive continuous improvement.	Reframes issues & problems to create opportunities for creative thinking to deliver new ways of working.	Develops clear and creative communications objectives and measurement criteria.	Uses Portfolio, Programme & Project Management effectively and proportionately, including rigorous evaluation of effectiveness.	Works with a wide range of analytical experts to achieve outcomes and goals.	Interprets a wide range of financial information & options to underpin sound decisions, sharing implications for public expenditure with the wider system.
Raises performance using constructive challenge, feedback and coaching skills, using advice from HIR when needed.	Leads a way through complex issues and conflicting perspectives.	Accountable for developing and delivering strategic Directorate Plans that continuously raise expectations.	Uses customer insight to deliver policy, identifying appropriate communication channels to target audience needs.	Uses skills and resources effectively to meet changing circumstances and expectations.	Links evidence with specific outputs and outcomes to challenge norms, and identify new ways of working.	Uses a variety of tools and techniques and knows when to seek advice from audit, risk, procurement and finance specialists.
A resilient and self-aware role model. Recognises impact on others, creating an environment which supports diversity & equality, health & wellbeing.	Leads & manages the authorising environment, making connections across boundaries to build strong networks and partnerships.	Works collaboratively in the wider system to improve outcomes and deliver high quality public services.	Works with specialists to devise communications strategies and shares experience across the wider system.	Oversees risks to strategic objectives, influencing others to enhance outcomes and aid continuous improvement.	Ensures knowledge and processes are captured and shared across the wider system through wide range of networks.	Assures the highest standards of value for money, internal controls and public sector governance as outlined in the Scottish Public Finance Manual.



INVESTOR IN PEOPLE

