

Agenda

Employment panel

Date: **Thursday 13 July 2017**

Time: **2.00 pm**

Place: **Committee Room 1, Shire Hall, St. Peter's Square,
Hereford**

Notes: Please note the time, date and venue of the meeting.

For any further information please contact:

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Agenda for the meeting of the Employment panel

Membership

Chairman	Councillor AW Johnson
Vice-Chairman	Councillor PM Morgan
	Councillor H Bramer
	Councillor RI Matthews
	Councillor AJW Powers

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES (IF ANY)</p> <p>To receive details of any member nominated to attend the meeting in place of a member of the panel.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by members in respect of items on this agenda.</p>	
4.	<p>MINUTES</p> <p>To approve and sign the minutes of the meeting held on Friday 20 January 2017 at 2.00 pm.</p>	7 - 8
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public.</p> <p>Details of the scheme and related guidance are available here: https://www.herefordshire.gov.uk/info/200148/your_council/61/get_involved Please submit questions to councillorservices@herefordshire.gov.uk The deadline for the receipt of questions is Monday 10 July 2017 at 5.00 pm. Accepted questions will be published as a supplement prior to the meeting.</p>	
6.	<p>QUESTIONS FROM COUNCILLORS</p> <p>To receive any written questions from councillors.</p> <p>Please submit questions to councillorservices@herefordshire.gov.uk The deadline for the receipt of questions is Monday 10 July 2017 at 5.00 pm. Accepted questions will be published as a supplement prior to the meeting.</p>	
7.	<p>RECRUITMENT TO THE POST OF DIRECTOR FOR CHILDREN'S WELLBEING</p> <p>To agree the recruitment process, timetable and role profile for the director for children's wellbeing, enabling the recruitment and selection process to commence.</p>	9 - 16
8.	<p>RECRUITMENT TO THE POST OF DIRECTOR OF PUBLIC HEALTH</p> <p>To agree the recruitment process for the director of public health enabling the recruitment and selection process to commence.</p>	17 - 32
9.	<p>SCHEDULED MEETINGS</p> <p>The scheduled meeting dates are as follows: Monday, 2 October 2017 at 2.00 pm Monday, 15 January 2018 at 10.00 am</p>	

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- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all councillors with details of the membership of cabinet and of all committees and sub-committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the council, cabinet, committees and sub-committees.
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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Employment panel held at Committee Room 1, Shire Hall, St. Peter's Square, Hereford on Friday 20 January 2017 at 2.00 pm

Present: Councillor AW Johnson (Chairman)

Councillors: H Bramer, J Hardwick and RJ Phillips

Officers: Ben Baugh, Alistair Neill and Tracey Sampson

16. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors RI Matthews, PM Morgan, and AJW Powers.

17. NAMED SUBSTITUTES (IF ANY)

Councillors J Hardwick and RJ Phillips were present as substitutes for Councillors RI Matthews and PM Morgan, respectively. It had been indicated that Councillor EPJ Harvey was to substitute for Councillor AJW Powers but Councillor Harvey was not present at the meeting; apologies for absence were received subsequently.

18. DECLARATIONS OF INTEREST

Pay policy statement

Councillor RJ Phillips, non-pecuniary, due to his position as vice-chairman of the National Joint Council (NJC) for Local Government Services.

19. MINUTES

The minutes of the previous meeting were received.

RESOLVED: That the minutes of the meeting held on 6 December 2016 be approved as a correct record.

20. PAY POLICY STATEMENT

The employment panel was invited to consider the pay policy statement 2017 for recommendation to Council.

The head of human resources and organisational development drew attention to the revised version of the document, published in a supplement during the previous day, and highlighted the principal changes. In response to a question, the panel was advised that the document had been reviewed in the context of the source legislation to ensure that it was fully compliant.

RESOLVED: That the pay policy statement summarising existing council policies be recommended to Council for approval.

Exclusion of the public and press

RESOLVED:

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12(A) of the Act (as amended) as indicated below.

The report is exempt from publication by virtue of paragraph 1 (information relating to an individual).

21. APPOINTMENT OF DIRECTOR FOR CHILDREN'S WELLBEING

The employment panel received a report on proposed interim arrangements to fill the post of director for children's wellbeing following the resignation of the current post holder.

The head of human resources and organisational development explained the anticipated timeframe for the interim arrangements, including the circumstances under which a short term extension to the arrangements might be permitted, and outlined the key considerations which had informed the recommendation.

RESOLVED: That the employment panel support the chief executive's recommendation that the assistant director for education and commissioning is temporarily appointed to into the role of director for children's wellbeing.

The meeting ended at 2.12 pm

CHAIRMAN



Meeting:	Employment panel
Meeting date:	13 July 2017
Title of report:	Recruitment to the post of director for children's wellbeing
Report by:	Chief executive

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To agree the recruitment process, timetable and role profile for the director for children's wellbeing, enabling the recruitment and selection process to commence.

Recommendation(s)

That:

- (a) the role profile at appendix 1 for the post of director for children's wellbeing be agreed and all other terms and conditions associated with the post remain the same;
- (b) recruitment for a substantive director for children's wellbeing be initiated; and
- (c) the assistant director for education and commissioning continues to act up into the director for children's wellbeing role until a substantive appointment is made.

Alternative options

- 1 It is a statutory requirement that the council appoints a director of children's services and whilst it is open to the council to delay making a substantive appointment, this is not recommended.

Reasons for recommendations

- 2 To ensure effective leadership of a key council service area and to meet the statutory requirement of having a designated director of children's services.

Key considerations

- 3 The council's director for children's wellbeing resigned from her post and left the council at the end of March 2017.
- 4 The assistant director for education and commissioning has been acting up into the role since 1 April 2017 and this arrangement is due to expire at the end of September 2017.
- 5 The structural options for the leadership of the service have been considered and given there has been no substantial shift in government policies in this area and that the continued need to ensure the responsibilities of this statutory role are appropriately met, it is recommended that the right step for the council is to appoint to the permanent position of director for children's wellbeing.
- 6 Under the council's employment rules (para 4.9.3) the appointment of a statutory chief officer, including approval of the terms and conditions of employment, is undertaken by the employment panel.
- 7 A draft role profile for the employment panel's consideration is attached at appendix 1. The profile has been redrafted to reflect the statutory responsibilities of the role and the council's priorities.
- 8 The Hay job evaluation system is used for chief officer posts and the proposed profile, having been reviewed, has been confirmed as remaining at the same salary level as the previous post holder.
- 9 The proposed outline timetable for managing the recruitment and selection process is below.

Activity	Date	By whom
Select agency and agree brief	July 2017	Hoople Resourcing
Candidate search and long listing	August – September 2017	Agency
Shortlisting	End of September 2017	Chief executive
Stakeholder engagement	October 2017	Chief executive
Final interviews	October 2017	Employment panel
Appointment made	October 2017	Employment panel
Appointee starts in post	October 2017 – January 2018 (depending on notice period)	

- 10 The strategic importance of the role warrants an open market recruitment process. It is proposed that a nationwide search is undertaken and that a specialist recruitment agency supports the recruitment and selection of the best candidates on behalf of the council. The cost of this will be capped at £20k, although it is anticipated that costs will fall well below this.

Community impact

- 11 The post holder provides strategic leadership for one of the council's priority service delivery areas of 'keeping children and young people safe and giving them a great start in life'. Without effective leadership, outcomes for communities and individuals in Herefordshire could be adversely affected.

Equality duty

- 12 The recommendations in this report and the recruitment and selection process take full account of this legislation and will ensure the council's equality duty is met.

Financial implications

- 13 The full time salary for this post is £122,412 and the establishment budget for this post is available. Any appointment will be made within this budget.
- 14 The additional costs of recruiting to this post will be capped at a maximum of £20k and these recruitment costs will be met from within the children's wellbeing directorate's budget.

Legal implications

- 15 Section 18 of the Children Act 2004 requires this council to appoint an officer known as their director of children's services.
- 16 Under the council's employment rules (para 4.9.3) an appointment of this statutory chief officer is made by the employment panel.

Risk management

- 17 The risks of not being able to successfully recruit to the role have been considered and mitigated by proposing the council invests in specialist recruitment expertise to undertake the search for the right candidate.

Consultees

- 18 None.

Appendices

Appendix 1 - Proposed role profile

Background papers

None identified.

Role Profile: Director for children’s wellbeing
Reports To: Chief Executive
Direct Reports: TBC

Role purpose:

Provide outstanding leadership to the commissioning, development, delivery and promotion of a broad range of services to children and young people in Herefordshire. Ensure customer and community needs are met, the council’s strategic aims are delivered and excellent service quality and value for money are achieved by managing resources in the most effective and efficient way.

Accountabilities specific to the role

- Provide strong leadership in the development of children’s services to improve outcomes for children.
- Ensure effective strategic management of services both within the directorate and with the council’s partners to ensure excellent service delivery.
- Provide the strategic vision, in conjunction with the local community and other partners to ensure the Council is at the forefront of developing and improving services and is equipped to respond to changes and challenges.
- Ensure that the highest quality services possible are provided to the people of Herefordshire and that services are responsive to the expressed needs and aspirations of the council’s residents and customers, regardless of backgrounds, lifestyles and abilities.
- Have overall accountability for the expenditure of the children’s wellbeing directorate’s budget and to ensure that the resources are deployed in the interests of effective service provision and in line with council policies and priorities.
- As a senior leader in the council and a member of management board, engage in the wider strategic management of the council ensuring the achievement of its corporate aims and objectives.
- Lead the safeguarding and promotion of the wellbeing of children and young people in Herefordshire.
- Lead strategic commissioning and improvement programmes for schools and settings, ensuring the council’s statutory responsibilities are met and school leaders are well informed, engaged and supported.
- Promote and ensure effective joint working between Herefordshire Safeguarding Children’s Board and the council.
- Lead performance management across all areas of responsibility ensuring continuous improvement in service delivery resulting in better outcomes for children.
- Inspire, empower and develop the directorate’s workforce to secure a real sense of ownership of and engagement in the directorate’s vision and priorities.
- Formulate, implement and evaluate innovative partnership working across all relevant agencies to maximize service delivery for the benefit of the community in Herefordshire.
- Ensure the effective implementation of corporate performance and risk management processes within the directorate and ensure national data quality standards are achieved and maintained.
- Lead and ensure the effective planning, preparation and organisation of all major external inspection and assessment processes of the directorate.
- Lead high quality and timely planning and intervention for children and young people, and for scrutinising and challenging multi-agency practice, to ensure that children and young people are appropriately safeguarded and improved outcomes are achieved in a timely way
- Manage the range of budgets made available to the directorate and to ensure that resources are deployed to best effect; provide value for money; are well monitored and controlled; and that services are managed within budget and appropriate audit trails are developed for existing and new funding streams.
- Act as principal adviser to the council’s cabinet, committees and senior officers on all aspects of children’s services.
- Maintain and develop communication and working relationships within the directorate, the wider community and outside agencies, including central government agencies, Ofsted and the voluntary and health sectors.
- Ensure the effective management and development of the assistant directors and heads of service of the directorate, ensuring that they provide advice and guidance to the council on the strategic issues facing their areas of responsibility and assist council members to formulate and review service policies to achieve the council’s strategic and statutory objectives.
- Develop and foster effective external working relationships with key organisations and people within the community, in government and other appropriate public bodies, in order to address key strategic issues facing the council.
- Ensure staff are aware of the Herefordshire safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Ensure that staff attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate.
- Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes.
- Ensure that the implications and requirements of legislation affecting children’s services are identified, interpreted, disseminated and met.
- Ensure service developments are properly planned and that delivery is facilitated through the public, private and community sectors through strong and effective partnerships and are underpinned by strong governance.

Responsibilities and behaviours

1. Fulfill the statutory responsibilities of the director for children's services
2. Work collaboratively with other officers to develop corporate strategy and direction based around an integrated approach to service delivery.
3. Contribute to the corporate delivery of the council's vision and core values, providing a clear sense of direction, optimism and purpose.
4. Ensure that the range of services provided and commissioned by the directorate, and in partnership, are accessible to the whole community.
5. Develop relationships with partner organisations to meet the needs of Herefordshire's communities collaborating with all sectors to continuously improve the quality of life in the county.
6. Drive the implementation and development of a programme of change for children's services throughout the council
7. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term.
8. Act as a figurehead for the service areas managed, liaising with members, non-executive directors and senior individuals in external agencies, regionally and nationally to influence agendas
9. Support members by providing the highest quality advice and guidance on areas of policy and strategy, ensuring that members are appraised about issues to enable informed decision making in line with Herefordshire Council's vision and priorities.
10. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values.
11. Provide exemplary leadership ensuring behaviours meet organisational values and creates a working environment where employees are empowered and can deliver their best; holding others accountable for their decisions.
12. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.
13. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.
14. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.
15. Understand and meet all required legislation and governance to deliver the required service standards.

Skills, knowledge and experience

- A successful track record and background of consistent achievement as a senior manager in a large and complex organisation.
- A proven track record of delivering change
- Evidence of success in strategic management and in achieving excellence in leadership and management
- Strong experience of strategic budget management, including evaluating competing budgetary priorities within tight financial limits.
- A proven track record of working and communicating effectively with a wide range of internal and external bodies to achieve the corporate and service objectives of a comparable organisation.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
- Evidence of a clear understanding of the workings of local government, the legal, financial and political context of public sector management.
- Significant and successful experience of working at a senior management level within education, children's social services or related relevant field.
- A working knowledge of the legislation and statutory obligations relating to children's services.
- A broad understanding of how children's services operate and of how improvements can be made by integrated planning and delivery of services
- High-level analytical skills, with the ability to exercise sound judgement in seeking creative solutions to complex situations.
- High-level presentational and interpersonal skills, with the ability to communicate effectively to a wide range of audiences and communities.
- Ability to establish and sustain positive relationships and partnerships that generate confidence, respect, credibility and trust and achieve required outcomes.
- Ability to anticipate, interpret and manage change and achieve results through influence and negotiation.
- Well-developed leadership skills, which foster a positive and motivated organisational culture in a manner that secures commitment and ownership.
- Ability to build, work and maintain effective relationships with staff, elected members, key partners, service providers, stakeholders and the wider community.

Employees and culture

- Employee engagement
- Working climate and employee motivation
- New ideas implemented
- Behaviour

Relationships

- Team feedback
- Policy influence to all stakeholders
- Senior management feedback
- Partner feedback

PERFORMANCE MEASURES

Customer Service

- Customer satisfaction/ service quality
- Quality of life in County
- Positioning resources for future success

Value for Money

- Resource utilisation (inc benchmarking)
- Cost reduction
- Service improvement

Council values: I aim to put **PEOPLE** at the heart of everything we do

People – treating people fairly, with compassion, respect and dignity

Excellence – striving for excellence and the appropriate quality of service, care and life in Herefordshire

Openness – being open, transparent and accountable

Partnership – working in partnership, and with all our diverse communities

Listening – actively listening to, understanding and taking into account people's views and needs

Environment – protecting and promoting our outstanding natural environment and heritage for the benefit of all.

DRAFT

Organisation competencies for this role

<p>Customer and community focus</p> <ul style="list-style-type: none"> • Ensures that the organisation’s vision, strategy, values, processes and systems are driven by customer needs • Advocates customer or service user interests throughout the organisation • Focuses resources to deliver value to customers or service users • Empowers communities to participate in decision making about key local public services • Leads the development of strategies that respond to the diverse needs of city, market town and rural localities • Ensures that the organisation’s vision, strategy, values, processes and systems are driven by customer needs • Advocates customer or service user interests throughout the organisation 	<p>Delivering results</p> <ul style="list-style-type: none"> • Addresses multiple demands without losing focus or energy • Directs efficient and effective use of the resources available • Drives operational and service improvements across the organisation • Realistically estimates the resources required to deliver projects or programmes • Sets challenging objectives to achieve high quality outcomes • Effectively co-ordinates the activities of the whole organisation/business unit • Ensures that service or directorate risks are recognised and dealt with promptly • Reviews assurance framework on a timely basis • Works to develop a risk aware culture across the organisation • Reviews service and directorate risk registers on a timely basis • Works to develop a risk aware culture across the organisation • Conducts workforce planning to meet both current and future objectives • Resolves any organisational issues that are barriers to performance • Focuses both own and others’ energy and time on priorities 	<p>Personal impact</p> <ul style="list-style-type: none"> • Creates a climate in which people feel confident to exercise their own judgement • Leads on implementing environmental policy through all work areas • Creates a sense of self belief, energy and pride in the organisation • Establishes a positive health & safety culture which actively encourages ownership and accountability at all levels • Creates a culture of inclusivity, regardless of social identity, background, preferences, beliefs, or values • Promotes an appropriate work-life balance across the organisation • Creates an atmosphere of trust and shared commitment • Shapes organisational values and sets a personal example by aligning own behaviour with these • Inspires others to achieve the organisation’s vision • Successfully and confidently handles complex personnel issues • Behaves with integrity, demonstrating clear and appropriate personal values • Demonstrates a clear drive and passion for leading others
<p>Driving change and innovation</p> <ul style="list-style-type: none"> • Identifies and recommends alternative service delivery models • Creates a climate where innovation and change can flourish • Anticipates future changes to the wider business environment • Seeks and promotes innovation to take the organisation forward • Produces creative solutions to broad issues • Initiates, drives and supports organisational change • Provides support to employees during periods of change and uncertainty • Encourages open discussion and debate across all levels of the organisation about changes ahead 	<p>Making decisions</p> <ul style="list-style-type: none"> • Consults with representative groups when formulating strategy • Involves other agencies in order to make effective decisions • Ensures effective decision making processes are in place throughout the organisation 	<p>Team, matrix and partnership working</p> <ul style="list-style-type: none"> • Establishes effective working relationships with people across different levels and functions of the organisation • Celebrates organisational successes • Forms strategic partnerships for the benefit of both the organisation and the community • Acknowledges other people’s contributions by encouraging them to take credit for their own work • Is approachable and supportive in their dealings with others • Resolves conflict and friction where it occurs • Supports the activities of cross-functional and multi-organisational teams • Builds an effective management team with complementary strengths
<p>Communicating and engaging effectively</p> <ul style="list-style-type: none"> • Promotes the role of the organisation within the wider community • Ensures that relevant and reliable information about the organisation’s customers is openly shared with the appropriate stakeholders • Shapes communication strategies to take into account city, market town and rural localities • Expresses complex issues and information clearly, using appropriate language • Develops policies, strategy and a culture which support open communication • Communicates appropriately with the media • Successfully uses negotiation skills and tactics to move the agenda forwards 	<p>Building capability</p> <ul style="list-style-type: none"> • Creates a culture of continuous learning and development • Responds positively to constructive feedback on themselves or the organisation • Creates opportunities for the organisation to develop new capabilities • Proactively identifies and encourages talented individuals • Assesses the organisation’s capabilities and development needs 	<p>Organisational, commercial and political awareness</p> <ul style="list-style-type: none"> • Actively scans the external environment to spot future opportunities and threats to the organisation • Relates to national and local political drivers to inform strategic corporate thinking • Monitors compliance with legislation and professional and organisational codes of conduct • Forges strong working relationships with high level stakeholders (e.g., Elected Members, Non-Executives and representative bodies) • Works with elected members to ensure strong and visible leadership and direction • Leads the development of workable strategies to deliver the political objectives set by the councillors. • Demonstrates a sound understanding of political drivers and central government procedures and their relationship to public services • Contributes significantly to the strategic financial planning process • Proactively reviews the strategy and direction of the organisation or department



Meeting:	Employment panel
Meeting date:	13 July 2017
Title of report:	Recruitment to the post of director of public health
Report by:	Director for adults and wellbeing

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To agree the recruitment process for the director of public health (DPH) enabling the recruitment and selection process to commence.

Recommendation(s)

That:

- (a) **recruitment for a substantive director of public health is initiated;**
- (b) **authority to agree the role profile with the faculty of public health is delegated to the director for adults and wellbeing;**
- (c) **a sub-committee of the employment panel be established to undertake the functions of recruitment and selection of the director of public health for Herefordshire to consist of one elected cabinet member with the following additional members co-opted:**
 - **the chief executive (or nominee)**
 - **the Public Health England (PHE) regional director (or nominee)**
 - **an external professional assessor agreed by PHE**
 - **a senior NHS representative agreed by PHE**

Alternative options

- 1 It is open to the council to delay making a substantive appointment and instead appoint an interim. This is not recommended as a medium or long term solution because of the additional costs of appointing an interim and the unsettling impact of any temporary arrangement.
- 2 The director of public health role could be shared with another council, as has been the case for the past two years although this is not recommended. Experience has demonstrated that despite best endeavours, a shared arrangement for such an important strategic role inevitably means that strategic focus cannot be maintained equally across two or more council areas.

Reasons for recommendations

- 3 It is a statutory requirement that the council appoints a director of public health.
- 4 To ensure effective public health leadership is in place to drive forward this important agenda across Herefordshire, it is recommended that a substantive appointment is made.
- 5 The employment panel is responsible for determining the terms and conditions for the post of director of public health and is responsible for carrying out shortlisting, interviewing, and appointment in accordance with the council's employment rules. The panel must include a member of the cabinet. Additionally, as directors of public health must be jointly appointed by the council and the secretary of state, the council must comply with the guidance on appointments issued on this subject. The recommendations reflect this guidance.

Key considerations

- 6 The Health and Social Care Act (2012) makes clear that each council must, acting jointly with the Secretary of State for Health, appoint an individual to have responsibility for its public health functions under the Act, known as the director of public health.
- 7 The council's director of public health is currently provided by Shropshire Council. By agreement, this arrangement will come to an end in October 2017.
- 8 The structural options for the leadership of the service have been considered and, given the strategic importance of the role, it is concluded that the right step for the council is to appoint a substantive director of public health for Herefordshire. Due to the potential advantages from linking the role with wider functions, the post will be available for individuals seeking to work part-time in Herefordshire, subject to a minimum of three days a week being worked with the council.
- 9 Due to the statutory nature of the process of appointing a director of public health jointly with the Secretary of State, and of the responsibilities of the director of public health, there are a number of specific features of the appointment. This includes Public Health England, on behalf of the Secretary of State, being involved in all stages of the recruitment and appointment process.

- 10 In order to comply with statutory guidance and the council's employment rules as set out in the constitution (para 4.9.3), it is proposed that the following process is undertaken:

Activity	Date	By whom
Select agency and agree brief	July 2017	Hoople Resourcing
Candidate search and long listing	August – September 2017	Agency
Shortlisting and interviews	End of September/ October 2017	Appointment committee (see below)
Preferred candidate selected and recommendation made to employment panel	October 2017	Appointment committee
Offer of appointment approved	October 2017	Employment panel
Appointee starts in post	October 2017 – January 2018 (depending on notice period)	

- 11 The Department of Health's guidance specifies the composition of the appointments committee. Accordingly, it is proposed that the committee shall comprise:
- An elected member, for example the Cabinet member for health and wellbeing, who is also chair of the Health and Wellbeing Board
 - The chief executive or their nominated deputy
 - The Public Health England (PHE) regional director, or another senior professionally qualified member of PHE acting on their behalf
 - An external professional assessor appointed after consultation with the Faculty of Public Health
 - Senior NHS representation as advised by Public Health England
- 12 The strategic importance of the role warrants an open market recruitment process. It is proposed that a nationwide search is undertaken and that a specialist recruitment agency supports the recruitment and selection of the best candidates on behalf of the council. The cost of this will be capped at £20k, although it is anticipated that costs will fall well below this. The council is recruiting to another senior post within a similar timeframe and a discount for appointing to both posts will be sought.
- 13 In accordance with Department of Health guidance, the role profile for the director of public health must be agreed with the Faculty of Public Health. A draft role profile for the employment panel's consideration is attached at appendix 1 and subject to any comments from the employment panel, the role profile will be submitted to the faculty for approval.

- 14 The timetable for recruitment is such that it is likely there will be a period between the current arrangement ending and a new appointee taking up post. The chief executive will take steps to ensure interim arrangements are in place and will report such arrangements to the panel.

Terms and conditions

- 15 It is open to the council to determine the pay and conditions for the director of public health post.
- 16 The Hay job evaluation system is used for chief officer posts in the council and the director of public health post has previously been graded on HoS1 (£78,102 – £82,374).
- 17 National salary benchmarking indicates that a typical salary range on appointment for this post is £90,000 - £95,000. This equates to the NHS agenda for change pay scale band 9.
- 18 In order to attract a reasonable field of suitable candidates, it is proposed that a market forces supplement of up to £12,000 is applied to this post if necessary. All other terms and conditions will be in accordance with the council's terms and conditions of employment for chief officers.

Community impact

- 19 The post holder provides strategic leadership to a key council service delivery area. Without effective leadership, outcomes for communities and individuals in Herefordshire could be adversely affected.

Equality duty

- 20 The recommendations in this report and the recruitment and selection process take full account of this legislation and will ensure the council's equality duty is met.

Financial implications

- 21 The establishment budget for this post is available if an appointment is made for three days a week. Any appointment made for more than three days a week will result in a salary shortfall and this will be met from within the public health grant.
- 22 The additional costs of recruiting to this post will be capped at a maximum of £20k and these recruitment costs will be met from within the public health budget line in the adults and wellbeing directorate.

Legal implications

- 23 Section 30 of the Health and Social Care 2012 Act requires each top tier local authority, acting jointly with the Secretary of State to appoint a director of public health whose role is integral to the duties for health improvement and health protection.
- 24 Under the council's employment rules, paragraph 4.9.20 provides that every appointment of any officer specified in paragraph 4.9.3 (which includes director of public health) shall be made by the employment panel.

- 25 The market forces supplement proposal in paragraph 18 exceeds the council's current policy. The council's policy does not provide for unique posts where there is a national skills shortage and the supplement is deemed necessary in order to attract an appropriately qualified candidate. Any supplement applied will be reviewed no less frequently than every 2 years and will be withdrawn if the market conditions become more favourable.

Risk management

- 26 The risks of not being able to successfully recruit to the role have been considered and mitigated by proposing the council invests in specialist recruitment expertise to undertake the search and that a market forces supplement is available to attract the right candidate.

Consultees

- 27 Shropshire County Council have been consulted about bringing the current shared arrangement to an end and initial soundings have been taken from Public Health England about the recruitment process.

Appendices

Appendix 1 - Draft role profile

Background papers

None identified.

DRAFT - HEREFORDSHIRE DIRECTOR OF PUBLIC HEALTH

Accountable to:	Chief Executive (managerial); Director of Adults and Wellbeing (operational); and Secretary of State for Health through Public Health England (professional)
Hours:	As this is a full-time role however, applications will be welcome from individuals seeking to work a minimum of three days a week.
Work base:	Hereford
Key Relationships:	Cabinet Members; Herefordshire Council (HC) management board; adults and wellbeing directorate leadership team; Clinical Commissioning Group board members; Wye Valley Trust leadership team, other Local NHS bodies; Public Health England, Health and Wellbeing Board, West Mercia Local Resilience Forum
Budget responsibility:	£7m - £8m
Line management responsibilities:	Public Health Consultants

Statutory functions of the Director of Public Health¹

The Director of Public Health is a statutory chief officer of their authority and the principal adviser on all health matters to elected members and officers, with a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health. Section 73A(1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012, gives the Director of Public Health responsibility for:

- all of their local authority's duties to take steps to improve public health
- any of the Secretary of State's public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act
- exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to public health

¹ See Department of Health, *Directors of Public Health in Local Government: Roles, responsibilities and context* (<https://www.wp.dh.gov.uk/publications/files/2012/10/DsPH-in-local-government-i-roles-and-responsibilities.pdf>) and Department of Health, *Directors of Public Health in Local Government: Guidance on appointing directors of public health from 1 April 2013* (<https://www.wp.dh.gov.uk/publications/files/2012/10/DsPH-in-local-government-ii-guidance-on-appointments.pdf>)

- their local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders
- such other public health functions as the Secretary of State specifies in regulations

Context

The Director of Public Health post will understand and enhance the health of the people of Herefordshire and adopt an approach which:

- Understands the link between economic success and good health and takes a long term approach to strategic improvement in both
- Develops a clear, targeted long term strategy that ensures health and social care, education, housing, jobs and economic policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing
- Minimises the adverse effects of demographic change and potential threats from poor health on the long term competitiveness of Herefordshire. The challenges of a growth in numbers of older people and people with disabilities will require a medium term strategy.

These roles are derived from Government policy and clearly identify the unique contribution which local authorities can make to improve the health and wellbeing of communities through:

- Their statutory responsibilities and powers with respect to health protection and health scrutiny
- The level, distribution and quality of services they directly commission or provide
- Strategic leadership-promoting and supporting partnership working by public and private sector agencies on key priorities such as community safety, alcohol and drugs prevention and treatment
- Community leadership-enabling Members to engage effectively with their communities with respect to health and intelligently holds the NHS and the local authority to account
- Advocacy and influence-national and local policy development

The Director of Public Health is appointed according to procedures that replicate the statutory process for senior appointments to the NHS, including an Advisory Appointments Committee.

Job Purpose

The Director of Public Health is a registered public health specialist (i.e. included in the GMC Specialist Register/GDC Specialist List or UK Public Health Register (UKPHR)).

The Director of Public Health is a statutory member and main source of health advice to the Health and Wellbeing board and principal health advisor to the Council. S/he has a statutory responsibility to produce an independent annual report on the health of the population, process on improving health and reducing inequalities and making recommendations.

The Director of Public Health has professional leadership of a team within the local authority responsible for the development of a strategic needs assessment for the local population and for the delivery of:

1. Health Improvement

- developing healthy, sustainable and cohesive communities through Health and Wellbeing Board and the wider council and partners
- developing healthy lifestyles for individuals and communities
- tackling specific issues based on local needs assessment such as childhood obesity, smoking,
- developing a strategy for reducing health inequalities

2. Health Protection

- dealing with infectious disease threats including food and water borne disease supported by local Public Health England
- preparing for emergencies including pandemic influenza
- providing advice and challenge, especially advising on environmental threats including pollution, noise and contaminated land

3. Health services public health

- population health care such as immunisation and screening programmes
- supporting the commissioning of appropriate, effective, and equitable health care from the NHS locally
- leading the integration of health and social care services

Key Responsibilities:

1. Produce an independent annual report on the health of the population, progress on improving health and reducing inequalities and making recommendations
2. Being principal health adviser to the Health and Wellbeing Board in developing a Health and Wellbeing Strategy based on the assessed needs of the population and proven interventions to improve health
3. Providing specialist public health advice to commissioners on priorities for health and social care spending and the appropriate configuration of services within and between local authorities.
4. Supporting the Local Resilience Forum in developing comprehensive multi agency plans for the anticipated threats to public health
5. Having full access to the papers and other information that they need to inform and support their activity, and day to day responsibility for their authority's ring-fenced public health budget.
6. Being Principal Advisor on all health matters to members and officers across local government.

Management arrangements

The DPH is part of the Senior Management Team leading the organisation and has direct access to the Director of Adults and Wellbeing and the Chief Executive. Quarterly meetings will be held with the Chief Executive and direct access will be available additionally at any time required for the robust exercise of emergency response and health protection responsibilities

The Director of Public Health is professionally accountable to the Secretary of State for Health (through Public Health England) and managerially accountable to the chief executive. Since the large majority of the public health functions will be carried out by staff within teams across the Adults and Wellbeing Directorate, the Director of Public Health will be operationally

accountable to the Director of Adults and Wellbeing. Professional appraisal will be required. An initial job plan will be agreed with the successful candidate prior to that individual taking up the post. This job plan will be reviewed as part of the annual job planning process.

The Director of Public Health will:

1. Manage up to six direct reports, comprising the professionally-qualified Public Health staff and those undertaking their training, and have professional responsibility for a wider Public Health team as per the attached organisational chart and as described in the service specification.
2. Have professional responsibility for the ring fenced Public Health budget of £7m - £8m.
3. Be expected to take part in on call arrangements as appropriate depending on local arrangements
4. Manage Specialty Registrars in Public Health

Professional obligations

The Director of Public Health will be expected to:

1. Participate in the organisation's staff appraisal scheme and departmental audit, and ensure appraisal and development of any staff for which s/he is responsible.
2. Contribute actively to the training programme for Foundation Year Doctors/Specialty Registrars in Public Health as appropriate, and to the training of practitioners and primary care professionals within the locality.
3. Pursue a programme of CPD, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, professional appraisal, audit or other measures required to remain on the GMC/GDC Specialist Register or the UK Public Health (Specialist) Register or other specialist register as appropriate.

These professional obligations should be reflected in the job plan. The post-holder may also have external professional responsibilities, e.g. in respect of training or work for the Faculty of Public Health. Time allocation for these additional responsibilities will need to be agreed with the line manager.

Personal Qualities

The Director of Public Health is:

1. A visionary and transformational leader with a full understanding of relationships and culture of organisations that impact on the wider determinants of health as well as health services.
2. A trustworthy and independent professional accountable to the Secretary of State through Public Health England as well as to the local population through the Local Authority.

3. Trained and experienced in all areas of public health practice and registered with the GMC or another appropriate regulatory body and accountable to them for their professional practice including ethical standards
4. Able to demonstrate corporate skills in strategic leadership within an organisation
5. A skilled and trusted communicator at all times particularly in a crisis
6. Strongly committed to teaching and research in collaboration with academic departments
7. Up to date and can demonstrate continuing professional development through appraisal and revalidation as a specialist with GMC or other regulator
8. Highly visible to ensure in-depth knowledge of local communities and better working between the public and local organisations
9. Able to show intellectual rigour and personal credibility to collaborative working and commissioning processes
10. Demonstrably accomplished in improving the health of communities
11. Able to lead across all local authority functions to, NHS bodies, the private sector and the third sector indicating the impact of investment on public health and inequalities

Key tasks

The job description will be subject to review in consultation with the post holder in the light of the needs of Herefordshire Council and the development of the speciality of public health and any wider developments in the field of public health.

Core Competency Areas

Surveillance and assessment of the population's health and well-being

- To ensure the proper design, development and utilisation of major information and intelligence systems to underpin public health improvement and action for the population across disciplines and organisations.
- To receive, interpret, provide and advise on highly complex epidemiological and statistical information about the health of populations to the Local Authority, NHS and voluntary organisations.
- To ensure the use of the best available evidence base to support the assessment of health needs, health inequalities, health impact assessment and the identification of areas for action within the local population.
- To produce an annual report on the health of the population of Herefordshire.

Assessing the evidence of effectiveness of health and healthcare interventions, programmes and services

- To provide expert public health advice and leadership to support and inform an evidence-based approach within ethical frameworks for commissioning and develop high quality equitable services, across primary, secondary and social care, and across sectors including local authorities, voluntary organisations and others, in potentially contentious and hostile environments where barriers to acceptance may exist.
- To be responsible for leading on service development, evaluation and quality assurance governance in specific areas and for preparing and adjusting action plans in line with changing needs and changing geographical boundaries.

- To provide expert advice to support evidence based commissioning, prioritisation of services for the population (and in some circumstances for the individual) in order to maximise opportunities for health.

Policy and strategy development and implementation

- To lead on behalf of Herefordshire Council on the communication, dissemination, implementation and delivery of national, regional and local policies and public health strategies, developing inter-agency and interdisciplinary strategic plans and programmes, with delegated authority to deliver key public health targets.
- To act in an expert advisory capacity on public health knowledge, standards and practice, across the spectrum of public health at Board or equivalent level.
- To be responsible for the development and implementation of multi-agency long-term public health programmes as required, based on identification of areas of potential public health improvement, the diversity of local needs and the reduction of inequalities.
- To ensure proper linkages between the health agenda and strategies related to the wider determinants including for example, community safety, the environment and sustainability.

Leadership and collaborative working for health

- To take the lead role on behalf of the Herefordshire Council in developing inter-agency and interdisciplinary short and long-term strategic plans for securing health improvement both in the general population and in vulnerable groups at high risk of poor health and reduced life expectancy, in partnership with a range of agencies such as those in the statutory, non- statutory, voluntary and private sectors and by taking lead responsibility with a defined local authority. This requires the ability to work cross-directorate and across other agencies and voluntary organisations.
- To work with primary care professionals and community staff to raise awareness of their public health role.
- To lead on the integration of health, social services and voluntary organisations to promote effective joint working to ensure delivery of the wider government targets.
- To influence external agencies in their public health policy decisions by working with complex professional, managerial and population groups and other organisations in the statutory, non-statutory and private sectors.

Defined Competency Areas

Health Improvement

- To be responsible for designated areas of health improvement programmes, public health surveillance or population screening or geographical areas.
- To take an Executive Director leadership role in specified areas with local communities and vulnerable and hard to reach groups, helping them to take action to tackle longstanding and widening health inequality issues, using community development approaches as appropriate.
- To provide expert knowledge to ensure effective community involvement with regard to all the work of the organisation including commissioning and prioritising high cost services and to ensure that policies and strategies are interpreted, developed and implemented at all levels.

Health Protection

- To take responsibility for safeguarding the health of the population in relation to communicable disease, infection control and environmental health, including delivery of immunisation targets.
- To ensure that effective local arrangements exist for covering the on call rota for the effective control of communicable disease, environmental hazards to health and emergency planning, as detailed in local health protection agreements.
- To communicate effectively and diplomatically with a wide audience including the media and the public to change practice in highly challenging circumstances such as communicable disease outbreaks, chemical incidents, immunisation and screening.

Service Improvement

- To provide expert advice to clinical commissioning groups to support evidence based commissioning, prioritisation of health and social care services for the population (and in some circumstances provide highly specialised advice on preferred treatment options or protocols based on the evidence for individual patients) in order to maximise opportunities for health.
- To be responsible for implementation of NICE and National Service Frameworks or equivalent national standards, guidance and frameworks.
- To lead the development of clinical networks, clinical governance and audit.
- To review evidence and providing highly specialised advice on preferred treatment options or protocols based on the evidence for individual patients.

Public Health Intelligence

- To analyse and evaluate quantitative and qualitative data and research evidence from a range of sources to make recommendations and inform decision making which has long term impacts.
- To compare, analyse and interpret highly complex options for running projects identified as key public health priorities, and communicate this information across organisations and the local community.
- To be responsible for the identification and implementation of appropriate health outcome measures, care pathways, protocols and guidelines for service delivery across patient pathways for the local population.
- To work with the information and intelligence arm of Public Health England and other organisations to strengthen local, regional and national public health intelligence and information capacity.

Academic Public Health/Research and Development

- To undertake and commission literature reviews, evaluative research surveys, audits and other research as required informing equitable service and reducing health inequalities. This may involve taking the lead on R&D public health and related activities
- To develop links with local universities to ensure the work of the organisation is based on a sound research and evidence base.
- To develop public health capacity through contributing to education and training and development within the Directorate, and within the wider NHS and non NHS workforce.

GENERAL CONDITIONS

TBC

On call arrangements

The post holder will be expected to be on call for health protection and public health and to participate in the emergency planning arrangements for Herefordshire and the West Midlands as appropriate. Suitable training will be provided for those who need it in discussion with Public Health England

Indemnity

As the post holder will only be indemnified for duties undertaken on behalf of Herefordshire Council the post holder is strongly advised to ensure that he/she has appropriate professional defence organisation cover for duties outside the scope of Herefordshire Council and for private activity within Herefordshire Council.

Flexibility

The post holder may, with their agreement - which should not reasonably be withheld - be required to undertake other duties which fall within the grading of the post to meet the needs of this new and developing service. The employing organisation is currently working in a climate of great change. It is therefore expected that all staff will develop flexible working practices both within any relevant local public health networks and at other organisational levels as appropriate, to be able to meet the challenges and opportunities of working in public health within the new and existing structures.

Confidentiality

A Director of Public Health has an obligation not to disclose any information of a confidential nature concerning patients, employees, contractors or the confidential business of the organisation.

Public Interest Disclosure

Should a Director of Public Health have cause for genuine concern about an issue (including one that would normally be subject to the above paragraph) and believes that disclosure would be in the public interest, he or she has a duty of candour and should have a right to speak out and be afforded statutory protection and should follow local procedures for disclosure of information in the public interest.

Data protection

If required to do so, the post holder will obtain, process and use information held on a computer or word processor in a fair and lawful way. The post holder will hold data only for the specified registered purpose and use or disclose data only to authorised persons or organisations as instructed in accordance with the Data Protection Act.

Health and safety

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) and its amendments and by food hygiene legislation to ensure that the agreed safety procedures are carried out to maintain a safe condition for employees, patients and visitors.

Smoking policy

The employing organisation has a policy that smoking is not allowed in the work place.

Equal opportunities policy

It is the aim of the employing organisation to ensure that no job applicant or employee receives less favourable treatment on grounds of gender, religion, race, colour, sexual orientation, nationality, ethnic or national origins or disability or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, there is an Equal Opportunities Policy in place and it is for each employee to contribute to its success.

Person Specification - Director of Public Health - Herefordshire Council

IMPORTANT: This person specification contains changes introduced in amendments made to the NHS (Appointment of Consultants) Regulations for England, Scotland, Northern Ireland and Wales which came into force during 2005.

Education/Qualifications	Essential	Desirable
Inclusion in the GMC Specialist Register/GDC Specialist List or UK Public Health Register(UKPHR)	X	
If included in the GMC/GDC Specialist Register in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health medicine practice	X	
Public health specialist registrar applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry at the date of interview ; all other applicants must provide verifiable signed documentary evidence that they have applied for inclusion in the GMC/GDC/UKPHR specialist registers [see shortlisting notes below for additional guidance]	X	
Applicants must meet minimum CPD requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body	X	
MFPH by examination, by exemption or by assessment		X
Personal qualities		
Transformational and visionary leader	X	
Commitment to adding public health values to corporate agendas	X	
Strong commitment to public health principles	X	
Able to prioritise work, and work well against a background of change and uncertainty	X	
Adaptable to situations, able to handle people of all capabilities and attitudes	X	
Commitment to team-working, and respect and consideration for the skills of others	X	
Self-motivated, pro-active, and innovative	X	
High standards of professional probity	X	
Experience		
Minimum of three years' experience of public health practice at senior level		X
High level project management skills	X	
Excellent staff and corporate management and development skills	X	
Experience of working in complex political and social environments	X	
Excellent change management skills	X	
Budget management skills	X	
Training and mentoring skills		X
Scientific publications, presentation of papers at conferences, seminars etc		X
Skills		
Strategic thinker with proven leadership skills	X	
Excellent oral and written communication skills (including dealing with the media)	X	
Effective interpersonal, motivational and influencing skills	X	
Ability to respond appropriately in unplanned and unforeseen circumstances	X	
Good presentational skills (written and oral)	X	
Sensible negotiator with practical expectation of what can be achieved	X	
Substantially numerate, with highly developed analytical skills using qualitative and quantitative data	X	
Computer literate	X	
Ability to design, develop, interpret and implement policies	X	
Ability to concentrate for long periods (e.g. analyses, media presentations)	X	
Resource management skills	X	
Knowledge		
High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation	X	
Full understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health	X	
Full understanding of and commitment to delivery of improved health through mainstream NHS activities	X	
Understanding of NHS and local government cultures, structures and policies	X	
Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice	X	
Understanding of social and political environment	X	

Understanding of interfaces between health and social care	X	
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