

Phil Norrey
Chief Executive



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To: The Chair and Members of the
Appointments, Remuneration
and Chief Officer Conduct
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(See below)

Your ref :
Our ref :

Date : 22 July 2020
Please ask for : Karen Strahan 01392 382264

Email: karen.strahan@devon.gov.uk

APPOINTMENTS, REMUNERATION AND CHIEF OFFICER CONDUCT COMMITTEE

Thursday, 30th July, 2020

A meeting of the Appointments, Remuneration and Chief Officer Conduct Committee is to be held on the above date at 10.00 am in the Virtual Meeting to consider the following matters.

P NORREY
Chief Executive

AGENDA

PART I - OPEN COMMITTEE

- 1 Apologies for Absence
- 2 Minutes

Minutes of the meeting held on 21 July 2020.

- 3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as a matter of urgency.

4 Director of Public Health - Process to date

Officers to report on the process for attracting suitable candidates for the above post.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

5 Exclusion of the Press and Public


Recommendation: that the press and public be excluded from the meeting for the following items of business under Section 100(A)(4) of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 and 2 of Schedule 12A of the Act namely relating to any individual and information likely to reveal the identity of an individual and in accordance with Section 36 of the Freedom of Information Act 2000, by virtue of the fact that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6 Appointment of Director of Public Health (Pages 1 - 38)

To interview shortlisted candidate(s) and, if possible, make a recommendation upon an appropriate appointment to the next meeting of the County Council.

Papers attached include the job description for the Director of Public Health, a briefing paper on the process to date and application form(s).

*Members are reminded that Part II Reports contain confidential information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s).
Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.*

Membership
Councillors J Hart (Chair), R Croad, R Hannaford, J McInnes and N Way
Declaration of Interests
Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.
Access to Information
Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Karen Strahan on 01392 382264.
Internet
Agendas and minutes of this Committee together with any officers' reports considered at the meeting are published online on the Council's Website and can also be accessed via the Modern.Gov app, available from the usual stores.
Webcasting, Recording or Reporting of Meetings and Proceedings
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In addition, anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting. An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall. For information on Wi-Fi availability at other locations, please contact the Officer identified above.
Access to County Hall
Access to County Hall is restricted and all visitors are requested to report to the Main Reception. Car parking facilities on site are limited. Provision for disabled parking is available. It is advisable to contact County Hall Main Reception in advance on 01392 382504. See attached sheet for Public Transport Links.
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 <p>Induction loop system available</p>

DIRECTOR OF PUBLIC HEALTH

Principal accountability:

To work collaboratively as part of the Council's senior leadership group to support the Council's overall aims in promoting a better quality of life for Devon's residents.

Title:	Director of Public Health
Employing Organisation:	Devon County Council
Accountable to:	Professionally accountable to the Council (and the Secretary of State for Health through Public Health England) Managerially to the Chief Executive of Devon County Council
Hours:	Full time - normally 37 hours per week
Work base:	County Hall, Topsham Road, Exeter EX2 4QD
Salary:	£99,537 - £113,860
Key Relationships	Cabinet/Portfolio holders Leadership Group Senior Management Teams Local NHS bodies including STP/ICS and CCG Public Health England Health and Wellbeing Board Elected members Local Resilience Forum NHS England City, District, Borough Councils The public and the press

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Job Summary

The Director of Public Health is the system leader for improving the health and wellbeing of residents, reducing inequalities in health outcomes and protecting local communities from public health hazards (infectious diseases and environmental threats). As such, the Director of Public Health is a statutory Chief Officer of Devon County Council and the principal adviser on all health matters to elected members, officers and partners, with a leadership role spanning 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 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
- 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
- producing an independent annual report on the health of local communities

In order to deliver their responsibilities on behalf of the residents of Devon, the DPH will need to be a visible system leader in the health and wellbeing partnership arrangements. The DPH will be expected to use all the resources at their disposal to ensure that the local public health system is able to tackle the full range of determinants of health affecting communities in Devon. Working with local communities, he/she should be able to inspire development of innovative solutions that support improvements in health and wellbeing and reduction in health inequalities while at the same time maintaining the confidence of Councillors and government.

Description of Devon County Council and the Public Health Department

Devon County Council is an upper-tier local authority which works with eight district councils, one Clinical Commissioning Group and other stakeholders to improve health and wellbeing and reduce health inequality. It has a reputation as a successful and stable organisation, with an absolute commitment to putting public health at the heart of everything it does. The Public Health team is a high-performing team with good academic links to the University of Exeter and Plymouth University, and is a training location for public health for the Severn Deanery.

Job purpose and key responsibilities

The fundamental purpose of the postholder is to provide the leadership to drive improvements in the health and wellbeing of the residents of Devon, to reduce inequalities in health outcomes and working in collaboration with PHE to protect local communities from threats to their health through infectious diseases, environmental and other public health hazards. In delivering the key responsibilities described below, the postholder is expected to demonstrate a high level of expertise in the Faculty of Public Health Competencies (Appendix 1) and the person specification (Appendix 2).

The key responsibilities are to:

- a) Support the Chief Executive and Elected Members in developing and delivering the Council's strategic agenda
- b) Be the chief officer and principal adviser on public health to the Council, local communities and local partners
- c) Operate strategically as a member of the corporate management/executive board and across the Council influencing policy and practice.
- d) To commission, and/or deliver services which are effective, value for money and meet quality standards.
- e) To act as a leader across the local system of public services, influencing change and enabling a culture of continuous improvement in health and wellbeing, innovation and evaluation.
- f) Use the public health resources imaginatively and cost effectively across all domains of public health in order to improve health and wellbeing of local communities and reduce inequalities in health outcomes.
- g) Accountable for both the shaping and delivery of the Health and Wellbeing agenda taking account of the national agenda and benchmarking (using the national outcomes frameworks; public health, NHS and social care).
- h) Deliver an independent annual report on the health and wellbeing of local communities for publication by Devon County Council, to stimulate debate and/or action by the Council and partners.

The person specification for the post is set out in appendix 2. In delivering the responsibilities outlined above, the postholder and his/her team will undertake the following tasks:

1. Strategic Leadership

- Delivery of a system to support surveillance, monitoring and evaluation of health and wellbeing and inequalities in health outcomes of local communities (including an easily accessible Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy)
- Ensure all activity undertaken by the Council takes account of both, the need to reduce inequalities as well as the requirements of equalities legislation.
- To ensure scientific principles are applied to assessing need, exploring interventions and assessing the progress of the Council's strategic agenda.
- Ensure as a core member of the Health and Wellbeing Board and in partnership with the wider Devon County Council, partners and the public, the development of plans to enable local communities to become healthy, sustainable and cohesive.
- Ensure a programme of action (both within and outwith the Council) to impact on the wider determinants of health that will promote improvements in health and wellbeing of local communities and reduction in health inequalities.
- Provide assurance that the health protection system for local communities is fit for purpose
- To work closely with Directors responsible for people (children and young people, and vulnerable adults and older people) to develop, implement and maintain a "fit for purpose" integrated strategy which meets the needs of local communities and is consistent with the national approach.
- Collaborate across organisational boundaries to ensure communities in Devon benefit from population health and care programmes (to include the development of Integrated Care Systems).

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2. Department-Specific Accountabilities

- To be an advocate for improving health and wellbeing and reducing health inequalities
- Exercise the statutory responsibilities including the delivery of the mandated services
- To advise Devon County Council on its statutory and professional public health obligations.
- Work with the PHE South West Centre and NHS England & NHS Improvement to ensure local communities are protected from infectious disease threats (including food and water borne disease, pandemics, etc) and environmental hazards.
- Ensure the development and delivery of a credible plan to improve health and wellbeing of communities in Devon County Council and reduce health inequalities.
- Ensure that the Council has implemented its EPRR responsibilities and, through agreed arrangements for contributing to the Local Health Resilience Partnership, that partner organisations (PHE, NHS England and the CCG) have delivered their EPRR responsibilities.
- Work in partnership with the CCG and the STP/ICS and Directors of Social Care to take responsibility for Population Health and Care; including oversight of and promotion of population coverage of immunisation and screening programmes.
- Provide public health advice (the “core offer”) to the CCG supporting the commissioning of appropriate, effective (based on evidence) and equitable health services.
- Support the Health and Wellbeing Board to deliver its statutory duty to promote integration of health and care for the benefit of local communities.
- Collaborate across local authority boundaries to ensure residents of Devon benefit from population health and care programmes (for example the NHS Long Term Plan).

3. Resource Management

- To be accountable for the budget including reporting on the use of the public health ring-fenced grant.
- Manage public health staff and ensure that they are able to influence in such a way as to ensure health and wellbeing in its fullest sense is central to Devon County Council.
- To manage Council resources (people, property, information and finance) imaginatively and efficiently.

Human Resources

Staffing	Headcount	WTE
Public Health	31	27.9

Budget: circa £28 million

4. Commissioning

- Ensure services for improving health and wellbeing of local communities are commissioned within the Council policy for procurement and monitoring systems and are responsive to the needs of the communities in Devon and over time.
- To set the framework for standards for commissioning and delivery; including the promotion of innovative approaches and appropriate risk management systems which are responsive to performance challenges.
- To ensure scientific principles of evaluation underpin all commissioning and delivery of health and wellbeing services.

5. Advocacy

- Develop a constructive relationship with the media and the public, within the context of the Devon County Council Communications strategy.
- To use the Faculty of Public Health, the LGA, the ADPH, PHE and other channels to advocate for the public's health.

Management arrangements

The Director of Public Health will be professionally accountable to the Council (and to the Secretary of State for Health through Public Health England) and managerially accountable to the Chief Executive of Devon County Council. An initial job plan will be agreed with the successful candidate and reviewed annually.

The Director of Public Health will:

1. Be responsible for the management of staff (including undergraduate and postgraduate students and apprentices)
2. Manage assigned budgets
3. Take part in corporate on call arrangements
4. Ensure appropriate management and support for Specialty Registrars in Public Health

The organisation charts are attached at Appendices 3 and 4.

Professional obligations

Professional responsibilities will be reflected in the job plan. The Director of Public Health will be expected to:

Participate in the organisation's staff and professional appraisal scheme and ensure participation of all staff members.

1. Ensure quality improvement (and clinical governance) programmes are an integral component of the public health approach in the Council.
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 or other measures required to remain on the GMC/GDC Specialist Register with a license to practice or the UK Public Health (Specialist) Register or another specialist register as appropriate.
4. Practise in accordance with all relevant sections of the General Medical Council's Good Medical Practice (if medically qualified).
5. Agree any external professional roles and the time required to deliver those roles with the Council.

Faculty of Public Health: Competencies expected of all public health consultants/ specialists

All consultants irrespective of their background are expected to be proficient in the competencies set out below.

- I. **Use of public health intelligence to survey and assess a population's health and wellbeing**
To be able to synthesise data into information about the surveillance or assessment of a population's health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.
- II. **Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations**
To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.
- III. **Policy and strategy development and implementation**
To influence and contribute to the development of policy and lead the development and implementation of a strategy.
- IV. **Strategic leadership and collaborative working for health**
To use a range of effective strategic leadership, organisational and management skills, in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.
- V. **Health Improvement, Determinants of Health, and Health Communication**
To influence and act on the broad determinants and behaviours influencing health at a system, community and individual level.
- VI. **Health Protection**
To identify, assess and communicate risks associated with hazards relevant to health protection, and to lead and co-ordinate the appropriate public health response.
- VII. **Health and Care Public Health**
To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.
- VIII. **Academic public health**
To add an academic perspective to all public health work undertaken. Specifically, to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer-reviewed journals, and demonstrate competence in teaching and learning across all areas of public health practice.

IX. Professional, personal and ethical development

To be able to shape, pursue actively and evaluate your own personal and professional development, using insight into your own behaviours and attitudes and their impact to modify behaviour and to practice within the framework of the GMC's Good Medical Practice (as used for appraisal and revalidation for consultants in public health) and the UKPHR's Code of Conduct.

X. Integration and application for consultant practice

To be able to demonstrate the consistent use of sound judgment to select from a range of advanced public health expertise and skills, and to use them effectively, working at senior organisational levels, to deliver improved population health in complex and unpredictable environments.

The DPH as a public health leader is expected to have both the technical expertise as well as the ability to use those techniques to both, lead and support the development of complex solutions to improve the health and wellbeing of local communities. In addition, they are expected to have skills and the attitudes to be able to present the results of applying their technical expertise so that they are understandable and stimulate actions by a range of individuals and organisations.

PERSON SPECIFICATION
DIRECTOR OF PUBLIC HEALTH
 Devon County Council

Competencies and other requirements

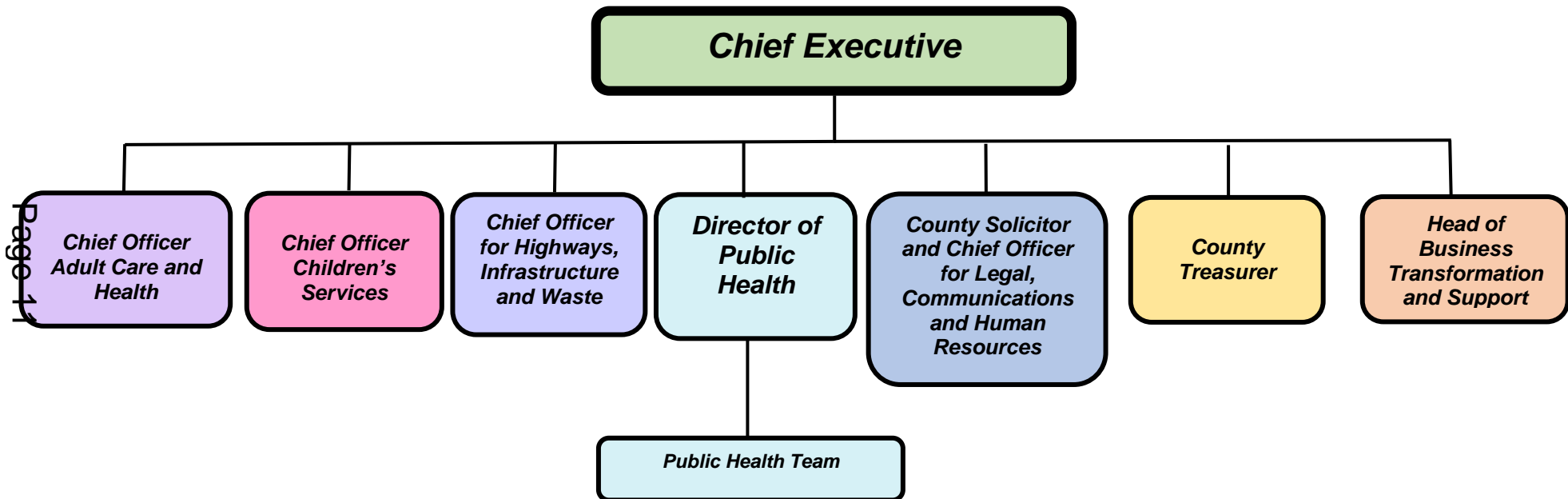
Behaviours	Recruitment and selection
<p>Leadership Establishing and promoting a clear public health vision which is coherent with the business strategy and the political vision for Devon County Council and consistent with Government policy and takes account of social and economic trends. This is about role modelling through their own actions the types of behaviours expected of others in creating a high performing public health culture.</p> <ul style="list-style-type: none"> • Developing an effective Public Health team with appropriate skill mix to enable the Authority to deliver its full range of Public Health responsibilities • Developing effective relationships with elected members to ensure a coherent Public Health vision and operational plan • Work with fellow directors to enable/ensure public health perspective/principles underpin all aspects of LA delivery • Work with communities and media to ensure needs of local communities are made explicit and addressed by the HWB • Deliver the independent report of the DPH in such a way as to compel all members of the Health and Wellbeing Board to take action 	<p>Application form and Assessment Process</p>
<p>Community and population focus It means working together to a common agenda and objectives with a shared purpose and common values, always looking for ways to improve access to services by communities and individuals. This is seen by:</p> <ul style="list-style-type: none"> • Actively seeking to understand the communities that are served and promoting and demonstrating an active commitment to meet their needs • Setting new standards for innovation in commissioning and delivery of services that anticipate and exceed expectations • Engaging with a wide range of stakeholders and partners to gather and evaluate information and make collaborative judgements and decisions • Making timely and where needed, difficult decisions for the benefit of the people of Devon 	<p>Application form and Assessment Process</p>
<p>Results Focus Co-development of a model of health with local stakeholders (including local communities) and the metrics to support; taking account of Public Health Outcomes Framework, the NHS Outcomes Framework and the Social Care Outcomes Framework. This is seen by:</p> <ul style="list-style-type: none"> • Acknowledging and working with ambiguity and complexity, making significant decisions where no precedents exist 	<p>Assessment Process</p>

<ul style="list-style-type: none"> • Ensuring a best practice performance culture is developed and sustained • Setting, communicating and monitoring stretching organisational objectives and objectives • Pro-actively identifying corporate, directorate and service risks, and ensuring action is taken to mitigate them • Formulating risk management plans and creating a positive health and safety culture 	
<p>Improvement and Change Developing and sustaining a culture of innovation and creativity underpinned by evaluation, where employees are engaged and have the desire to do things better, more efficiently and effectively to improve performance. This is seen by:</p> <ul style="list-style-type: none"> • Taking risks and moving into uncharted territory while taking accountability for results and failures • Welcoming the inevitable mistakes as part of the creative process • Suggesting the unthinkable to stimulate alternate ways of thinking • Focusing team performance on the achievement of outcomes that will maximise the resources available • Finding new ways of securing or deploying significant amounts of financial resource to meet new objectives • Advocating and role modelling the use of evaluation techniques to support innovation 	<p>Assessment Process</p>
<p>People Development Knowing and managing the strategic talent requirements for the organisation. It is about promoting and encouraging a culture where people focus on developing themselves and others to deliver improvement while developing careers. This is seen by:</p> <ul style="list-style-type: none"> • Holding direct reports accountable for people development generally and specifically for releasing high performers for personal development • Articulating the many long-term benefits of talent management and developing the talent pools required for succession • Ensuring comprehensive workforce plans are in place 	<p>Application form and Assessment Process</p>
<p>Functional competencies</p> <ul style="list-style-type: none"> • Demonstrates detailed knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice. • Full and high level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation. Develops service practices and ensures appropriate application. Provides advice on the more complex instances 	<p>Application form and Assessment Process</p>
<ul style="list-style-type: none"> • Detailed knowledge and experience in driving and assisting in the management of change in a variety of settings, proactively seeking opportunities to create and implement improved service effectiveness 	<p>Application form and Assessment Process</p>

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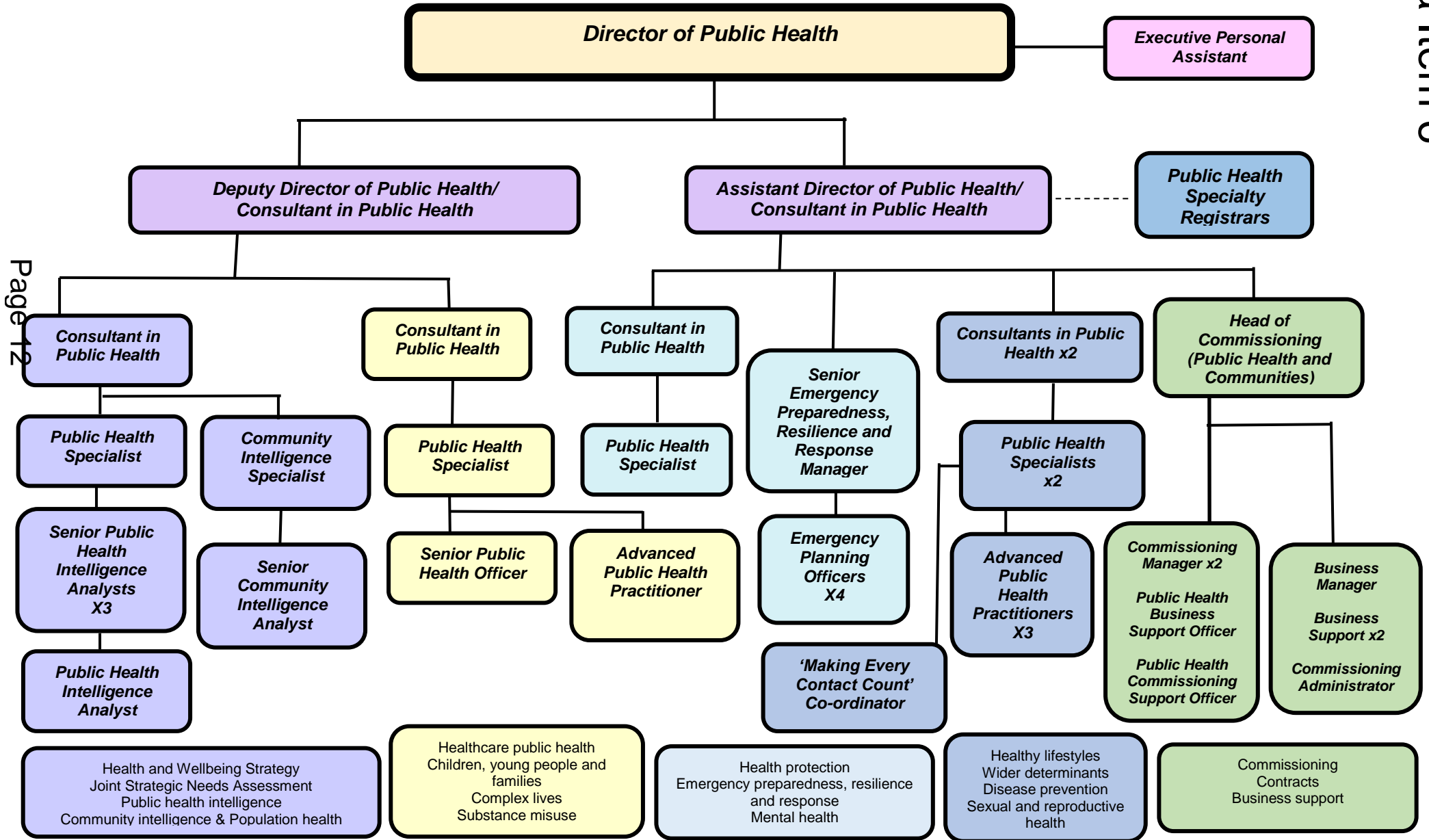
<ul style="list-style-type: none"> Detailed knowledge of personnel management. Carries out effective performance management of staff and demonstrates understanding of policies related to pay, capability, disciplinary matters and grievances. Plans department activities and use of staff resources effectively. Participates in workforce planning and training needs assessments 	Application form and Assessment Process
<ul style="list-style-type: none"> Demonstrates knowledge of project management tools and techniques. Sufficient skill to develop and implement large scale projects, utilising and leading multi-skilled project teams. 	Application form
<p>Qualifications</p> <ul style="list-style-type: none"> Inclusion in the GMC Specialist Register with a licence to practice/GDC Specialist Register/UK Voluntary Register for Public Health Specialists. If included in the GMC Specialist Register/GDC Specialist Register in a specialty other than public health medicine/dental public health, must have equivalent training and/or appropriate experience of public health medicine practice. Public health specialty registrar applicants who are not yet on the GMC specialist register/GDC specialist register 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 on the GMC/GDC/UKPHR specialist registers Desirable to have FFPH but not essential 	Application form
<ul style="list-style-type: none"> Must meet minimum CPD requirements (i.e. be up to date) in accordance with the Faculty of Public Health requirements or other recognised body 	Application form
Knowledge, experience and skills	
<ul style="list-style-type: none"> Understanding of NHS and local government cultures, structures and policies 	Assessment Process
<ul style="list-style-type: none"> Understanding of social and political environment 	Assessment Process
<ul style="list-style-type: none"> Excellent oral and written communication skills (including dealing with the media) including to present to mixed audiences and the media 	Application form and Assessment Process
<ul style="list-style-type: none"> Practical experience in facilitating change 	Application form and Assessment Process
<ul style="list-style-type: none"> Budget management skills 	Application form
<ul style="list-style-type: none"> The normal duties of the role may involve travel on a regular or occasional basis. It is a condition of employment that the role holder can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle 	Application form
<ul style="list-style-type: none"> This position is subject to a criminal records disclosure check 	YES
<ul style="list-style-type: none"> This is a politically-restricted position 	YES

Devon County Council Leadership Arrangements



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Structure chart for Public Health Devon



Health and Wellbeing Strategy
 Joint Strategic Needs Assessment
 Public health intelligence
 Community intelligence & Population health

Healthcare public health
 Children, young people and families
 Complex lives
 Substance misuse

Health protection
 Emergency preparedness, resilience and response
 Mental health

Healthy lifestyles
 Wider determinants
 Disease prevention
 Sexual and reproductive health

Commissioning
 Contracts
 Business support

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Document is Restricted

