

<u>MEETING</u> GENERAL FUNCTIONS COMMITTEE
<u>DATE AND TIME</u> WEDNESDAY 28TH JUNE, 2017 AT 7.00 PM
<u>VENUE</u> HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
12.	Creation of Director of Public Health Post - Adults, Communities & Health Department	3 - 14

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General Functions Committee

3 May 2017

Title	Creation of Director of Public Health - post, Adults, Communities & Health Department
Report of	Strategic Director for Adults, Communities and Health
Wards	Not Applicable
Status	Public
Urgent	No
Key	No
Enclosures	1. Job description: Director of Public Health
Officer Contact Details	Dawn Wakeling - Strategic Director for Adults, Communities and Health Dawn.Wakeling@barnet.gov.uk 020 8359 4290

Summary

Policy and Resources Committee on the 27th March 2017 decided to develop a stand-alone public health service for Barnet from 1st April 2018. Following the termination of the Inter authority agreement (IAA) with Harrow regarding the joint Public Health Service there is a need to create a new post of Director of Public Health to manage the new public health service in Barnet. The creation of one new post – Director of Public Health requires approval by the General Functions Committee.

Recommendations

That the General Functions Committee approves:

- 1. The creation of a 0.6 FTE Director of Public Health post in the Adults, Communities and Health Department, as set out in this report.**
- 2. That Strategic Director for Adults, Communities and Health takes all necessary steps to appoint to the post.**

1. WHY THIS REPORT IS NEEDED

National policy context

- 1.1 The Health and Social Care Act 2012 transferred public health responsibilities from the NHS to local authorities with effect from 1 April 2013. From this date local authorities inherited responsibility for a range of public health services previously provided by the NHS including most sexual health services and services to address drug or alcohol misuse. Councils also took on a new duty to take such steps as they consider appropriate for improving the health of everyone living and working within the local authority area.
- 1.2 In every local authority area the public health service has four key responsibilities:
 - Leading health improvement and reducing health inequalities.
 - Health protection and ensuring appropriate plans are in place.
 - Public health support to health service commissioning and joint commissioning.
 - Providing public health knowledge and intelligence.
- 1.3 Public health services are funded through a ring-fenced public health grant which runs until 1 April 2019. It is not known whether the grant will be extended beyond this date. The government has indicated that delivery of statutory public health functions will be included in the new responsibilities of local authorities under the proposed business rates retention scheme.

Delivery of public health services in Barnet

- 1.4 In March 2013 the Council entered into an Inter-Authority Agreement (IAA) with the London Borough of Harrow for the shared provision of public health services. The agreement was set for an initial term of five years, with provision to extend the agreement for a further two years, subject to the agreement of both organisations.
- 1.5 The decision to pursue a shared public health service reflected the position of both Councils that it was vitally important to establish a centre of public health expertise with a sufficient critical mass of public health specialists.
- 1.6 In setting up the shared service both Councils were able to achieve efficiency

savings through sharing a single Director of Public Health (DPH), shared administration and commissioning, and more efficient contracts in areas such as School Nursing, Health Visiting, Pharmaceutical Needs Assessment and Substance Misuse services.

Strategic context

- 1.7 In December 2015, the NHS outlined a new approach to ensure that health and care services are built around the needs of local populations. Every health and care system has been working together to produce a Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years.
- 1.8 Local health and care systems have come together in STP 'footprints'. The five London boroughs of Barnet, Camden, Enfield, Haringey and Islington make up the North Central London (NCL) footprint.
- 1.9 The NCL draft STP was published in October 2016. It sets out plans to meet the challenges faced locally and to deliver high quality and sustainable services in the years to come.

The report to Policy and Resources Committee in March set out the strategic reasons for establishing a stand-alone Public Health Service and not renewing the IAA with Harrow Council. The two reasons were: the significant planned reductions in the Harrow public health budget, including in staffing; and the development of Sustainability and Transformation Plans which have placed Harrow and Barnet public health in separate strategic planning arrangements for health.

2. REASONS FOR RECOMMENDATION

- 2.1 The Director of Public Health (DPH) role is a statutory function and every local authority must have a DPH. DPHs are employed by the local authority with a line of accountability into Public Health England which is also involved in the recruitment of each DPH.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As outlined in paragraph 1.9 there is no strategic rationale for continuing to share a public health service with Harrow.
- 3.2 The development of the proposal included consultation options being presented to Policy and Resources Committee on the 27th March 2017.

4. POST DECISION IMPLEMENTATION

- 4.1 Should the recommendation be approved, the Constitution Ethics and Probity Committee will be asked to make the consequential changes to the constitution.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

5.1.1 The report concerns the senior management functions of the Council.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council.

5.3 Social Value

The implementation of the recommendations in this report will ensure that the Council can meet its objectives and deliver the corporate plan, of which social value is a component.

5.4 Legal and Constitutional References

5.4.1 The HR Regulations state that ‘all new posts at Assistant Director level or above shall be created by committee decision (General Functions Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers’.

5.4.2 The functions of General Functions Committee include ‘to decide on a. chief officer salary packages b. salary packages to be offered of £100,000 or more’.

5.4.3 According to Article 9 of the Council’s constitution, the Director of Public Health is listed as a Chief Officer. According to the HR Regulations, appointment of Chief Officers is a function reserved for the Chief Officer Appointments Panel. Section 15, Annex A of the Council’s Constitution, Responsibility for Functions, provides that General Functions Committee will decide on and report back to Council on Chief Officer salary packages.

Section 73A National Health Service Act 2006 provides that a local authority must act jointly with the secretary of state to appoint the Director of Public Health. According to section 73A (7) National Health Service Act 2006, the local authority must have regard to any Guidance issued by the Secretary of State regarding the appointment of a Director of Public Health. Such Guidance is contained within the “Directors of Public Health in Local Government, Guidance on appointing Directors of Public Health from 01 April 2013”. This Guidance provides, among other things, that the job description for the role must be shared with the Regional Director of Public Health England and the local authority is required to organise a advisory appointments committee in line with Faculty of Public Health guidance and with the advice of Public Health England. Appendix A of the Guidance sets out the essential professional requirements for the post of Director of Public Health.

5.5 Risk Management

- 5.5.1 The Council's functions are essential to the continuing transformation of services and delivery. To achieve this, the Council requires the right people with the set of skills to commission effective services for our residents.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provisions of the public sector equalities duty which requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (2010).
 - Advance equality of opportunity between people from different groups; and
 - Foster good relations between people from different groups.
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.6.3 The job description for the DPH role has been produced and evaluated within normal HR practice.

5.7 Consultation and Engagement

- 5.7.1 The normal 30 day consultation with staff and trade unions has been undertaken.

- 5.8 **Insight**
Not applicable

6. DETAILED INFORMATION

- 6.1 The proposed new Director post is a Grade 6 post under the Council's senior management pay scale (salary range £85,000 - £104,000), including London weighting). The post holder will be employed by the Council. The post will be funded by the Public Health Grant.

7. BACKGROUND PAPERS

The following background papers were used in the preparation of this report: -

- a) **Policy and Resources Committee 21 March 2017 - Title Future of Barnet Public Health**
- b) **Directors of Public Health in Local Government, Guidance on appointing Directors of Public Health from 01 April 2013**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213008/DsPH-in-local-government-ii-guidance-on-appointments.pdf

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Director of Public Health

Role Type: Delivery & Commissioning

Role Level: Level 6

Function: Adult Social Care and Health

Role Purpose

This role 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 the authority and the principal adviser on public health matters to elected members, officers and partners, with a leadership role spanning health improvement, health protection, wellbeing and health care.

This role has responsibility for all of Barnet's duties to improve public health and 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.

The post holder will also be responsible for exercising Barnet's functions in planning for, and responding to, emergencies that present a risk to public health

The role involves co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders and producing an independent annual report on the health of local communities

The Public Health team is based in the Adults, Communities and Health department of the London Borough of Barnet, which also includes adult social care, leisure services, and commissioning of health and social care services.

The Director of Public Health will:

- Be responsible for leading the development and driving the implementation of programmes to improve the health and wellbeing of the local population and to reduce inequalities in health – thereby contributing to the implementation of Barnet's corporate plans, commissioning plan and medium term financial strategy and through this achieve key public health goals and outcomes.
- Provide public health advice to NHS Barnet CCG, GP consortia and other partner agencies on the identification of local health priorities, the implementation of action to address these priorities and the setting and monitoring of local targets.
- Be the chief source of expert public health leadership and advice to the Council and CCG Governing Body on all aspects of public health.
- Be responsible for producing an independent annual report on the health of the local population.
- Play a powerful role in forging partnerships with, and influencing all local agencies to ensure the widest possible participation in the health and wellbeing agenda.
- Work closely with Public Health England and other relevant organisations to ensure high levels of local resilience.
- Be a highly effective leader for the Public Health Service, ensuring they continue to

contribute appropriately to wider public health networks and bringing public health practice, teaching and research together as appropriate. This role will have overall staff management responsibility for public health staff leading on health improvement and will work closely with the Assistant Director of Joint Commissioning to ensure effective commissioning of services and delivery of the Barnet Health and Wellbeing Strategy.

- Be responsible for management of the public health budget, within the Council's financial and business planning approach.
- Regularly review and update the learning programme for public health trainees and support the training of practitioners and primary care professionals within Barnet who are responsible for providing public health services.
- Contribute to the wider local authority corporate agenda, ensuring appropriate advice is given to the boroughs' officers and elected members on public health impacts of council work.
- Work with other public health colleagues to strengthen public health capacity and delivery across the region/country.
- Ensure that appropriate information and intelligence systems are in place, using these to receive, interpret, provide and advise on highly complex information about the health of populations to the Council, NHS, and voluntary organisations while developing an appropriate evidence base.
- Work with the Commissioning Support functions covering Barnet to strengthen local, regional and national public health intelligence and information capacity.
- 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.
- Lead the communication, dissemination, implementation and delivery of national, regional and local public health policies and strategies, developing inter-agency and interdisciplinary strategic plans and programmes, working at director level and linking in with wider strategies, i.e. community safety, the environment and sustainability.
- Work in partnership with a range of agencies such as those in the statutory, non-statutory, voluntary and private sectors, to secure short and long-term strategic plans for health improvement both in the general population and in vulnerable groups at high risk of poor health and/or reduced life expectancy.
- Be responsible for safeguarding the health of the population in relation to communicable disease, infection control and environmental health, including delivery of immunisation targets, putting in place local arrangements for on-call activity, and communicating effectively with the public and media organisations.
- Undertake appropriate learning and development activity including the carrying out of academic research to inform equitable service provision and to reduce health inequalities.

Core Accountabilities

- **Think Customer:** To ensure that outstanding customer service is being delivered on a day-to-day basis for all customers of the Council's Public Health Services and that any issues or complaints are dealt with, and resolved, in an effective and timely manner.
- **Leadership and People Management:** To provide strong, visible leadership and professional supervision for service staff and/or external partners to ensure a high quality of service provision within professional guidelines and standards.
- **Democratic Spine:** To provide detailed operational data to the cabinet and members, as required, to highlight the performance Public Health services against agreed performance standards and to raise any specific, high-priority service issues for their attention.
- **Financial & Risk Management:** To manage operational budgets within agreed financial parameters, and monitor compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately.
- **Resource Planning & Management:** To manage the use of set resources (people, assets etc.) to ensure that they are best deployed to meet identified needs and achieve agreed service outcomes and manage the day to day delivery of services.
- **Contract Management:** To manage the operational aspects of specific contracts for the service area ensuring that they delivery against agreed service quality levels.
- **Stakeholder Management:** To manage operational stakeholder relationships to ensure high quality service delivery and that customer outcomes are met. To develop close internal partnerships, e.g. Commissioning Directors, to effectively deliver high quality services.
- **Service Expertise:** To manage commissioning and delivery activity with partners to ensure that service level contracts reflect service knowledge and experience to ensure high quality customer outcomes are consistently achieved.

Knowledge, Skills and Experience

- Educated to degree level with a relevant professional qualification.
- Inclusion on the GMC Specialist Register/GDC Specialist List with the relevant training or equivalent specialist knowledge in respect of Public Health. If not on the register, applicants must provide assurance that they will be so within three months.
- Experience of operating at a management level in a complex organisation, with a successful track record at a senior level.
- Successful track record of developing and delivering services which are effective at meeting customer needs and are cost efficient.
- Experience of successfully managing operational care services and relationships.
- Extensive knowledge and understanding of Public Health including relevant legislation and statutory frameworks and the implications of this in a local government setting.

- Strong leadership and people management skills. Strong project management skills and experience.
- Extensive experience in budget management and savings planning and delivery. Strong partnership development and management skills.
- Strong numeracy and literacy skills including the ability to demonstrate highly developed analytical skills using qualitative and quantitative data
- High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation.

Behaviours

Core Leadership Behaviours

Confident and resilient *Level C*

- Remains confident even under challenge
- Manages their reactions to stress or difficult situations effectively
- Maintains a sense of perspective, inspiring confidence that problems/issues can be resolved or objectives delivered.

Influences *Level B*

- Thinks about their message and their audience
- Uses their understanding of others to tailor and choose the most impactful approach
- Understands the big and little 'P' politics in the Council

Drives innovation *Level B*

- Provides balanced feedback on current performance
- Helps others learn from mistakes and successes
- Plans to meet development needs of individuals and teams
- Provides opportunities for the team/individual to keep up to speed with best practice on an ongoing basis

Entrepreneurial *Level B*

- Predicts issues or spots opportunities arising in the medium term
- Acts decisively to tackle/take advantage of them
- Does not allow statutory or governance frameworks inhibit adopting flexible approaches to doing things

Specific Behaviours against Core Accountabilities

Think Customer	Leadership and People Management	Democratic Spine	Financial and Risk Management
Customer focused <i>Level B</i> <ul style="list-style-type: none"> – Thinks from a customer perspective – Collects and makes use of customer data and customer feedback to define and continually improve services – Takes a consultative approach, seeking out the views and opinions of others who might be affected by changes to services 	Engages people <i>Level C</i> <ul style="list-style-type: none"> – Clearly positions themselves as a leader, establishing expected ways of behaving and working and ensuring that these are maintained – Builds leadership credibility by modelling the behaviour expected of others 	Brings insight <i>Level B</i> <ul style="list-style-type: none"> – Is able to synthesise data from a range of sources to identify key issues and develop practical solutions – Recognises patterns and themes and/or applies learning or models from elsewhere to help tackle issues or create solutions – Keeps the local context in mind, as well as the situation at hand 	Drives continual improvement <i>Level B</i> <ul style="list-style-type: none"> – Pro-actively identifies and delivers improvements – Constantly thinks 'how could I do this better?' e.g. taking action to deliver improvements e.g. doing something faster, to a higher standard or higher quality, more efficiently – Remains focused on outcomes, without getting side tracked by the detail

Values

All managers should role model the values in everything they do, use the values to set clear expectations of others recognise and reinforce positive behaviours, and address any behaviours which are undesirable.

Be Human 	Be Collaborative 	Value Diversity 	Be Trustworthy 
<p><i>People are important and deserve our best</i></p>	<p><i>By working together we can deliver better services and make the best use of public money</i></p>	<p><i>Our diversity brings strength and adds value</i></p>	<p><i>By communicating clearly and honestly about what we can or can't do we inspire trust</i></p>
<p>We are consistent and sincere in our approach</p> <p>We take ownership of issues</p> <p>We accept that in order to make customers lives easier, we may have to work in a different way</p> <p>We attract, develop and retain the best talent for our organisation</p> <p>We demonstrate a "can-do" attitude</p> <p>Colleagues and customers trust us to give our best</p> <p>We behave in a highly professional manner</p> <p>We approach sensitive situations with a "human touch"</p>	<p>We take time to share knowledge and to support our colleagues</p> <p>We listen and take appropriate action</p> <p>We are forward thinking and deliver services differently where we can to meet customer needs</p> <p>We recognise that the customer is more important than the organisation</p> <p>We work in partnership with others to deliver the most effective solutions</p> <p>We make sure every penny makes a difference</p> <p>We embrace the need for continuous improvement and positive change</p> <p>We are proud of the organisation and our role in achieving the best outcomes for Barnet residents</p>	<p>We value diversity and the unique contributions of others</p> <p>Our approach is inclusive and accessible</p> <p>We believe in equality of opportunity and our behaviours demonstrate this</p> <p>We acknowledge our differences and treat individuals with respect</p> <p>We foster a collaborative and mutually supportive environment</p> <p>We treat others with respect and as we would expect to be treated</p> <p>We value everyone's work and the contribution they make</p> <p>The principles of equality and diversity are embedded into everything we do</p>	<p>Our approach is always customer centred</p> <p>Everything we do we do with integrity</p> <p>We build effective relationships with customers and colleagues</p> <p>We use appropriate ways to communicate with each other and our customers</p> <p>We learn from our mistakes and put things right if they go wrong</p> <p>We relish open and transparent communications with customers and with each other</p> <p>We are creating a trusting, open and inclusive working environment</p> <p>We are honest and inspire trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.</p>