

REPORT OF THE DIRECTOR OF PUBLIC HEALTH

TO
WORKFORCE PANEL

ON
22ND SEPTEMBER 2020

TITLE: PUBLIC HEALTH LEADERSHIP CHANGES

RECOMMENDATIONS:

1. That the Workforce Panel agrees to the creation of an additional post of Public Health Consultant as outlined in the report.
 2. That the Workforce Panel agrees the membership of the appointment panel for the post of Public Health Consultant.
 3. That the Workforce Panel approves the appointment panel be delegated to agree the final details of the recruitment and selection arrangements as follows:-
 - (a) Agree the role profile for the Public Health Consultant in consultation with the Faculty of Public Health.
 - (b) Agree an external recruitment approach.
 - (c) Agree the detail of the selection process.
 - (d) Agree the use of external executive search and support for the process.
 - (e) Appoint a suitable candidate and notify Cabinet Members allowing any objections to the offer to the City Mayor.
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EXECUTIVE SUMMARY:

This report sets out the approach to increase senior capacity within the Public Health function through the appointment of a Public Health Consultant. This additional post will provide the lead on health and care public health, mental health, suicide and cancer prevention, and tackling health inequalities; in addition to providing additional support

to the current response across the City to the Covid-19 national pandemic and recovery plans.

This report requests approval for the creation of an additional Public Health Consultant post and sets out the proposed approach and process for the recruitment and selection to that post.

BACKGROUND DOCUMENTS: n/a

KEY DECISION: NO

DETAILS:

1. Background and Context

It is recognised that the approach taken to organisational design needs to be phased and adaptive to respond to a constantly changing environment. Whilst it is desirable to future proof structures as much as possible, it has been recognised that the City Council and partners need to continue to be agile and responsive to reflect this. Therefore, the approach taken with our organisational structure has been flexible and will always be subject to future change.

The appointment of the Director of Public Health in January 2020 and the ongoing national pandemic has provided the opportunity to review the current arrangements and capacity within the Public Health senior team to carry out the Council's responsibilities and response across the city. Investment through an additional Public Health Consultant post will ensure leadership and delivery of key responsibilities including leading primary care commissioning and healthcare to contribute to cancer prevention, mental health promotion and developing primary care networks.

In addition, the on-going national Covid-19 pandemic requires a significant local public health response for which additional and immediate senior leadership capacity is necessary to be able to respond and plan for the recovery phase at a local level and across Greater Manchester.

This immediate additional leadership capacity has been secured through the secondment of a Public Health Consultant from Warrington Hospital NHS foundation Trust. The arrangements have been secured for a 12 month period and will end on 4th June 2021.

Already the role has gained profile through the work to introduce and scale up mass testing in Salford, a role which requires academic rigour, senior leadership to work with DHSC and national stakeholders, the quality improvement approach and the failsafe measures to ensure the most vulnerable groups can benefit from the mass testing approach as potential way for faster recovery for their own job security and the wider economy.

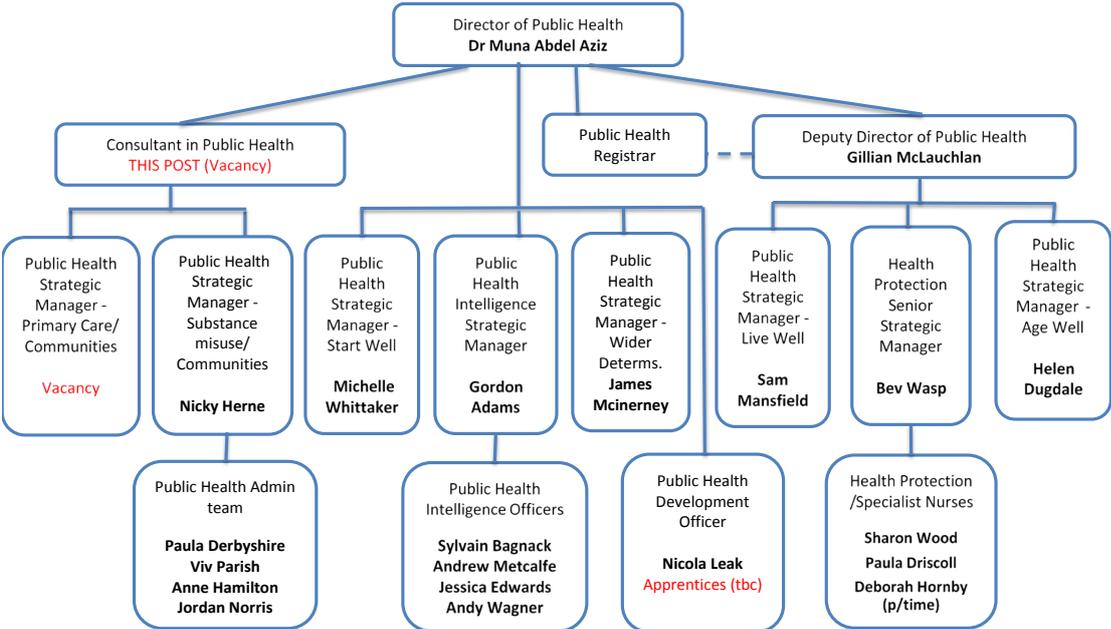
2. Current arrangements

As services return from lockdown the public health team are dealing with the triple burden of:

1. responding to outbreaks (COVID-19, winter bug and flu), and this comes under the statutory health protection role
2. recovery of essential public health, NHS and care services, which is the statutory role towards the NHS and the public health mandated services (0-19, sexual health, lifestyles services, and substance misuse) and pathways of care from primary care through to NHS and specialist care
3. the locality plan priorities to build a better and fairer Salford, which is the statutory role to tackle health inequalities.

These activities have been highlighted in the Public Health Annual Report 2019-20 and the Locality Plan 2020-25. This is underpinned by the Great Eight priorities in Salford.COVID-19 has placed an urgency on all aspects which has meant that we have triple burden of statutory responsibilities to be undertaken during the pandemic, with no phasing and this responsibility is now placed on the same staff in a small team.

Core Public Health Service Team



4. Consultant in Public Health - Healthcare

To provide additional leadership capability to the Public Health team it is proposed to establish an additional post of Public Health Consultant within the Public Health function. This post will report directly to the Director of Public Health and a draft role profile for the post is attached at Appendix 1.

The key outcomes for this role will be to:

- Contribute to the public health response to COVID-19 and recovery in due course
- Lead and assure the public health contribution to the developing primary care networks and neighbourhoods delivery model with the main purpose to sustain the social prescribing models and strategy
- Provide senior leadership to the population health system through the Strong and Resilient Communities aspects of the Salford Locality Plan. Focus on the top locality priorities for mental health and cancer prevention; and undertaking the Joint Strategic Needs Assessments and leading the service responses.
- Contribute to reducing unwarranted variations in care and prevention through the Salford Standard, and further develop the contributions of the wider primary care system (dentists, opticians and pharmacists) and working closely within the Primary Care Commissioning Committee and the CCG Governing Body
- Provide strategic leadership to the wider public health work in the council in partnership with the Health Improvement Service, Strategy and Performance, Neighbourhood Management, and wider partners; reporting to CMT and the relevant recovery groups.
- Take the public health lead to tackle health inequalities by co-chairing the Salford Time to Act subgroup of the Health and Wellbeing Board

The post will enhance the council's leadership capacity in these priority areas and will enable the council, along with its partners, to build on what has been achieved so far, with pace and impact in terms of the best use of our collective resources and outcomes for our residents across the system.

We will be living with COVID-19 for the next 12-18mths, and infectious diseases are a realistic future due to climate change and the speed of escalation of local outbreaks and incidents (even those limited to within Salford).

In recent years, Salford has seen measles outbreaks, highly infectious diseases like TB, HIV and the seasonal outbreaks in care homes (influenza and diarrhoeal disease). The core public health team must remain agile as the first line of defence as it has become very clear that the local teams are best placed to deal with local emergencies and to work with local communities on the shared challenges.

5. Policy considerations

As detailed in the Pay Policy Statement the council uses the chief officer job evaluation scheme developed by the Local Government Employers. This scheme applies to all senior posts paid on locally determined salary points from spinal column point 53 and above, incorporating all chief officer posts. This provides assurance that all pay differentials can be objectively justified through the use of job evaluation mechanisms which directly establish the relative levels of posts and grades according to the requirements, demands and responsibilities of the role.

The posts within the council falling within the definition of 'chief officers' for these purposes are those at second tier which is Assistant Director and above and constitutes the council's Senior Leadership Team.

The Public Health Consultant post has been evaluated under the job evaluation scheme for Local Government Chief Officers and Senior Managers. The salary scale, as determined by the outcome of this exercise, is £70,883 to £77,972 per annum in line with Band E of the agreed senior pay structure.

The appointment will be in accordance with the JNC for Chief Officer terms and conditions. The NHS Pensions Order for Public Health allows the City Council to offer an NHS Pension to those working in Public Health regardless of the terms and conditions under which they are employed, therefore the successful applicant will have eligibility to remain in the NHS pension scheme if they are already a member.

6. Recruitment and selection arrangements

It is one of the responsibilities of the Workforce Panel to establish an Appointment Panel for the recruitment and appointment to external posts at this level. The Workforce Panel will determine whether appointments to such posts should be made by an all officer panel or a mixed panel of officers and Members. In making the appointment of Public Health Consultant the appointment panel will act jointly with the Secretary of State for Health.

Appointments to the role of Public Health Consultant must be made in accordance with the guidance set out by Public Health England (PHE). PHE is an operationally autonomous executive agency of the Department of Health.

In accordance with this guidance, an advisory appointments committee, or local equivalent, should be convened in accordance with the recruitment policies and procedures of the employer therefore the precise constitution of the committee will be dependent upon local circumstances. The regional director of Public Health England or her representative, on behalf of the Secretary of State for Health, must be on the panel and in all cases a committee must have an external professional assessor appointed after consultation with the Faculty of Public Health (FPH).

With this in mind, it is suggested that the Panel be convened from Officers, Members, Partners and both Public Health England and Faculty for Public Health representation as outlined below:

- Lead Member for Workforce and Industrial Relations
- Lead Member / Executive Support Member for Adult Services, Health and Wellbeing
- Leader of the Opposition / Deputy Leader of the Opposition
- Director of Public Health
- Strategic Director People
- The regional director of Public Health England (or her representative) on behalf of the Secretary of State for Health
- Faculty of Public Health representative

The Appointment Panel will have delegated responsibility to agree the final details of the recruitment and selection arrangements as follows: -

- (a) Agree the role profile in consultation with the Faculty of Public Health.
- (b) Agree an external recruitment approach.
- (c) Agree the detail of the selection process.
- (d) Agree the use of external executive search and selection support for the process.
- (e) Appoint a suitable candidate, subject to confirmation of the Secretary of State for Health's agreement to the appointment; and notify Cabinet Members allowing any objections to the offer to the City Mayor.

It is proposed that this post is advertised on an external basis in the MJ, the greater.jobs website and NHS recruitment portal with external support for the executive search and selection process.

7. Leading Salford

The #LeadingSalford leadership framework has been developed with clear expectations of leaders and managers in Salford. This framework is intended to address the issue of clarity of expectations in terms of how leaders and managers operate and their behaviours. It is underpinned by a consistent approach to leadership development and has been designed to enable everybody to understand what it means to be a leader in Salford.

Effective leaders and managers are critical to the success of our reform agenda and therefore investment in developing their skills is essential.

The framework is based on values-based leadership and describes the behaviour required for leadership of self, others, outcomes and the way forward. There are four main components to the framework - leadership behaviours, management skills, development activities and our values. The values-based leadership element is at the heart of the framework to ensure that all of our leadership expectations are grounded in modelling and embedding the values in the way managers and their teams work. Effective leaders are values driven and trustworthy, their behaviour is consistent and ethical and they follow through and deliver on commitments.

The #LeadingSalford leadership framework and expected behaviours are now the cornerstone by which leadership roles are designed and how we recruit and select our leaders.

KEY COUNCIL POLICIES:

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

ASSESSMENT OF RISK:

LEGAL IMPLICATIONS Supplied by: Jeanette Williams, Principal Lawyer,

The establishment of an Appointment Panel ensures that the appointment of Consultant in Public Health is in accordance with the Council Constitution. The Panel should ensure that the recruitment and selection process is fair and effective and complies with the Council’s Equal Opportunities Policy and Safe Recruitment Policy.

FINANCIAL IMPLICATIONS Supplied by: Stephen Thynne, Strategic Finance Manager, Tel: 0161 778 0244

This report requests approval for the creation of an additional Public Health Consultant post and sets out the proposed approach and process for the recruitment and selection to that post. This post has been evaluated at Band E with a salary

scale of £70,883 to £77,972 per annum. In 2020/21 Salford Council received an increase in public health funding and a proportion of this uplift has been earmarked to meet the cost of this additional Public Health consultant post. It should be noted that the level of public health funding for 21/22 onwards has not currently been confirmed.

PROCUREMENT IMPLICATIONS Supplied by: n/a

HR IMPLICATIONS Supplied by: Contained within the body of the report.

CLIMATE CHANGE IMPLICATIONS Supplied by: n/a

OTHER DIRECTORATES CONSULTED:

CONTACT OFFICER: Catherine Sharples TEL NO: 0161 607 8607

WARDS TO WHICH REPORT RELATES: