



Notice of a public meeting of

Staffing Matters & Urgency Committee

To: Councillors Steward (Chair), Aspden (Vice-Chair) and Looker

Date: Monday, 1 February 2016

Time: 5.30 pm

Venue: The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. **Declarations of Interest**

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes** (Pages 1 - 2)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 18 January 2016.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 29 January 2016**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_of_council_meetingspdf

4. Organisational Review-Senior Management Arrangements within the City of York Council (Pages 3 - 54)

This report provides an update on the review of the senior management and the development of an organisational structure which will support the future operating model in the council. It has been agreed that this review will achieve a minimum of £150k savings from 2016/17.

It also seeks approval to establish Appointment Sub-Committees for Chief Officer appointments and to delegate sufficient powers to those Sub-Committees to enable them to conduct the recruitment process, select and appoint a Director of City and Environmental Services and a Director of Public Health, subject to the requirements of the standing orders on appointment and the statutory instrument NHS (Appointment of Consultants) Regulations 1996 as amended (S.I. 1996/701 as amended by S.I. 2002/2469, S.I. 2003/1250, S.I. 2004/696 and S.I. 2004/3365).

5. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Judith Betts

Contact details:

- Telephone – (01904) 551078
- E-mail – judith.betts@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

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City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	18 January 2016
Present	Councillors Steward (Chair), Aspden (Vice-Chair) and Looker

59. Declarations of Interest

At this point in the meeting, Members were asked to declare any personal, prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda. None were declared.

60. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during the consideration of Annexes B & C to Agenda Item 5 (Redundancy) on the grounds that they contained information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under Paragraphs 1,2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

61. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 23 November 2015 be signed and approved by the Chair as a correct record.

62. Public Participation

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

63. Redundancy

Members received a report which presented them with summary information of expenditure associated with the proposal dismissal of a number of employees on the grounds of redundancy from October 2015- December 2015.

Confidential annexes were circulated amongst Members.

Members were informed that the summary information at Annex A, which had been published would continue to be issued as part of the public agenda.

It was noted that during this period there were relatively few redundancies but there were likely to be more redundancies towards the end of the financial year, the majority of which were still to be made on a voluntary basis.

Resolved: That the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy be noted.

Reason: In order to provide an overview of the expenditure and to maintain transparency and scrutiny of the process.

Councillor C Steward, Chair

[The meeting started at 5.35 pm and finished at 5.40 pm].



Staffing Matters & Urgency Committee**1 February 2016**

Report of the Head of Human Resources & Organisation Development

Organisational Review**Senior Management Arrangements within the City of York Council****Summary**

1. This report provides an update on the review of the senior management and the development of an organisational structure which will support the future operating model in the council. It has been agreed that this review will achieve a minimum of £150k savings from 2016/17.
2. The report also seeks approval to establish Appointment Sub-Committees for Chief Officer appointments and to delegate sufficient powers to those Sub-Committees to enable them to conduct the recruitment process, select and appoint a Director of City and Environmental Services and a Director of Public Health, subject to the requirements of the standing orders on appointment and the statutory instrument NHS (Appointment of Consultants) Regulations 1996 as amended (S.I. 1996/701 as amended by S.I. 2002/2469, S.I. 2003/1250, S.I. 2004/696 and S.I. 2004/3365).

Background

3. At the meeting of Executive on 25 June 2015 approval was given to commence a review of the senior management arrangements in the council, including the Chief Executive, Director and Assistant Director posts and for a minimum of £150k saving to be achieved from the review.
4. The outcome of this review will create a senior manager structure which would build on the design principles used in previous review processes which are, a focus on Council priorities; consolidation and elimination of duplication; a focus on front line service delivery and the needs of residents and communities.

5. The proposals will also support the council's future operating model of a greater focus on commissioning outcomes; more emphasis on engagement with communities and empowering them to make their own decisions; and greater accountability, flexibility and pace.
6. Since the decision was made by the Executive the following announcements have been made, all of which need to be taken into account when determining the senior management structure;
 - i. Chancellor of the Exchequer gave his Budget to Parliament and in an announcement on the 21st July the Government confirmed that City regions that want to agree a devolution deal needed to submit proposals.
 - ii. City of York Council has been involved in the submission of a number of devolution bids, which propose giving more powers to local authorities from central government so that decisions are taken closer to the communities they affect. This follows detailed dialogue between the council's Executive and its officers alongside peers from neighbouring local authorities, central government and key organisations such as Local Enterprise Partnerships. We now await a decision on the outcome of these submissions.
 - iii. In October 2015 the council plan agreed was agreed which set out the high level priorities for the Council.
 - iv. The Chancellor delivered his Autumn Statement on 25th November, this included major announcements for York include confirmation of an Enterprise Zone for the development of York Central.
 - v. The budget statement also highlighted significant changes to the funding for public health and social care; change to the local authority's role in running schools; and changes to the Council's role in providing housing.
 - vi. The Chancellor also announced that local government will continue need to make a contribution to fiscal consolidation and that over the period to 2020 the Revenue Support Grant (currently £21.1m/ year in York) will be phased out. Therefore, as anticipated, the Council will be required to continue to make significant financial savings.
7. Taking into account these issues it is clearly not prudent to create a new senior management structure immediately as they will all potentially impact upon the role and scope of senior managers.

It is therefore necessary to take an incremental approach over the next year leading to a revised senior management structure by then. However there are some immediate actions which can be undertaken as a start to that process and these are set out below.

A new organisational structure

8. To meet all of these challenges the Council needs to change the way that services are organised and provided. We are already forging new relationships with partners; working in partnership with the 3rd sector to deliver local services effectively; and adopting early intervention approaches to service delivery. We also need to quicken the pace of change and explore creating different service delivery models.
9. We need a new senior management structure which;
 - is sustainable though a period of significant change
 - delivers outcomes for customers, residents and communities
 - can flex across CYC, City and regional boundaries
10. The structure will inevitably need to change and adapt over time and wherever possible avoid having to make changes to structure through major reorganisations which take time, add cost and cause disruption.
11. A review of structure options and an analysis of structures used in other councils is already underway and potential options will be presented to Executive in March 2016 and will confirm a timetable for these changes.
12. We also need to make better use of staff skills and competencies beyond the potential constraints of a job description and to be able to deploy staff quickly where we need to support the delivery of strategic priorities. Therefore alongside the review of structure there needs to be a review of existing senior manager job descriptions with the aim of creating a new job description and competency based person specification.
13. As roles change we should also review pay. The Employment Director from Local Government Yorkshire and Humber will support this review of job descriptions and pay and will make recommendations back to Executive regarding any possible changes.
14. There is a requirement for £150k savings to be achieved from 2016/17.

This saving will be made by the fixed term post of Assistant Director Transformation and Change coming to an end on the 31 March 2016 and by holding vacant two other Assistant Director posts. This is an interim position pending the implementation of the new structure which potentially could deliver greater savings than those already agreed.

15. From 1st April 2016 there will no longer be an Office of the Chief Executive directorate. Pending the senior management restructure there is a need for temporary management arrangements for the functions that sit within the Office of the Chief Executive. This will be managed as follows;
 - those functions that relate to the provision of 'information' (Communications and Business Intelligence Hub) be transferred into CBSS.
 - the policy function will continue to be grouped around people and place. People policy will be transferred to Adult Social Care and Children's Services. Place based policy will be transferring to City & Environmental Services.
16. It is proposed to move the 'place' team whose work focuses on Economic Development and Devolution in February 2016, the Business Intelligence Hub and the 'people' team ahead of the other proposed changes. The reason for this is to get critical mass around key council priorities.

Director Appointments

17. During the period of transition to a new structure there are a number of priorities which will need to be progressed to allow the continued achievement of our corporate ambitions for the residents of the City and deliver against our financial strategy and these need senior management capacity and expertise. Both posts will still be part of the senior management review and will still exist but with amended functionality and / or a different location within the structure.

Director of Public Health

18. Statutory responsibility for the delivery of public health services transferred from the NHS to the Council on 1 April 2013, as conferred by the Health and Social Care Act 2012.

19. The Director of Health and Wellbeing left the Council in October 2014 and interim arrangements were immediately put in place to secure the strategic management of the service and to ensure that statutory responsibilities for Public Health were assigned.
20. There has been a period of transition since the transfer of Public Health duties to local authorities in April 2013 and a new structure for public health has been implemented with effect from 1st June 2015. The primary objective of the revised structure is to deliver a public health service which is fit for purpose and the appointment of the Director of Public Health enables the Council to meet its ongoing duties and responsibilities for the health and wellbeing of York's residents.
21. The Council, as other local authorities, is still developing its Public Health functions post transition and the transfer of functions to from the NHS and Public Health functions into several organisations; NHS England, Public Health England (PHE), Clinical Commissioning Groups (CCGs), Commissioning Support Units – all of these organisations are currently undergoing restructures, mergers, and loss of capacity. The relationship with NHS Vale of York CCG is developing, and now the CCG understands what it requires of the Council, with a definitive Memorandum of Understanding finally agreed. This makes clear the detail of the “core offer” which local authorities are mandated to provide back to the local NHS. Most of this offer is specialised advice on the health of the population and on evidence of what can be done to improve it.
22. In these times of unprecedented challenges we cannot afford to lose any momentum in our work in York to respond to the Care Act, the Better Care Fund and our wider transformation agenda. Making a permanent appointment to the post of Director of Public Health will mean that we secure the long-term strategic leadership of our Public Health Services.
23. Although we are in the process of embedding a new structure the post of Director of Public Health remains vacant. There are no existing staff who will suffer a detriment as a result of proceeding to recruit to the position.
24. The role of Director of Public Health will be key in developing strong partnerships with, and influencing key stakeholders in the health economy to ensure the widest possible participation in the delivery of the new Public Health outcomes.

25. This includes, work on the health and social care agenda to support the development and delivery of the most efficient and effective pathways in health improvement and care; work related to the health and wellbeing of children and young people; and place shaping to create a health promoting physical, social and cultural environment for the future. It is expected that the post holder will have a direct influence on service planning in the Council setting across all Directorates and on CCG commissioning to improve health and reduce inequalities.
26. Some local authorities have had difficulties in assessing the added value to the Council of high quality public health advice, leadership and influence across the full range of Council functions. This is not surprising given that it is many years since public health consultants and specialists were directly employed by local government. During that time the types of public health challenges faced have changed enormously, as well as the evidence and range of approaches needed to tackle these problems.
27. Some of these public health measures can be implemented or commissioned by the Council itself. However, many require action beyond the Council either across sectors (health service, voluntary and business sectors) or across geographies (including City regions or North of England). There is also a clear role for advocacy and upward influencing either into PHE's national programmes and priorities or direct to government departments; once again sometimes this might be on behalf of an individual Council but it is collective advocacy that is likely to carry greater weight (including through the Association of Directors of Public Health). These roles require an effective systems leader with both strategic vision and a broad scale of expert knowledge.
28. PHE feels, that each local authority needs a skilled and committed Director of Public Health, with direct accountability to the Chief Executive and full Council, even if line managerial models vary between authorities

Remuneration Package

29. Information sourced from PHE has confirmed that a number of local authorities who have tested the recruitment market recently, with full involvement of PHE, have found they needed to offer salaries of between £85,000 and £105,000 to secure an appointment, it is equally important to ensure the Director of Public Health and her/his team are able to influence the full range of Council policies and priorities and to be able to provide an independent evidence based public health voice

when this is required whilst understanding how and when to use this latter skill as a corporate Council officer.

30. In seeking approval to recruit to the Director of Public Health; and in implementing the measures agreed as part of the due diligence exercise undertaken in advance of the TUPE transfer of staff from the NHS to the council; it was agreed in 2013 that for the purpose of equity in the future appointments to the public health function (post TUPE transfer) would be made in accordance with City of York Council Terms and Conditions of Service and pay grades.
31. It should be noted that the non-salary terms and conditions offered by CYC are broadly comparable to the NHS.
32. The Director of Public Health position has been evaluated using the same scheme used for other senior posts and has been assigned a grade at the same level as other Directors in CYC i.e. £89,842 to £102,766. This level of pay is comparable with other Directors of Public Health posts across the North of England.
33. Applicants for the role of Director of Public Health are now likely to be working in other local authorities as an existing Director of Public Health or in a role of Public Health Specialist, for whom the next step in their career would be to obtain a role of Director of Public Health. It is anticipated that the position will attract interest from medical and non-medical public health practitioners. Eligibility for these roles is strictly governed by the Faculty of Public Health.
34. The job description for this role is attached at Annex A, although this will be amended as part of the wider review of all senior manager job descriptions described at paragraph 12.
35. It is a requirement for any proposed salary offer which is in excess of £100,000 is agreed by full Council should that be necessary.

Director of City and Environmental Services

36. To ensure there is immediate ongoing capacity to progress a number of major City infrastructure projects, including York Central and continued strategic leadership of City and Environmental Services, it is recommended that permanent appointment of Director of CES is made.

37. The post is currently filled on a fixed term basis with an end date of 31 March 2016.
38. It is proposed that a permanent appointment would be advertised externally on City of York Council Jobs Website and promoted through the Council social media channels. This approach should generate external interest in the role but would mean that for this post there would be no additional recruitment costs.
39. The current job description for this role is attached at Annex B, although this will be amended as part of the wider review of all senior manager job descriptions described at paragraph 12.

Remuneration Package

40. Attached at Annex C are details of the pay package and Conditions of Service for the post of Director of City & Environmental Services. The Committee is asked to confirm the pay package for this post which will be offered as part of the recruitment process which is set at a job evaluated grade of Director at a salary of £89,842 to £102,766 with access to the standard set of Chief Officer terms and conditions. There are no other enhancements recommended for this role.
41. It is a requirement for any proposed salary offer which is in excess of £100,000 is agreed by full council should that be necessary.

Appointments Committees

Director of Public Health

42. The constitution of an Advisory Appointments Committee (AAC) for Chief Officer level posts in public health is laid down by statute in accordance with the following regulations:
43. Statutory Instrument NHS (Appointment of Consultants) Regulations 1996 as amended (S.I. 1996/701 as amended by S.I. 2002/2469, S.I. 2003/1250, S.I. 2004/696 and S.I. 2004/3365).
44. As a minimum the AAC for the Director of Public Health would comprise the following:
 - Local Authority elected member as Chair of the panel (known as a lay member and is usually the cabinet member of the health and wellbeing board)
 - Chief Executive of the LA or nominated deputy

- Public Health England (PHE) Regional Director or another senior professionally qualified member of PHE acting on his/her behalf
 - External assessor appointed after consultation with the Faculty of Public Health Senior
 - NHS representation – likely to be a member of the Vale of York Clinical Commissioning Group e.g. Chief Clinical Officer or a nominated deputy.
45. The LA may appoint additional members as it considers appropriate but the majority of the committee must consist of employees of the LA and professional members.
46. For the purpose of these appointments the Council's current Constitution for an Appointments Committee will need to be amended to reflect the joint nature of the appointment with Public Health England (PHE) on behalf of the Secretary of State for Health, but would include at least one member of the Cabinet, to shortlist and interview applicants for the positions and to determine who should be offered the vacant position.
47. The recruitment process is attached at Annex D outlining the changes in the decision making process, which need to be approved. These would need to be adopted on this occasion to ensure the appointment conforms to the requirements of the statutory instrument governing appointments at this level within public health.
48. Membership of the Advisory Appointment Committee is attached at Annex E.
49. There is a requirement for this post to be advertised nationally as laid down in the same statutory instrument which informs the panel's constitution. As the roles would attract medical and non-medical public health practitioners the posts must be advertised on NHS jobs and in at least one nationally distributed health journal. The cost associated with this would depend on the style of advertising. The cost for a quarter page display advertisement in the Health Service Journal would cost approximately £2-3k.

Director of City and Environmental Services

50. The Council's Constitution allows for an Appointments Committee, including at least one member of the Cabinet, to shortlist and interview applicants for a post and to determine who should be offered the vacant post.

51. It is recommended that the appointment sub-committee should consist of three members on a 1:1:1 proportionate basis. This would mean that there would be one Conservative, one Liberal Democrat and one Labour member on the appointment committee.

Consultation

52. Consultation has taken place with the Corporate Management Team the relevant portfolio holders, Public Health England and the Public Health team.

Options/Analysis

53. Members could decide not to proceed with the recruitment to these posts, however this would mean that in the short term there would be a lack of senior capacity to progress a number of major projects and deliver statutory responsibilities.
54. We have to cover the statutory responsibilities in Public Health Services recruitment to the Director of Public Health is an imperative as the continuation of interim arrangements cannot be sustained.
55. An alternative approach would be to go to the external consultant or interim market and fill the post on this basis for this temporary duration but that is very likely to incur additional cost and we would still be without a permanent solution to cover our statutory responsibilities.

Council Plan

56. Making an appointment to these posts will contribute to the continued focus on the delivery of the Council Plan and its priorities;
- a prosperous City for all - where local businesses can thrive and residents have good quality jobs, housing and opportunities
 - a focus on frontline services - to ensure all residents, particularly the least advantaged, can access reliable services and community facilities
 - a Council that listens to residents - to ensure it delivers the services they want and works in partnership with local communities

Implications

57. The following implications have been considered:

- **Financial** – The review of senior management needs to achieve an overall saving in Chief Officer salary costs of at least £150k starting in 2016/17. The paper set out how this will be achieved.
- The salary cost of the posts of Director of CES will be managed from within the existing budget and there will be no recruitment costs.
- For the Director of Public Health the total salary and recruitment costs are estimated at between £118k at the bottom of the grade, to a maximum of £135k if the appointment is made at the top of the grade. Following the previous decision of this committee on 24 November 2014 to approve the recruitment of a permanent Director of Adult Services, the budget remaining from the former Director of Health & Wellbeing post is £39k. If Members were to approve the recommendation to appoint a Director of Public Health this would leave a budget shortfall of between £79k and £96k. This can be funded from savings generated within the wider Public Health staff restructure which was implemented with effect from 1 June 2015.
- **Human Resources (HR)** – The proposals in this paper could have an impact on staff, particularly at Director and AD level. The trade unions and those directly affected will be fully consulted on the proposals and the process to be followed. Every effort will be made to balance the need to follow due process whilst minimising the impact of achieving these changes on those affected. Full support will be offered to staff throughout the process. Once the proposals are finalised and agreed, a detailed implementation plan will be developed and shared with staff and the trade unions.
- The job description for these posts have been subject to the Council's established job evaluation mechanism and the grade established for the post and the agreed Council Pay Policy. The Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers. The appointment will be carried out in accordance with the Chief Officer recruitment protocols.
- **Equalities** - There are no specific equalities implications.
- **Legal** – The Appointments Committee is created pursuant to S.102 (1)(c) of the Local Government Act 1972 and its terms of reference are to exercise the functions of the Council in relation to the

selection and appointment of the successful applicant in respect of the vacant post. The proceedings of the Appointments Committee are likely to be held mainly in exempt session due to the nature of the information that it will be considering.

In circumstances where the appointing committee agrees, without any member voting against, S.17 of the Local Government & Housing Act 1989 provides that the distribution of seats on a sub-committee need not comply with the political balance requirements contained in Part 1 of that Act.

The process for appointing officers at this level within Public Health is regulated by the Local Authority (Standing Orders) (England) Regulations 2001, and in the case of the Director of Public Health supplemented by the NHS Statutory Instrument governing appointments of medical and non-medical public health specialists. Amongst other things, these regulations require that an appointment committee must include at least one member of the Cabinet and further, that no formal offer of appointment may be made until all members of the Cabinet have been informed of the details of the intended appointee, and have raised no objection within the specified period, (usually 5 clear days).

- **Crime and Disorder** – There are no crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – There are no other implications.

Risk Management

58. As with any significant organisational review there is a risk that the energies and focus of services and staff are distracted and that uncertainty can undermine morale. For that reason effective management of the change process is essential with priority given to communication throughout the organisation and support and guidance provided to the staff affected by the change process.

59. The risk of no or delayed appointment to these posts could risk delivery against the Council Plan and its priorities and / or failure to deliver statutory responsibilities, which could impact on the health and wellbeing of the population of York.

Recommendations

60. It is recommended that the Committee:
- i. Approve the filling of the post of Director of City and Environmental Services on a salary scale of £89,842 to £102,766.
 - ii. Approve the filling of the position of Director of Public Health on a salary scale of £89,842 to £102,766.
 - iii. Advertise these opportunities on the CYC Jobs Website and for the Director of Public Health the NHS Jobs Website and in a hard copy journal such as the Health Service Journal as well as promoting the opportunity using social media channels and public health networks.
 - iv. For the Director of CES agree that an Appointments Sub-Committee is established and authorised to conduct the final interviews, select a successful candidate and make an offer of employment subject to the necessary employment procedures. The sub-committee should consist of three members, on a 1:1:1 proportionate basis. This would mean that there would be one Conservative, one Liberal Democrat and one Labour member on the Appointment Committee.
 - v. For the Director of Public Health approve the establishment of an Advisory Appointments Committee, constituted in accordance with NHS Statutory Instruments governing recruitment to consultant level roles in the NHS and agree that in addition to the Chair of the Health and Wellbeing Board a representative from the Conservative and Labour groups sits on the advisory appointment committee as nominated by the respective political group.
 - vi. Should it be necessary, to recommend to full council approval of the salary package to the appointed person if in excess of £100,000.

Reason: To allow appointments to be made to the Director of City and Environmental Services and Director of Public Health.

Contact Details

Author:

Mark Bennett
Head of Human Resources
& Organisation
Development

Chief Officer Responsible for the report:

Steve Stewart
Chief Executive

**Report
Approved**



Date 22nd January
2016

Specialist Implications Officer(s)

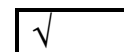
Legal: Andrew Docherty, Assistant Director, IT Democratic & Legal Services

Finance: Debbie Mitchell, Corporate Finance Manager

HR: Mark Bennett, Head of Human Resources & Organisation Development

Wards Affected:

All



For further information please contact the author of the report

Annexes

Annex A – Job Description for Director of Public Health

Annex B – Job Description for Director of City and Environmental Services

Annex C – Conditions of Service, Director of City and Environmental Services

Annex D – Chief Officer Recruitment process

Annex E – Membership of the Advisory Appointment Committee (AAC)

Abbreviations

AAC-Advisory Appointment Committee

CAA- Comprehensive Area Assessment

CCG- Clinical Commissioning Group

CES- City and Environmental Services

CME- Continuing Medical Education

CPD- Continuing Professional Development

CYC- City of York Council

DBS- Disclosure and Barring Service
DPH- Director of Public Health
FoPH- Faculty of Public Health
GDC- General Dental Council
GMC- General Medical Council
HR- Human Resources
IT- Information Technology
JNC- Joint Negotiating Committee
LSP- Local Strategic Partnership
NHS- National Health Service
NHSPS- National Health Service Pension Scheme
PHE- Public Health England
PHO- Public Health Observatory
SHO- Senior House Officer
TUPE- Transfer of Undertakings (Protection of Employment)
UKPHR- United Kingdom Public Health Register
WOW- Without Walls

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**City of York Council
Director of Public Health**

Job Title: Director of Public Health
Full time post
This post in City of York Council, works in close partnership with NHS Vale of York Clinical Commissioning Group (CCG)

Responsible to: Director of Communities and Neighbourhoods City of York Council

Accountable to: Professional accountability to the Secretary of State through Public Health England. Managerial accountability to the Chief Executive for statutory public health responsibilities, with line management by the Director of Communities and Neighbourhoods

Managerially

Responsible for: The Public Health Team (see organisation chart)

Base: This post is based in West Offices, Station Rise, York

Job Summary

The Director of Public Health (DPH) is the most senior advocate for the health of the population across the city of York. Working closely with the Executive Team and the CCG, the DPH will have lead responsibilities for promoting and protecting health and wellbeing, tackling health inequalities, and contribute to driving up healthcare quality and cost-effectiveness. The DPH will be responsible for ensuring the most effective use is made of the Public Health Grant and public health budget in order to fulfil these goals. The DPH is responsible for strengthening capacity across the whole public sector to improve the health of the population.

The DPH provides strategic leadership and plays a key role in developing strong partnerships with and influencing key stakeholders in the city to ensure the widest possible participation in the achievement of Public Health Outcomes on behalf of the local authority. This includes leading the Team which will commission services, oversee the Public Health “core offer” supporting the CCG in the development and delivery of the most efficient and effective pathways in health improvement and care; work closely with the Directorate of Children’s Services, Education and Skills to optimise the health and wellbeing of children and young people; and place shaping to create a health promoting physical, social and cultural environment for the future. It is expected that the post holder will have a direct influence on service planning in the council across all Directorates and on CCG commissioning to improve health and reduce inequalities.

The post holder will play a key role in developing the health and wellbeing agenda, and has a statutory seat on the Health and Wellbeing Board. The DPH will work closely with the Leader, Executive and the relevant portfolio holders to develop the public health agenda and influence the on-going development and delivery of the Joint Health and Wellbeing Strategy, based on public health intelligence. S/he will have overall responsibility for production of the Joint Strategic Needs Assessment, which is produced in a rolling programme by the Public Health Team. The DPH will take an active role in the Health and Social Care Policy and Scrutiny Committee and its work.

The post holder will be required to:

- Be a transformational and visionary leader
- Fully understand and be committed to addressing the relationships and cultures of organisations that impact on the wider determinants of health
- Bring a high level of intellectual rigour and personal credibility to the collaborative and commissioning agendas
- Be highly visible to ensure in depth knowledge of communities and better working between the public and local organisations
- Demonstrate high levels of political awareness, be able to work to different organisational cultures and to plan and implement programmes for short and long term health gain
- Be able to co-ordinate high quality advocacy across all three domains of Public Health – health improvement, health protection and healthcare Public Health.

- Have exceptional people management skills both in relation to developing the public health community and in helping to develop the public health leadership of organisations and the wider workforce
- Have proven record of previous accomplishments in improving the health of communities
- Proactively contribute to the social and economic development of the City

Experience in working at a senior level in a Local Authority setting would be preferred.

Key responsibilities:

The DPH will:

- Be responsible for the health of the local population for delivery of key public health goals.

This will involve:

- Supporting the Chief Executive in delivery of the Public Health outcomes, making best use of the ring fenced public health budget to achieve this
 - Contributing to the full range of Local Authority and CCG functions, and using the opportunities of system reform, regulatory and performance arrangements to ensure that public health goals are at the heart of local authority and local NHS agendas
 - Working with the Executive and the Policy & Scrutiny Committees
 - Acting as a key advisor to, and Member of the Health and Wellbeing Board
 - Supporting the requirements of national and regional preventative strategies
 - Working with key partner agencies
 - Be responsible for reporting on influences on health and wellbeing.
 - Producing an independent annual report on the health of the local population
- Be a key source of public health leadership and expert advice to the Local Authority and CCG on all aspects of public health ensuring that resources are brought to bear across the public sector to promote health and well-being for the whole community.

This will involve:

- Leading on behalf of the Local Authority communication dissemination, implementation and delivery of national, regional and local policies and health strategies, developing inter-agency and inter-disciplinary strategic plans and programmes, with delegated board or organisational authority to deliver key public health targets
 - Being responsible for the development and implementation of multi-agency long-term public health programmes as required, based on the identification of areas of potential health improvement, the diversity of local needs and the reduction of inequalities
 - Ensuring proper linkages between the health agenda and strategies related to the wider determinants including for example, community safety, housing, the environment and sustainability.
- Lead and drive programmes to improve health and wellbeing and reduce inequalities
 - Working collectively across the Local Authority, in particular the Business Intelligence Hub, and with the CCG and Commissioning Support, in collaboration with Public Health England to ensure the development and utilisation of major information and intelligence systems and the best available evidence base. To ensure regular joint reviews of the health and wellbeing status and needs of the population, and to undertake the assessment of health inequalities, health impact assessment and the identification of areas for action within the local population.
 - Take lead responsibility for providing assurance that a range of public health functions are being delivered safely and effectively across the city of York including:
 - Population Screening within the national programmes
 - Immunisation programmes
 - Seasonal 'Flu campaigns
 - Emergency preparedness across the wider health system and public sector to be able to respond to incidents with potential for harm to the population.
 - Advising on the health impact of policies and changes of policy which may affect health, as part of the place-shaping agenda
 - Undertaking health equity audits to identify health inequalities and how to mitigate health damaging policies and actions.
- 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.

This will involve:

- Working collectively with Council director colleagues, CCG director colleagues and other partners to lead the development of 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 / or reduced life expectancy, in partnership with a range of statutory, non-statutory, voluntary and private sector agencies
 - Working collectively with commissioners to provide expert public health advice and leadership to support and inform an evidence-based and ethical approach to commissioning and to planning high quality equitable services, across primary, secondary and social care
 - Working with primary care professionals and community staff, local NHS Trusts and voluntary sector organisations to raise awareness of their public health role, and to strengthen their public health leadership
 - Working collectively with Council and CCG Director colleagues and key partner agencies to lead on the integration of services and voluntary organisations to promote effective joint working to ensure delivery of the wider government targets and improved health and wellbeing
 - Being the chief source of local public health leadership and advocacy, and strengthening public understanding and capacity to improve health
 - Working with colleagues in the local Universities to support research and innovation
- Work closely with Public Health England, and other relevant organisations to ensure high levels of local resilience.

This will involve:

- Taking responsibility for safeguarding the health of the population in relation to communicable disease (including delivery of immunisation targets) and non communicable environmental hazards
 - Communicating effectively and accurately with a wide audience including the media and the public in emergency circumstances such as communicable disease outbreaks, chemical incidents and incidents related to immunisation and screening.
- Be a highly effective leader for the Directorate's Public Health portfolio, and ensuring its appropriate contribution to wider public health networks

and to bringing public health practice, teaching and research together as appropriate:

This will include:

- Participating in managing organisation change processes
- Managing some public health staff [Consultants/PH Specialists in Public Health (Assistant Director equivalent) and others] including recruitment, appraisals, disciplinary and grievance responsibilities
- Holding local public health budgets
- Providing educational supervision and support to Registrars and other trainees in public health
- Encouraging placements and secondment opportunities

The job description will be subject to review in consultation with the post holder and in the light of the needs of the council and the development of the specialty of Public Health and any wider developments in the field of Public Health.

In addition to the key tasks highlighted above it is expected that the post holder will have to undertake other functions at different times and so have the requisite competencies. It is expected that the post holder will be able:

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 NHS, local authority 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.

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, etc, 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 the Council on the communication, dissemination, implementation and delivery of national, regional and local policies and health strategies, developing inter-agency and interdisciplinary strategic plans and programmes, with delegated board or organisational authority to deliver key public health targets.
- To act in expert advisory capacity on public health knowledge, standards and practice, across the spectrum of public health at Corporate Management Team 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 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 play a full part on the corporate agenda of City of York Council, related to the creation of health and wellbeing and health protection functions
- 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.
- To contribute to the integration of health, social services and voluntary organisations to promote effective joint working to ensure delivery of the wider government targets working alongside other senior colleagues

- To work with primary care and other community staff to raise awareness of their public health role.

Health Improvement

- To be responsible for designated areas of health improvement programmes, public health surveillance or population screening or geographical areas.
- To take a board or equivalent level 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 achieving Value for Money.

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 by holding Public Health England and NHS England to account.
- To assure the Council that all parts of the Public Health system are functioning safely and effectively
- To assure that effective local arrangements are in place for continuous specialist Public Health cover (i.e. out-of-hours) 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.

Service Improvement

- To provide expert advice to support evidence based commissioning, prioritisation of services for the population in order to maximise opportunities for health.
- To be responsible for implementation of NICE/National Service Frameworks or equivalent national standards / guidance and frameworks.
- To be responsible for clinical governance within the local authority and assuring that arrangements are satisfactory in commissioned services

- 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 PHO and/or 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 to inform equitable service and reduce health inequalities
- To develop links with academic centres an appropriate to ensure the work of the organisation is based on a sound research and evidence base and contributes to furthering knowledge
- To develop public health capacity through contribution to education and training and development within the directorate, and within the wider Council, NHS and non NHS workforce.

Medically qualified members of the Public Health team are expected to play certain roles in medical leadership, in relationships with the medical profession and in bringing a medical perspective to public health advice. A medically qualified holder of this post would be expected to share these roles with other medically qualified members of the team and the region.

Key External Relationships and Partners

- NHS Vale of York Clinical Commissioning Group
- Public Health England
- NHS England
- Health & Wellbeing Board partners
- Yorkshire & Humber Directors of Public Health
- North Yorkshire County Council Public Health Team
- FUSE (knowledge translation across the 5 Universities)
- Health Education England /Deanery

- General practitioners, optometrists, pharmacists and general dental practitioners
- Practice managers and other practice staff
- Local professional committees (principally YorLMC, Community Pharmacy North Yorkshire)
- NHS Trust executives, managers and clinical staff
- Local voluntary organisations (via York Centre for Voluntary Services)
- Independent sector organisations (e.g. Chamber of Commerce)
- Institute for Innovation and Improvement
- Care Quality Commission
- National professional associations

Management Arrangements

The post holder will be accountable professionally to the Chief Executive of the Council. Managerial accountability for the public health responsibilities, as laid out in the Act, with line management by the Director of Communities and Neighbourhoods. There will be one set of jointly agreed objectives.

Arrangements for professional appraisal will be facilitated by Public Health England as required for revalidation as well as for performance review against management objectives.

Professional Obligations

The post holder will be required to:

- Participate in the City of York Council's staff appraisal scheme and department audit, and ensure appraisal and development of any staff for which s/he is responsible.
- Contribute actively to the training programme for Foundation Year Doctors/SHOs/trainees as appropriate and to the training and development of practitioners and primary care professionals within the locality, using the public health knowledge and skills and career frameworks.
- Pursue a programme of CPD/CME, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, audit or other measures required to remain on the GMC/GDC Specialist Register of the UK Public Health Register or other specialist register as appropriate.

Corporate Responsibilities

The post holder will be expected to:

- Contribute to the full range of local authority responsibilities and use the opportunities of the system reform, regulatory and performance management arrangements, to ensure that public health goals are at the heart of the local authority and local NHS agenda
- Contribute to the local authority corporate agenda, team building, and organisational development using appropriate management skills and behaviours
- To play a key role, as a member of City of York Council's Corporate Management Team in the effective corporate and strategic management of the Council
- Work with other public health colleagues to strengthen public health capacity and delivery across the region/country.

The post holder has the following corporate responsibilities to:

- Contribute to developing the Council's vision, strategic direction, values and building the culture of a learning organisation committed to high quality and continuous improvement
- Contribute to the corporate management and clinical and organisational development of the Council
- Ensure the Council meets its annual financial and non financial related targets.
- Ensure the overall effective governance of the Council
- Provide professional/managerial advice to the Executive as well as to other city wide functions/committees.
- Make a positive contribution to excellent communications across the Local Authority ensuring effective communication with staff and staff involvement.
- Demonstrate full commitment to the performance management of staff throughout the Council through a performance review and personal development planning process,
- Represent the Council on external bodies and to support the development of effective partnership working with all partner organisations.
- Participate in the Council's chief officer on-call arrangements.

Additional Notes

This describes only the principal duties and responsibilities of the post-holder. There are many other responsibilities implicit in these tasks, including the need to be mobile and work flexibly.

1 STATUTORY OR SPECIALIST KNOWLEDGE, SKILLS AND/OR EXPERIENCE REQUIRED

<p>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.</p>		
Education/Qualifications	<i>Essential</i>	<i>Desirable</i>
Inclusion in the GMC Specialist Register/GDC Specialist List/UK Public Health Register (UKPHR) for Public Health Specialists	X	
If included in the GMC Specialist Register/GDC Specialist List 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 specialty 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.	X	
Applicants must meet minimum CPD	X	

requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body		
Member of the Faculty of Public Health by examination, by exemption or by assessment		X
Personal qualities		
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		
Project management skills	X	
Staff management and training	X	
Practical experience in facilitating change	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 (oral and written)	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	
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	

Appendix 1

GENERAL CONDITIONS

Terms and conditions of service

The post is subject to City of York Council terms and conditions of service and relevant organisational employment policies with the retention of membership of the NHSPS where appropriate.

On call arrangements

There are currently no formal public health on call arrangements, however as a Chief Officer the post holder will be part of the council's general chief officer on call arrangements

Indemnity

As the post holder will only be indemnified for duties undertaken on behalf of City of York Council. The post holder is strongly advised to ensure that he/she has appropriate professional defence organisation cover for duties outside the scope of the City of York 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. 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 new structures.

Confidentiality

All DPHs/consultants/PH Specialists have an obligation not to disclose any information of a confidential nature concerning customers, employees, patients, contractors or the confidential business of the Council. The post holder will show exemplary Information Governance practice.

Public Interest Disclosure

Should the post holder 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 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/or 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, customers and visitors.

Equal Opportunities Policy

It is the aim of the Council 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.

Smoking policy

Smoking is not allowed in the work place.

DBS

There is a requirement for the post holder to be subject to a Disclosure and Barring (DBS) check.

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Post title:	Director of City and Environmental Services
Conditions and Grading Arrangements:	JNC for Chief Officers of Local Authorities
Responsible to:	Chief Executive
Responsible for:	All staff within the portfolio

Main purpose of the post

Provide leadership and strategic direction, inspire team working and high standards of service delivery ensuring that mechanisms are put in place to sustain, achieve and maintain corporate working that enable to Council to achieve its target CAA rating. To work in partnership with organisations across the city and beyond to deliver improved quality of life for York's residents.

Dimensions

Indicative net budget: £24, 922,000
based on figures for 2010/11

Indicative full time equivalent posts: 322.98.
Indicative headcount figure: 361.

Principal responsibilities – Corporate role

Support the Council and Chief Executive in the corporate management of the Council. Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council

Facilitate corporate working across services and help lead the Authority so it is able to meet its immediate and long term future with confidence

Contribute to the corporate formulation and delivery of the Council's policy objectives and plans and help shape and deliver the City and Council visions

Develop and articulate a clear vision for co-ordinated services in the City of York and provide a framework and common sense of purpose in order to ensure an effective shared programme of joined-up service delivery

Lead the necessary cultural and other changes to ensure that the citizens of York and other service beneficiaries are at the centre of service provision using effective partnership working with all sectors (private, voluntary, community and public) in order to focus resources jointly on improving outcomes

To conceive, initiate, manage and participate in Council wide developments and initiatives in pursuit of the Council's aims and objectives and consistent with changing the culture of the Council

Develop and maintain a corporate performance management regime ensuring early identification of potential issues in order to take decisive and effective corrective action

To support and contribute to the Council's corporate policy making on all matters and to ensure that these are translated and reflected into directorate plans, programmes and services which are reviewed and updated to meet changing needs and priorities of the City and the Council's stakeholders

To develop and maintain effective working relationship with Members of the Council and with other service teams within the Authority to ensure a corporate response to the development of services

To cover for any other Director or the Chief Executive as necessary

Principal responsibilities – Director of Service role

Define, develop, procure, manage and evaluate the range of services for which the postholder is responsible

Co-ordinate services across the Authority and City with others to give maximum benefit

Ensure the continual improvement of the services for which the postholder is responsible, setting clear priorities and targets and intervening where necessary in order to maintain standards of performance

To keep abreast of new developments in order to anticipate and define the Council's strategies and responsibilities in the areas for which the postholder is responsible

Utilise effective programme management methodologies to ensure projects are delivered on time, within budget and in accordance with the agreed specification

Take lead responsibility for putting in place arrangements to meet the requirements of external inspectors in respect of annual and other performance assessments

Participate in the development of effective corporate engagement strategies so that all can understand and fulfil their roles in the delivery of effective services

Sphere of influence

Ensure that budgets are managed effectively within the corporate mechanisms to achieve value for money and outcomes are measured against corporate priorities, development milestones and performance targets

Hold services to account for their performance, overall budgets and service standards to ensure that services provided meet targets set within the corporate framework

Carry forward existing partnerships and lead work with partner agencies to establish strategic priorities for the Council seeking to align resources of all partner agencies with jointly agreed priorities that complement and reflect corporate priorities

Develop, mentor and appraise directly accountable staff and through directly accountable staff ensure employees are well managed, developed, motivated and empowered within the corporate framework

Recruit, manage, motivate and develop employees ensuring their health, safety and well-being at work, in order to ensure all aspects of service delivery are provided to the highest possible standard.

Person Specification

The postholder will need to demonstrate their experience in the criteria listed in Parts One and Two of the Person Specification

Part One: Experience

A proven track record of high achievement at senior management level within a service environment of comparable scope and complexity and with an understanding of the issues facing City of York Council and the areas for which the postholder is responsible

Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation

A demonstrable track record of leading, motivating and managing multi-disciplinary teams to achieve significant, sustainable service improvements and outstanding results, through internal and external partnerships

Evidence of establishing a performance management culture, including service planning, target setting, performance appraisal and the management of diverse staff groups

Extensive experience of delivering customer focused services that are responsive and flexible with regard to customer need

Evidence of successful strategic and operational resource management, including evaluating competing priorities within tight financial limits and managing progressive and innovative budgetary arrangements

A proven track record of innovating service deliver in order to drive out efficiencies and maximise value for money

Extensive experience and demonstrable success in the generation and management of major organisational and corporate cultural change

Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media.

A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects that meet City of York Council's corporate objectives

Proven experience of effectively working as part of a team and of successfully operating in a team environment

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

Part Two: Knowledge, Abilities and Skills

A thorough understanding of best practice and contemporary issues affecting the provision of the areas for which the postholder is responsible, and an understanding of good management practice and value for money in a local authority setting

Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members and colleagues across the Authority that command respect, trust and confidence

Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture

A detailed knowledge and understanding of the challenges involved in seeking to provide fully integrated services to customers

Knowledge of leading edge service delivery and a proven ability to translate best practice into service transformation

Understanding and a record of achievement in promoting fairness and inclusion in employment and service delivery

Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems

Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions

Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others

Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, service managers, Council Members, the general public and other stakeholders and command their respect, trust and confidence

Personal Style & Behaviour

A strong corporate orientation and a demonstrable commitment to tackling issues in a non-departmental manner

An inspirational, motivational, enthusing leader with a clear vision for the Council and its contribution to the overall development of the City and the areas for which the postholder is responsible, with high levels of energy, stamina and resilience

Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners and other stakeholders

A personal commitment to using customer insight to determine service delivery

Highly innovative and forward thinking

Commitment to personal development

Key Relationships

Reports to Chief Executive

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

Advises Members, Chief Executive, Directors and managers on those service areas the postholder is responsible for

Key relationships with external advisers, and partnership working with other service providers and agencies including:

- trade unions
- Without Walls (or WOW) - the York LSP
- relevant professional bodies and networks
- regional and national local government bodies
- regional and national agencies and departments of central government

- public, private, voluntary and community sector partners

Director of City and Environmental Services– Specific Areas of Responsibility

City Development and Sustainability

- major development projects and initiatives
- development management
- urban design
- heritage and conservation
- natural environment services
- sustainability and climate control
- building control property information

Strategic Planning and Transport

- local development planning
- local transport plan,
- quality bus partnership park and ride
- highways and network management
- public transport
- parking policy
- major infrastructure projects

Highways, Fleet and Waste

- Fleet
- highways maintenance
- waste services
- the transformation of these services

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Conditions of Service
Director of City and Environmental Services

The post you are interested in is subject to the Schemes and Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities as supplemented by any local collective agreements negotiated on behalf of the employees and by the rules of the Council.

Health

Prospective employees must be cleared by the Occupational Health Service as medically fit for employment by City of York Council, and are advised not to give notice to terminate their present employment until clearance has been received.

Probationary period

Appointments from outside local government are subject to the successful completion of a six month probationary period.

Reporting line

This post reports to the Chief Executive.

Targets

Objectives and targets will be agreed with the Chief Executive to reflect the Council's strategic priorities.

Salary

The appointment will be made in the Director range. The salary levels within the grade are as follows:

30 **£89,842**

31 **£94,341**

2 **£98,821**

33 **£101,818**

34 **£102,766**

The starting salary will be determined by the Appointments Panel of elected Members.

Salaries are paid on the last working day of the month. The salary is indexed to the JNC cost of living pay awards currently effective from 1st April each year.

Subject to satisfactory service and subject to the provisions of any career grade or bars to progression through the scale, your salary will rise within the above scale by annual increments up to the maximum of the scale. Annual increments are normally paid on 1st April each year until the maximum of the scale is reached.

For those employees who commence employment between 1st October and 31st March, however, their first increment will be payable 6 months from the date of appointment. Thereafter, increments will be payable on 1st April.

Relocation allowance

There will be an entitlement to relocation expenses up to a ceiling of £6,500 subject to certain conditions. The terms of the relocation scheme are dependent on the post holder residing within the City of York Council boundary. Further details are set out in the Council's relocation policy.

Annual leave

The annual leave entitlement is 30 days increasing by five days after five years continuous local government service, plus eight public holidays per annum.

Pension

Membership of the Local Government Pension Scheme will be automatically continued for all employees who transfer from another Local Authority, unless they gave notice that they no longer wish to contribute. Membership of the scheme is automatic for new employees unless they state otherwise.

Car mileage for business use/Car parking

A mileage allowance of 45p per mile (up to 8,500 miles) is payable for business use.

Hours of Work

Working hours in this post will be subject to the needs of the service.

Whole time service

The postholder will be expected to devote his or her whole time to the work of the Council and not engage in any other business or employment without the prior knowledge and approval of the Council.

Sickness Absence

Any entitlements related to absence due to sickness or injury are as set out in the JNC for Chief Officers agreement. Officers are entitled to receive sick pay for the following periods:

During 1 st year of service months service)	1 month's full pay and (after completing 4 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
3 rd year of service	4 months full pay and 4 months half pay
During 4 th & 5 th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

Retirement

The normal retirement age of all Council employees, irrespective of gender, is 65 years.

Period of Notice

The written notice required to terminate employment in this post will be three months on either side.

Canvassing

Applicants for appointment must not canvas any Member or employee of the City of York Council in respect of their application. There is, however, no objection to any of the aforementioned providing written references in respect of applicants. Applicants related to any of the above must disclose the fact.

Political Restriction

This post is politically restricted and is subject to the restriction of political activities imposed by the Local Government and Housing Act 1989, and as outlined in the City of York Council's Employee Code of Conduct.

Further Information

If you would like an informal discussion about the post, please contact the Chief Executive on 01904 552000.

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Chief Officer* Recruitment Process - Officer / Members decisions

*A Chief Officer is defined as an officer who is employed under the Joint Negotiating Committee for Chief Officers of Local Authorities Terms & Conditions.

This should be read in conjunction with the Advisory Appointments Committee (AAC) Guidance Appendix C.

Key Recruitment & Selection decision stages	Officer Decision / Member Decision
1. Develop proposal to create a new or amend an existing Chief Officer post	Officer decision: Chief Executive or Director
2. Establish new permanent Chief Officer post	Member decision
From this point on the Regional Director at Public Health England (PHE) and the Faculty of Public Health (F of PH) assessor must be involved in the process	
3. Develop and agree Job description and Person Specification	Officer decision in conjunction with the PHE and FofPH
4. Confirm the grade of the post	Officers to implement job evaluation outcomes within Chief Officer pay structure
5. Agree recruitment budget	Officers decision subject to budgetary provision
6. Commence recruitment activity	Officer proposal subject to Member decision

7. Establish Appointments Committee to include Chair of Health and Wellbeing Board who is a Lib Dem member and two other members one from each of the Conservative and Labour groups	Officer proposal subject to PHE and Fof PH nominations for membership of appointments committee
8. Confirm method to source applicants i.e. the council's jobs website, a national advert placed in one health related journal, the NHS Jobs website as well as promoting the opportunity using social media channels and public health networks.	<p>Appointments Committee subject to proposal from Officers (Chief Executive or Director and Head of Human Resources or nominated substitute). Proposal to include recommendation on advertising media, approve the cost arising from this and run recruitment process in-house</p> <p>Technical assessment will be undertaken by the representatives of PHE and F of PH</p> <p>Recruitment team should be able to manage the process in-house as the candidate pool will be of a specialist nature and relatively small</p>
9. Short list applicants	All AAC members to determine short list in accordance with job description and person specification
10. Informal reception event(s) for short listed candidates (not part of the recruitment process)	Officer decision in consultation with Appointments Committee to determine invitees
11. Final selection process	Appointments Committee, advised by Officers (Chief Executive or relevant Director and Head of Human Resources, or nominated substitute) and PHE and FofPH representatives on technical suitability of candidates

12. Determine salary of role to be offered	Appointments Committee, subject to Council pay policy and within job evaluated range for post
13. Agree appointment	Appointments Committee subject to Standing Orders (objections from the Executive) and recommendation of the representatives from PHE and FofPH

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Membership of the Advisory Appointment Committee (AAC)

The AAC will be constituted in accordance with the regulations laid down in statutory instruments.

Public Health England (PHE) and the local authority have equal status in the appointment process.

As a minimum requirement the AAC would consist of the following people:

- Local Authority elected member as Chair of the panel (known as a lay member and is usually the cabinet member of the health and wellbeing board)
- Chief Executive of the LA or nominated deputy
- Public Health England (PHE) Regional Director or another senior professionally qualified member of PHE acting on his/her behalf
- External assessor appointed after consultation with the Faculty of Public Health
- Senior NHS representation – likely to be a member of the Vale of York Clinical Commissioning Group e.g. Chief Clinical Officer or a nominated deputy

The LA may appoint additional members as it considers appropriate but the majority of the committee **must** consist of employees of the LA and professional members.

In addition to the Chair of the Health and Wellbeing Board it is proposed that a representative from both the Conservative and Labour groups sits on the AAC.

An AAC may not proceed if any of the five core members (or their nominated deputy) is not present.

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