

## **Chief Officer Appointments Committee**

**29 April 2016**



### **Post of Corporate Director, Resources – Interim and External Appointment**

### **Post of Director of Public Health Children and Adult Services - Interim**

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## **Report of Terry Collins, Chief Executive Officer**

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### **Purpose of the Report**

- 1 To seek approval to initiate an interim internal recruitment exercise and an external recruitment exercise for the following post:
  - Corporate Director Resources
- 2 To seek approval to initiate an interim internal recruitment exercise for the following post:
  - Director of Public Health
- 3 To seek approval to procure and engage the services of an Executive Search Consultant to support an external recruitment exercise for an appointment to the post of Corporate Director Resources.
- 4 To consider the method and timetable for each of the recruitment exercises detailed above, should agreement be given to appoint to the post of Corporate Director Resources and the post of Director of Public Health.

### **Background**

- 5 Don McLure, Corporate Director Resources has given notice that it is his intention to retire on 31 May 2016 and likewise Anna Lynch, Director of Public Health has also given notice that it is her intention to retire 30 June 2016.
- 6 To ensure continuity of service delivery and as an interim measure it is proposed that the post of Corporate Director Resources and the post of Director of Public Health be filled on an interim basis.
- 7 The Chief Officer Appointments Committee (COAC) has extensive experience of working very successfully with an Executive Search Consultant in order to secure appointments for the Council at this senior level. With the exception of the Chief Executive Officer (CEO) appointment in 2015 where it was deemed

appropriate and beneficial to appoint from the internal pool of candidates, all permanent members of the current CMT were appointed following an external recruitment campaign supported by the services of a recruitment consultancy.

### **Proposed Recruitment Exercise – Interim Internal Appointments**

- 8 It is proposed that the interim appointments for each post will be advertised internally. The recruitment will be based on the current job descriptions, person specifications (Appendix 2) and the current level of remuneration which is £140,000 for the Corporate Director Resources and £103,848 for the Director of Public Health. The remuneration level for each post will be subject to a 1% pay rise from 1 April 2016.
- 9 Suitably qualified Heads of Service will be eligible to apply for the Corporate Director Resources post and suitably qualified senior managers from Public Health will be eligible to apply for the Director of Public Health post.
- 10 The recruitment process will involve the submission of an application form, following which candidates will be invited to attend an interview with the COAC. At the interview candidates will be asked to deliver a pre prepared 10 minute presentation, the subject matter being agreed in advance with the COAC. Following their presentation candidates will be asked a range of questions as agreed by the COAC.
- 11 With respect to the appointment of a Director of Public Health, and in line with the Health and Social Care Act 2012 the appointment must be as a result of a joint exercise between the Council and the Secretary of State for Health. Given the interim nature of this appointment the requirements for a joint approach are fulfilled by the participation in the recruitment exercise of the Regional Director of Public Health England as the representative of the Secretary of State for Health. The Regional Director would therefore join the COAC as a professional advisor and as a voting member.
- 12 Proposed Timeline for the Interim Internal Appointments

<b>29/04/16</b>	<ul style="list-style-type: none"> <li>• Report to the COAC recommending the format of the interim recruitment exercises</li> </ul>
<b>02/05/16</b>	<ul style="list-style-type: none"> <li>• Vacancy information circulated to all HOS and Senior Managers in Public Health</li> </ul>
<b>09/05/16</b>	<ul style="list-style-type: none"> <li>• Closing date for submission of application forms</li> </ul>
<b>23/05/16</b>	<ul style="list-style-type: none"> <li>• Presentation and interview with COAC</li> </ul>

### **Proposed Recruitment Exercise for the Permanent External Appointment to the post of Corporate Director Resources**

- 13 To ensure a wide field of high level, high achieving candidates it is proposed that an Executive Search Consultant is appointed to aid the search and to provide the COAC with detailed information concerning individual candidates.

- 14 Primarily a successful recruitment should be a two way process. As with previous recruitment exercises the COAC would be afforded every opportunity to consider the candidates and the candidates, in turn, have the opportunity to consider and see Durham County Council as an employer of choice.
- 15 It is therefore proposed that should agreement be given to fill the post of Corporate Director Resources by external advertising the following will form the outline of the recruitment programme:

- **Advertise**
  - **Long List** - Prior to the long list meeting the Executive Search Consultant will sift and summarise all of the applications and a report will be presented for the consideration of the COAC.
  - **Technical Interviews** - The Executive Search Consultant will recommend a suitable Technical Assessor and they together the Executive Search Consultant will then interview long listed candidates. The technical interview allows for an in depth interview which will explore the candidates experience, knowledge, skill base and motivations for applying for the post.
  - **Short List** – Prior to the short list meeting the technical assessor will compile a candidate report and this report will be presented to the COAC by the Executive Search Consultant. The results of the technical assessment will be considered at the meeting and the COAC will make the final decision in relation to which candidates will move forward to the final stage of the process.
  - **Assessment Centre (2 days)** – to include a variety of exercises and events culminating in the final Committee interview

- 16 Proposed Timeline for External Permanent Appointment to the post of Corporate Director Resources.

<b>29/04/16</b>	<ul style="list-style-type: none"> <li>• Report to the COAC recommending the format of the external recruitment exercise and the procurement of Executive Search consultants</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Procurement of Executive Search Consultants</li> <li>• Advertise for 3 weeks</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Closing Date</li> <li>• Long List</li> <li>• Technical Interviews</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• Short List</li> <li>• Assessment Centre and Final Interview</li> </ul>

## **Recommendations**

17 It is recommended that the Chief Officer Appointments Committee:

- Agree to appoint to the post of Corporate Director Resources and the post of Director of Public Health and that both the interim internal recruitment process for each post and the external recruitment process for the post of Corporate Director Resources commence immediately to ensure continuity of service delivery;
- Agree to engage the services of an Executive Search Consultant to support the external recruitment process.

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**Terry Collins**  
**Chief Executive Officer**

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## **Appendix 1: Implications**

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**Finance** – The appointments are based on current remuneration level and the costs of engaging an external Executive Search Consultant can be met from within existing budgets.

**Staffing** - none

**Risk** - none

**Equality and Diversity / Public Sector Equality Duty** - the recruitment process complies with Equalities legislation

**Accommodation** - none

**Crime and Disorder** - none

**Human Rights** - none

**Consultation** - none

**Procurement** - none

**Disability Issues** - none

**Legal Implications** - none

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## Appendix 2: Job Description and Person Specification

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### JOB DESCRIPTION

<b>Job Title:</b>	Corporate Director
<b>Directorate:</b>	Resources
<b>Reports to:</b>	Chief Executive
<b>Direct Reports:</b>	Service Grouping Heads of Service
<b>Job Purpose:</b>	To take a corporate role in supporting the Chief Executive, the Leader and the Cabinet to achieve the Council's vision for the residents and communities of County Durham. Take the lead role on the innovation, development and delivery of services within the Directorate.

#### **Corporate Responsibilities:**

Member of the Corporate Management Team developing a strong corporate approach to all aspects of Council business. Ensuring all Council assets, skills, resources, influence and intelligence are collectively focused to maximise impact on priority policy areas. Undertake the role of S151 Officer for the Council.

#### **Key Corporate Tasks – shared accountability with the Chief Executive and other Directors to :**

- Develop, deliver and achieve strategic priorities, objectives, values and long term vision for the Council
- Provide advice and support to Councillors
- Develop and maintain a one organisation ethos with demonstrable commitment to corporate culture
- Manage overall performance of the Council
- Ensure a corporate approach which provides visible and effective leadership and which focuses on outcomes for customers and the community
- Develop the Council's wider leadership role and delivery of effective partnership working
- Lead on major cross-cutting theme(s) and/or whole council 'champion' for a geographical area
- Ensure implementation of corporate policy covering the control of Health and Safety risks
- Fulfil the duties of the 151 Officer role

## Directorate Responsibilities:

The provision of all services within County Durham related to the following, including:

Legal	Members' Services	Democratic Services
Corporate Procurement	Council Tax Collection & Housing Benefits (Revs & Bens)	Financial Management
Electoral Services	Information & Communication Technology	Registration of Births, Deaths and Marriages
Human Resources & Organisational Development	Coroners	

## Key Directorate Tasks:

- Lead on the development of strategy and policy
- Lead on development and delivery of a customer focused approach, including the establishment of consultation frameworks and the development of services in response to feedback.
- Drive service excellence and sound financial management promoting a culture of value for money, innovation, performance management and empowerment amongst individuals and teams to ensure continuous improvement.
- Represent the Council at local, regional and national forums, and take the lead role in developing regional partnerships with the public, private and voluntary sectors
- Ensure required responses are made to national agenda and legislation.
- Undertake any relevant statutory duties and responsibilities on behalf of the Council associated with the role.
- Ensure provision of advice and guidance to the Chief Executive, the Cabinet and the Overview and Scrutiny Committee as required.
- Ensure the principles of equality and diversity and the Council's other corporate values are embraced and underpin all work for employees and service users.
- Accountable for the effective management and deployment of all resources
- Build capacity and develop skills to enable the Council to deliver on its priorities and ambitions;
- Ensure that effective and efficient Health, Safety and Welfare systems are in place.

**All Corporate and Directorate tasks to be undertaken in accordance with the Council's competency framework**

## PERSON SPECIFICATION

**Job Title:** Corporate Director  
Resources

### Qualifications

- Degree level or equivalent standard of general education.
- Relevant professional accountancy qualification.

### Personal Attributes

- Commitment to the achievement of value for money, service excellence and equality in employment and service delivery.
- Commitment to community involvement and participation in the development and delivery of Council strategies and services.

### Experience – Corporate

- Consistent achievement at a senior management level in a large, high performing, complex organisation.
- Experience of successful strategic management and a proven track record of leading in the formulation and delivery of strategic objectives and policies.
- 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.
- Experience of success in the initiation and management of change within a large and complex organisation.
- A proven track record of leading and managing complex and diverse operations/delivery, demonstrating strong financial management and the management of diverse staff groups
- Evidence of establishing a performance management culture, including service planning, target setting, performance appraisal.
- A record of managing substantial strategic budgets, with an emphasis on promoting cost-efficiencies and value for money.
- A track record of working with and forging successful partnerships with a wide range of internal and external bodies to successfully deliver cross sector projects.

### Experience – Role Specific

- Experience of achievement in High Performing Local Authority in use of Resources within Performance Framework
- Experience of leading multi - functional support services
- Experience of rationalisation of Central Services
- Experience of delivering on the Shared Services agenda
- Evidence of Strategic Financial Management competence
- Clear understanding of the role and responsibilities of the S151 officer and, preferably, direct experience of this role



## **Knowledge and Skills**

- Ability to convey clear vision and manage strategically within a corporate context.
- Ability to initiate and implement creative and imaginative approaches and identify new options for action.
- Demonstrate leadership skills and ability to empower, motivate and develop staff, creating a positive inclusive organisational culture and value diversity
- Highly developed networking, advocacy, written, oral and presentation skills to relate effectively to employees, service managers, Councillors, the general public and other stakeholders and to command their respect, trust and confidence.
- Demonstrate a thorough knowledge and understanding of the relevant service legislation, best practice and current issues.

**Durham County Council  
Director of Public Health**

**Job Title:** Director of Public Health

**Accountable to:** Accountable to the Chief Executive Durham County Council (for the statutory public health function) and the Corporate Director Children and Adult's Services (for all other duties of the role)

**Managerially Responsible for:** Public Health directorate staff and identified staff supporting the delivery of public health and health improvement.

**Key Partnerships:** Cabinet and Council  
Scrutiny Committees  
Corporate Management Team  
Local NHS Bodies including Clinical Commissioning Groups and NHS England  
Public Health England  
Health and Wellbeing Board  
Other local authorities and public health networks  
Voluntary and Community Sector  
Schools and Colleges  
Academic partners

**Statutory functions of the Director of Public Health**

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

- all of the Council's duties to take steps to improve public health
- any of the Secretary of State's public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act
- exercising the Council's functions in planning for, and responding to, emergencies that present a risk to public health
- the Council's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders
- such other public health functions as the Secretary of State specifies in regulations.

## **Context**

The DPH will understand and enhance the health of the people of Durham by adopting an approach which:

- acknowledges the wider determinants of health
- adopts a long term strategic approach to ensuring that health and social care, education, housing, jobs and economic policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing
- responds to demographic changes and minimises their adverse effects: for example, the growth in the number of older people in the borough.

The statutory role is derived from Government policy and recognises the unique contribution which local authorities can make to improve the health and wellbeing of communities through:

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

The DPH is appointed according to procedures that replicate the statutory process for senior appointments to the NHS, including an Advisory Appointment Committee.

## **Job Purpose**

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

Working closely with the Council's Corporate Management Team, the DPH will have lead responsibilities for promoting and protecting health and wellbeing, tackling health inequalities, and improving health care quality. The DPH is responsible for ensuring the most effective use is made of the public health budget in order to fulfil these goals. The DPH is responsible for strengthening capacity across the whole public health sector to improve the health of the population.

The DPH plays a key role in developing strong partnerships and influencing key stakeholders in the health economy to ensure the widest possible participation in the delivery of the Public Health Outcomes, on behalf of the Chief Executive. 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 Service Groupings to improve health and reduce inequalities.

The post holder will play a key role in the developing the health and wellbeing agenda with the Council and Partners. The DPH will work closely with the Leader, Cabinet and Overview and Scrutiny Committees to develop the public health agenda.

The DPH will ensure effective delivery of the commissioning processes for public health in partnership with procurement services to achieve best value.

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 coordinate high quality advocacy across all three domains of public health – health improvement, health protection and health service quality
- 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

## **Personal Qualities**

The Director of Public Health is:

1. A trustworthy and independent professional accountable to Secretary of State through Public Health England as well as to the local population through the Local Authority.
2. Trained and experienced in all areas of public health practice and registered with the GMC or another appropriate regulatory body and accountable to them for their professional practice including ethical standards
3. Able to demonstrate corporate skills in strategic leadership within an organisation
4. A skilled and trusted communicator at all times particularly in a crisis
5. Strongly committed to teaching and research in collaboration with academic departments
6. Up to date and can demonstrate continuing professional development through appraisal and revalidation as a specialist with GMC or other regulator

7. Highly visible to ensure in-depth knowledge of local communities and better working between the public and local organisations
8. Able to show intellectual rigour and personal credibility to collaborative working and commissioning processes
9. Demonstrably accomplished in improving the health of communities
10. Able to lead across all local authority functions to district councils, NHS bodies, the private sector and the third sector indicating the impact of investment on public health and inequalities

**The Director of Public Health will:**

1. Act as lead officer for Public Health to understand and enhance the health of the people of Durham and adopt an approach which understands the link between social, economic and societal success and good health and takes a long term approach to strategic improvement in all.
2. Lead on developing a clear, targeted long term strategy that ensures health and social care, education, housing, jobs, economic and social justice policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing.
3. Lead on minimising the adverse effects of demographic change and potential threats from poor health on the long term prosperity and wellbeing of Durham.
4. Produce an independent annual report on the health of the population, progress on improving health and reducing inequalities and making recommendations
5. Act as principal adviser to Health and Wellbeing Board in developing a Health and Wellbeing Strategy based on the assessed needs of the population and proven interventions to improve health
6. Provide specialist public health advice to commissioners on priorities for health and social care spending and the appropriate configuration of services within and between local authorities.
7. Support other bodies in developing comprehensive multi agency plans for the anticipated threats to public health
8. Have full access to the papers and other information needed to inform and support their activity, and day to day responsibility for the authorities public health budget
9. Be principal advisor on all health matters to Councillors and Officers across the authority

**CORE COMPETENCY AREAS**

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

- To ensure the proper design, development and utilisation of major information and intelligence systems to underpin public health improvement and action for the population across disciplines and organisations.
- To receive, interpret, provide and advise on highly complex epidemiological and statistical information about the health of populations to the Local Authority, NHS and voluntary organisations.

- To ensure the use of the best available evidence base to support the assessment of health needs, health inequalities, health impact assessment and the identification of areas for action within the local population.
- To produce an annual report on the health of the population of the Council.

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

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

### ***Policy and strategy development and implementation***

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

### ***Leadership and collaborative working for health***

- To take the lead role on behalf of the Council in developing inter-agency and interdisciplinary short and long-term strategic plans for securing health improvement both in the general population and in vulnerable groups at high risk of poor health and reduced life expectancy, in partnership with a range of agencies such as those in the statutory, non-statutory, voluntary and private sectors and by taking lead responsibility with a defined local authority. This requires the ability to work cross directorate and across other agencies and voluntary organisations.
- To work with primary care professionals and community staff to raise awareness of their public health role.

- To support the integration of health, social services and voluntary organisations to promote effective joint working to ensure delivery of the wider government targets.
- To influence external agencies in their public health policy decisions by working with complex professional, managerial and population groups and other organisations in the statutory, non-statutory and private sectors.

## **DEFINED COMPETENCY AREAS**

### ***Health Improvement***

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

### ***Health Protection***

#### ***In close collaboration with Public Health England:***

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

### ***Service Improvement***

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

### ***Public Health Intelligence***

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

### ***Academic Public Health/Research and Development***

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

### **ON CALL ARRANGEMENTS**

The post holder will be expected to be on call for health protection and public health and to participate in the communicable disease and environmental hazards control and emergency planning arrangements for the Durham and NE area as required.



## PERSON SPECIFICATION

### DIRECTOR OF PUBLIC HEALTH – DURHAM COUNTY COUNCIL

<b>Education/Qualifications</b>	<b>Essential</b>	<b>Desirable</b>
Inclusion in the GMC Specialist Register/GDC Specialist List or UK Public Health Register(UKPHR)	X	
If included in the GMC/GDC Specialist Register in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health medicine practice	X	
Public health specialist registrar applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry at the date of interview ; all other applicants must provide verifiable signed documentary evidence that they have applied for inclusion in the GMC/GDC/UKPHR Specialist registers	X	
Applicants must meet minimum CPD requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body	X	
MFPH by examination, by exemption or by assessment		X
<b>Personal qualities</b>		
Transformational and visionary leader	X	
Commitment to adding public health values to corporate agendas	X	
Strong commitment to public health principles	X	
Able to prioritise work, and work well against a background of change and uncertainty	X	
Adaptable to situations, able to handle people of all capabilities and attitudes	X	
Commitment to team-working, and respect and consideration for the skills of others	X	
Self-motivated, pro-active, and innovative	X	
High standards of professional probity	X	
<b>Experience</b>		
Minimum of three years' experience of public health practice at senior level	X	
High level project management skills	X	
Excellent staff and corporate management and development skills	X	
Experience of working in complex political and social environments	X	
Excellent change management skills	X	
Budget management skills	X	
Training and mentoring skills		X
Scientific publications, presentation of papers at conferences, seminars etc		X

<b>Skills</b>		
Strategic thinker with proven leadership skills	X	
Excellent oral and written communication skills (including dealing with the media)	X	
Effective interpersonal, motivational and influencing skills	X	
Ability to respond appropriately in unplanned and unforeseen circumstances	X	
Good presentational skills (written and oral)	X	
Sensible negotiator with practical expectation of what can be achieved	X	
Substantially numerate, with highly developed analytical skills using qualitative and quantitative data	X	
Computer literate	X	
Ability to design, develop, interpret and implement policies	X	
Ability to concentrate for long periods (e.g. analyses, media presentations)	X	
Resource management skills	X	
<b>Knowledge</b>		
High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation	X	
Full understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health	X	
Full understanding of and commitment to delivery of improved health through mainstream NHS activities	X	
Understanding of NHS and local government cultures, structures and policies	X	
Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice	X	
Understanding of social and political environment	X	
Understanding of interfaces between health and social care	X	

## **CORPORATE REQUIREMENTS**

	<i>Essential</i>	<i>Desirable</i>
Has a demonstrable personal track record of delivery strategy, plans and outcomes in practice and making an impact in improving the health of communities	X	
Evidence of delivering organisational improvement through the personal introduction of techniques/knowledge from outside the organisation		X
Evidence of continuing professional and personal development	X	
Has board level experience, functioning as a Director with significant contribution to strategy across a range of areas	X	
Has relevant board level management experience in a variety of health and/or social care settings with evidence of effective partnership working	X	

## CORPORATE REQUIREMENTS

Evidence of previous experience of working within a complex and challenging environment at Director level	X	
Has experience of working as a Board member in more than one setting/type of board arrangement. Has experience of working in joint board arrangements		X
Evidence of personal contribution in delivering vision/strategy in a multi organisational setting through modernisation and reform projects		X
Has a demonstrable track record in delivering complex targets and objectives to right deadlines	X	
Evidence of taking personal responsibility in contributing to developing an organisation's vision and strategic goals for modernisation and reform and in gaining support for this at all levels both internally and externally	X	
Evidence of developing and maintaining an excellent partnership relationship and team fit with the Chair, Chief Executives, Councillors and other corporate colleagues	X	
Evidence of a strong corporate contribution as a strong team player, holding people together and facilitating effective team-working effectively, particularly at stressful points	X	
Demonstrates high calibre leadership and influencing skills which command personal support to deliver results	X	
Evidence of leadership roles at regional/national level		X
Is sought out as a facilitator and problem solver inside and outside the organisation and is recognised beyond direct work spheres as a valuable source of personal advice		X
Evidence of outstanding inter-personal skills, with a demonstrable ability to engage positively with individuals from junior to very senior levels and to deliver solutions and conflict situations	X	
Evidence of excellent written, verbal and presentation communication skills	X	
Evidence of achievement of leading change	X	
Evidence of the drive to network for information with a background in searching for and bringing to the organisation best practice and innovation from outside	X	
Evidence of political astuteness and ability to drive for and deliver results in complex environments where organisational and personal agendas are not aligned	X	
Evidence of resilience in a range of complex and demanding situations	X	
Shows evidence of personal support mechanisms		X
Evidence of a strong sense of commitment to openness, honesty, inclusiveness and personal integrity	X	
Demonstrable evidence of a commitment to teamwork in difference settings and with different groups	X	