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Northamptonshire
Council

Meeting: Employment Committee
Date: Thursday 8th September, 2022
Time: 7.00 pm
Venue: Council Chamber, Corby Cube, George St, Corby NN17 9SB

To members of the Employment Committee

Councillor Barbara Jenney (Chair), Councillor Matt Binley (Vice-Chair), Councillor Jon-Paul Carr, Councillor William Colquhoun, Councillor Jonathan Ekins, Councillor Emily Fedorowycz, Councillor Helen Howell, Councillor Ian Jelley, Councillor Matt Keane, Councillor Lora Lawman, Councillor Jan O'Hara, Councillor Tom Partridge-Underwood, and Councillor Russell Roberts

Agenda Supplement

The following urgent item has now been published which was not available at the time the agenda was published.

This supplementary agenda has been published by Democratic Services.
Contact: democraticservices@northnorthants.gov.uk

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04a	Urgent Item - Selection and Appointment for Director of Public Health & Wellbeing	3 – 16
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer 2 September 2022</p>		

This agenda has been published by Democratic Services.

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Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

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Employment Committee 8th September 2022

Report Title	Selection and Appointment for Director of Public Health & Wellbeing
Report Author	Adele Wylie, Director of Governance and HR, adele.wylie@northnorthants.gov.uk

Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	Not applicable

List of Appendices

Appendix A – Draft Job Description – Director of Public Health & Wellbeing

1. Purpose of Report

- 1.1. The purpose of this report is to ask the Employment Committee to appoint a Sub-Committee to undertake the recruitment and selection process for the role of Director of Public Health and Wellbeing
- 1.2. Appointing this Sub-Committee will ensure that the recruitment and selection approach for this role is comprehensive and inclusive as well as enabling those who have a real stake and interest in this appointment to be part of the process. It is proposed that partners, stakeholders and members will play a role in helping to select the best candidates for the role.
- 1.3. The Appointment Sub-Committee for the Director of Public Health and Wellbeing will be responsible for selecting and recommending the successful candidate with the final ratification being given by UK Health Security Agency as is required by legislation.
- 1.4. It should be noted that prior to this item, the Committee is being asked to consider changes to the Leadership Structure. This report should only be considered if the previous Leadership Structure report be approved. If the recommendations in the aforementioned report are approved then recruitment for the role of Assistant Director Housing or Assistant Director Communities (depending on which role is vacant) will be undertaken at the same time.

Whilst this is not a member appointment, members will be engaged in the recruitment process.

2 Executive Summary

- 2.1 On the 1st December 2021, Council agreed to a change to the previously agreed blueprint to move away from a shared Public Health resource to create a single Director of Public Health which would be dedicated to North Northamptonshire.
- 2.2 In February 2022, a recruitment campaign was undertaken to recruit to the agreed single Director of Public Health. As part of this process, 3 individuals were shortlisted and invited to a final interview. However, following a robust final interview process, conducted by both members and colleagues from the UK Health Security Agency, no appointment was made in respect of this position.
- 2.3 The role has been filled on an interim basis until the present time.
- 2.4 In July 2022, a review was undertaken of the current leadership structure which has been in operation for over 12 months. Part of this review included a consideration of the responsibilities and reporting line of the Director for Public Health. It is proposed that the role will be changed to Director of Public Health & Wellbeing. Subject to the approval of recommendations in a Leadership Structure report due to be considered by the Committee prior to this report, the Housing and Communities service will be split into 2 roles – one focused on Housing and one focused on Communities.
- 2.5 The Assistant Director - Communities role will report into the Director of Public Health & Wellbeing and take on the responsibility for Adult Learning. This brings together some key areas under the Director of Public Health & Wellbeing. The Director for Public Health & Wellbeing will report to the Chief Executive.
- 2.6 This senior, statutory role will play a vital part of shaping North Northamptonshire and it is therefore important that the best candidates are sourced and appointed. In order to achieve this, a national recruitment campaign will start in September 2022.
- 2.7 This report recommends the appointment of a Sub-Committee to undertake the recruitment and selection of this senior, statutory role for North Northamptonshire council in order to ensure that a thorough and complete recruitment process is undertaken.

3 Recommendations

- 3.1 It is recommended that the Employment Committee
 - a) Approves the processes specified in paragraphs 5.1-5.11 below;

- b) Establishes a politically balanced Sub Committee consisting of six elected members to shortlist, interview and appoint to the Director of Public Health;
- c) Approves that membership of the Sub Committee shall consist of 4 Conservative members, 1 Labour member and 1 Green Alliance member, to be nominated by the respective Group Leaders.
- d) Delegates authority in respect of the recruitment for the Director of Public Health to the relevant Sub Committee to:
 - Shortlist and interview suitably qualified applicants;
 - Recommend the most suitable person for the position, with final approval being provided by the UK Health Security Agency.

Reasons for the Recommendations

- 3.2 These recommendations have been made in order to ensure that a comprehensive, inclusive and thorough recruitment and selection process is undertaken, in accordance with the Constitution, to ensure that the right candidate is selected for this senior role.

Alternative Options Considered

- 3.3 The role of Director of Public Health and Wellbeing is critical for the Council and is a statutory appointment which is required to be filled.
- 3.4 Instead of establishing a Sub Committee, the Employment Committee could undertake the appointment process. This is not the recommended action as Sub Committees will provide smaller and more focussed expertise and will be able to interview in depth ensuring the right candidate for North Northamptonshire.

4 Report Background

- 4.1 Full council approved the recruitment of a single Director of Public Health at its Council meeting of 1st December 2021. The role has been reviewed as part of the recent leadership structure review in July 2022.
- 4.2 A national recruitment campaign will be launched in September 2022 subject to approval from the Committee.
- 4.3 In accordance with section 6.1 of 'Part 4.7 - Employment Committee Terms of Reference contained in the Constitution, the Employment Committee is able to establish panels of members as a Sub-Committee to act as appointment panels for the appointment of senior officers (referred to in this report as the interview panel).
- 4.4 As is the case with the Committee itself, the interview panel will be subject to the requirements relating to political balance of the Council. In accordance with section 3.1 of Part 9.5 – Officer Employment Procedure Rules' contained

in the Constitution the interview panel must also include at least one member of the Executive. This is also a legislative requirement.

5 Issues and Choices

- 5.1 It is important that the Council has a robust process for appointing to senior roles which are crucial to the Council delivering the objectives set out in its Corporate Plan and meeting statutory requirements.
- 5.2 As stated above, a significant recruitment campaign has been commissioned by the Council to ensure that it attracts and recruits excellent candidates.
- 5.3 The Employment Committee has authority to make appointments to senior roles including the Director of Public Health. Whilst this function can be exercised as a Committee, it is recommended that a Sub-Committee is established to shortlist, interview and appoint to the role.
- 5.4 It is proposed that the Sub Committee consists of six elected members which shall be representative of the political balance of the Council. In accordance with current political balance calculations, the membership will therefore be;
- i) Conservative x 4 members
 - ii) Labour x 1 member
 - iii) Green Alliance x 1 member
- 5.5 The Employment Committee Terms of Reference allow members who are not standing members of it to be co-opted onto its Sub Committees with the approval of the Chair of the Committee. It is a requirement that at least one Executive member is on the interview panel for senior roles.
- 5.6 If a Sub Committee is established, the Leaders of the Groups shall be asked for nominations to them. The Leader of the majority group shall confirm which Executive member/s shall be co-opted onto it. The Chair of the Committee will be notified of the nominations once submitted.
- 5.7 For the appointment to the Director of Public Health, it is a legislative requirement that an external Faculty assessor approved by the UK Health Security Agency is included in the interview process.
- 5.8 It is important that members have as much information as possible and therefore the role will be subject to a Stakeholder Panel who will provide feedback to the Sub Committee.
- 5.9 Applicants will also be subject to psychometric testing which will ensure that the right candidates are shortlisted for final interview with members.
- 5.10 It is recommended that a Sub Committee is delegated authority to agree an appointment and any relevant particulars, subject to a statutory process being undertaken in relation to the Executive.
- 5.11 A number of stages will take place by remote means including the long/short listing meetings. Final interviews will take place in person at the Corby Cube.

6 Next Steps

- 6.1 The recruitment campaign, including national and online adverts will commence in September. Thereafter, following a period of long listing and shortlisting, the Subcommittees (as the interview panels) will interview shortlisted candidates and appoint, as appropriate successful candidates. To ensure the best candidates, the Council will utilise an external recruitment consultant following a compliant procurement process.
- 6.2 A timetable of shortlisting and interview dates will be provided should these recommendations be approved.

7 Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 Resources are required in terms of a time commitment from members to participate in the long/short listing meetings and the interview panels. A timetable of dates will be provided shortly.
- 7.1.2 There are no additional financial implications arising from the proposal to appoint the Sub-Committee.

7.2 Legal and Governance

- 7.2.1 The Council must ensure that the appointment of statutory roles is managed in accordance with the Constitution. These reflect legislative requirements that apply to the appointment of statutory and Chief Officers. The recommendations proposed in this report will ensure that the correct process is followed.
- 7.2.2 In accordance with the local Authorities (Standing Orders)(England) Regulations 2001 (and as referenced in section 4 of Part 9.5 – Officer Employment Procedure Rules of the Constitution, an offer of appointment in relation to the relevant Chief Officer/s, may not be made until members of the Executive have been notified of the proposed appointment and within a required period of time, no material or well-founded objection has been received by the Proper Officer.

7.3 Relevant Policies and Plans

- 7.3.1 Appointment to the post will support the delivery of the Council's Corporate Plan 2021 – 2025 and the key principal plans and policies within each of the two service areas.

7.4 Risk

- 7.4.1 There is a risk of challenge to the process if the correct procedure is not followed.
- 7.4.2 There is a risk to the council if a thorough selection and recruitment process is not undertaken which could result in either the wrong candidate being recruited, or no successful applicant appointed.
- 7.4.3 There are no further risks to consider arising from the proposed recommendations in this report.

7.5 Consultation

- 7.5.1 None required.

7.6 Equality Implications

- 7.6.1 The recruitment process for the post will be carried out in accordance with the Equality Act 2010 and the Council's Equality, Diversity and Inclusion Policy and its Equality Strategy 2021- 2025.

7.7 Climate Impact

- 7.7.1 There are no specific climate impacts arising from this report.

7.8 Community Impact

- 7.8.1 There are no specific community impacts arising from this report.

7.9 Crime and Disorder Impact

- 7.9.1 There are no specific crime and disorder implications arising from this report. 11 Background Papers Constitution of North Northamptonshire Council (link to website)

8 Background Papers

- 8.1. [North Northamptonshire Council Constitution](#)

[Report to Council 1 December 2021 Blueprint Change Report – Director of Public Health](#) (Minute 65 refers)

North Northamptonshire Council Role Profile

Director of Public Health & Wellbeing (DPH)

Salary: TBC (Role to be evaluated)

Responsible to: Chief Executive - North Northamptonshire Council.

Role Purpose

As a new and ambitious unitary authority, North Northamptonshire is an upcoming and exciting place to work. Demographically diverse yet geographically accessible, North Northamptonshire needs an experienced Director of Public Health to play a pivotal part in the levelling up agenda, to establish close working relationships with other internal directorate in the newly established authority and to work hand in hand with partners on the population health agenda within the emerging Integrated Care System.

The Director of Public Health & Wellbeing is a statutory officer and the principal adviser on all health matters to elected members, officers, and partners, with a leadership role spanning health improvement, health protection and healthcare public health.

Section 73A (1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012, gives the Director of Public Health & Wellbeing responsibility for:

- All of their local authority's duties to improve public health
- Any of the Secretary of State's public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act
- Exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to public health
- Their local authority's role in co-operating with the police, the probation service, and the prison service to assess the risks posed by violent or sexual offenders
- Such other public health functions as the Secretary of State specifies in regulations
- Producing an independent annual report on the health of local communities.

This is a leadership role responsible for improving the health and wellbeing of residents, reducing inequalities in health outcomes and protecting local communities from public health hazards (infectious diseases and environmental threats).

Accountability

The role is statutorily accountable to the Secretary of State for Health and Social Care and North Northamptonshire Council.

The role holder will fulfil the designated statutory role of Director of Public Health & Wellbeing for North Northamptonshire, with operational line management accountability to the Chief Executive of North Northamptonshire Council for the accountabilities within this role, including:

- The strategic leadership of services and functions concerned with Health and Wellbeing, Community, Culture, Libraries, Sports & Leisure services and the Adult Learning Service within North Northamptonshire.

- Utilising the public health resources innovatively and cost effectively across all domains of public health in order to improve the health and wellbeing of local communities and reduce inequalities in service access and health outcomes
- Commissioning and delivering services which are effective, value for money and meet quality standards
- Linking the Council into the developing County ICS arrangements and wider population health strategies alongside NHS and wider public sector colleagues and their West Northamptonshire Council Director of Public Health counterpart in order to ensure that place-based delivery and commissioning plans reflect local health need and address inequality challenges.

As a member of the Corporate Leadership Team (CLT), the post holder will:

- Be a fully participating member of the Council's corporate leadership team, driving strategy and performance; and championing the delivery of the Council's vision and strategy with Councillors, partners, community representatives, and colleagues.
- Lead an integrated public health team to drive improvements in the health and wellbeing of residents, reducing inequalities in service access and health outcomes and, working in collaboration with the Office for Health Improvement and Disparities (OHID), NHS England and the UK Health Security Agency (UKHSA), protect the community from threats to health through infectious disease, environmental and other public health hazards
- Work in partnership with the Executive Director for Adults & Housing in leading and developing the North Northamptonshire place-based approaches as a fundamental transformational aspect of the integrated care system, including development of Community Wellbeing Forums and Local Area Partnerships.
- Leadership and coordination of the North Northamptonshire Health and Wellbeing Board.
- Contribute as a key member in the integrated partnership
- Contribute to and support the county wide Population Health Management Strategy as part of our ICS development to ensure there is a strong single plan for population health improvement using the combined intelligence and resources of system partners - and ensure execution through the North Northamptonshire Health and Wellbeing Board Plan and place-based delivery arrangements
- Work closely with the Head of Paid Service, Executive Director of Adults & Housing, Members, and peers to support the development of and drive forward the Council's vision, strategic priorities, and objectives; ensuring the public health needs of residents are also reflected in these.
 - Oversee the embedding an outcome-based customer focused culture and development of community-based initiatives including community development, wellbeing and community safety, including encouraging physical and mental wellbeing of residents through sport and leisure-based activities and implementation of a range of community-based initiatives to improve social and economic factors within localities.
 - Lead the development of a multi-agency approach to tackling the social and economic factors that affect physical and mental wellbeing by engaging with residents.

The Director of Public Health & Wellbeing is a visible and influential leader in the health and wellbeing partnership arrangements, ensuring that the local public health system is able to tackle the full range of determinants of health affecting communities in North Northamptonshire. Working with local communities and partners, the post holder will influence policy and practice and inspire the development of innovative solutions that

support improvements in health and wellbeing and reduce health inequalities across the population.

Role Responsibilities

In delivering the key responsibilities described below, the Director of Public Health & Wellbeing is expected to demonstrate a high level of expertise in the Faculty of Public Health Competencies (Appendix 1).

- Exercise the statutory responsibilities including the delivery of the mandated services.
- Support the Chief Executive and Councillors in shaping, developing, and delivering the Council's strategic agenda and influencing policy and practice.
- Support the Executive Director of Adults and Housing in developing the future Adult and Health Care strategy to ensure greater integration with health and other partners to maximise opportunities and meet the needs of customers.
- Be the chief officer and principal adviser on statutory and professional public health obligations to the Council, local communities, and local partners, with direct access to Councillors and the relevant Portfolio holder.
- To act as a leader across the local system of public services, influencing change and enabling a culture of continuous improvement in health and wellbeing, innovation, and evaluation, developing good relationships with key partners within the Council, the NHS Integrated Care System (ICS) and Integrated Care Board (ICB) (former Clinical Commissioning Groups), OHID, NHS England and UKHSA.
- Provide leadership to the integrated public health function and ICS population health management strategy, delivering a system to support business intelligence, surveillance, monitoring and evaluation of health and wellbeing and inequalities in health outcomes of local communities.
- Ensure, as a core member of the Health and Wellbeing Board, the development of plans to enable local communities to become healthy, sustainable, and cohesive, ensuring a programme of action which impacts on the wider determinants of health that will promote improvements in health and wellbeing of local communities and reduce health inequalities.
- Deliver an independent annual report on the health and wellbeing of local communities for publication to stimulate debate and/or action by the Council and its partners.
- Provide strategic direction and advice to local commissioners to promote evidence-based practice where appropriate, develop innovative approaches and evaluate effectiveness, ensuring commissioning and delivery arrangements are responsive to performance challenges.
- Exercise the local authority's functions in planning for and responding to emergencies that present a risk to public health, working with partners across the County and provide assurance that the health protection system for local communities is fit for purpose.
- Work closely with environmental health and emergency planning and take a leadership role in health emergency planning.
- Provide assurance that the health protection system for local communities is fit for purpose.
- Work closely with Executive Directors across place and people services to focus on early prevention and intervention, including:
 - the statutory roles of DASS and DCS to develop, implement and maintain an integrated strategy for Children and Adults which focuses efforts on prevention early intervention and re-ablement, and

- services responsible for leisure, place, and communities to ensure we are maximising the potential for community wellbeing, social prescribing, and wider determinants of health.
- Develop strong linkages across the Council directorates, including policy and planning to optimise opportunities for public health.
- Collaborate across organisational boundaries to ensure communities benefit from population health and care programmes (development of sustainable transformation plans).
- Build, nurture and maintain effective relationships with local, regional and national partners including Central Government and Healthcare, to optimise the Council's strategic objectives.
- Lead and promote, building and maintaining excellent partnership and other working arrangements with key stakeholders, community groups and with other relevant third parties, including private, voluntary and other public (both internal and external to the Council).
- Ensure appropriate management and support for Specialty Registrars (in Public Health) and other professional placements.
- Develop strong academic linkages for research, evaluation and professional development.
- Manage budgets, including having oversight of and reporting on the use of the public health ring fenced grant.
- Provide public health specialist advice to support local NHS commissioning of appropriate, effective and equitable health services (the core offer).
- Ensure the development and delivery of a credible plan within the Directorate to improve health and reduce health inequalities.
- Lead delivery of an integrated whole systems approach to support communities and promote social inclusion and wellbeing.
- Oversee Section 106 funding and community infrastructure levy funds into Leisure Services, to ensure opportunities are optimised.
- Undertake any other duties commensurate with the role.

Political Restriction and Other Requirements - This position is politically restricted

Person Specification

Director of Public Health & Wellbeing

The requirements for the Director of Public Health & Wellbeing role are outlined below which will be part of the selection, these should be read in conjunction with the Faculty of Public Health Competencies (Appendix 1).

Qualifications

- Inclusion in the GMC Specialist Register with a license to practice/GDC Specialist Register/UK Public Health Register (UKPHR) for Public Health Specialists. If included in the GMC Specialist Register/GDC Specialist Register in a specialty other than public health medicine/dental public health, must have equivalent training and/or appropriate experience of public health medicine practice.
- Must meet minimum CPD requirements (i.e., be up to date) in accordance with the Faculty of Public Health requirements or other recognised body.
- Must have MFPH by examination, by exemption or by assessment.

Background and Experience

Leadership experience:

- Proven experience of establishing and promoting a clear public health vision which is coherent with the business strategy and the political vision for the and consistent with Government policy and takes account of social and economic trends. This is about role modelling through their own actions the types of behaviours expected of others in creating a high performing public health culture.
- Successful track record of leading transformational change with demonstrable experience of delivering health improvement in complex, multi-agency environments including Local Government and health.
- Demonstrable leadership skills, specifically the ability to 'take people' with them and promote organisational vision and values.
- Demonstrable experience of developing an effective public health team with appropriate skill mix to enable the Authority to deliver its full range of PH responsibilities.
- Evidence of political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members.
- Proven track record of developing effective relationships with elected members to ensure a coherent public health vision and operational plan.
- Experience of working with fellow directors to enable/ensure public health perspective/principles underpin all aspects of Local Authority delivery.
- Proven track record of working with communities and media to ensure needs of local people are understood, made explicit and addressed by the Health and Wellbeing Board.
- Demonstrable experience of delivering the independent report of the Director of Public Health & Wellbeing in such a way as to compel all members of the Health and Wellbeing Board to take action.

Other Experience and Knowledge:

- Significant experience of public health practice at senior level, ideally as a Director or Deputy Director of Public Health.
- Knowledge of Population Health Management strategies and methods and the development of robust outcome frameworks and their practical application.
- Establishing and promoting a clear public health vision which is coherent with the business strategy and the political vision, consistent with Government policy and takes account of social and economic trends.
- Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice.
- High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation.
- Excellent oral and written communication and report writing skills including the ability to present to the Media and engage a range of audiences in order to positively represent the Council.
- Effective budget management skills.
- Practical evidence of developing and maintaining excellent working relationships with a wide range of customers, stakeholders, and partners, developing a positive personal and organisational profile, and building relationships.
- Experience of effective partnership working, networking and collaboration; developing and maintaining positive and productive relationships with a range of internal and external stakeholders and strategic partners.
- Ability to respond quickly and innovatively to manage and enhance the Council's reputation.
- Track record of developing and sustaining a culture of innovation and creativity underpinned by evaluation to deliver improved use of resources and achieve value for money across an organisation.

- Strong management skills, with ability to lead and influence others, make informed decisions and build and maintain successful relationships and networks.
- Experience of leading and developing high performing specialist teams and professional teams, including recognising and developing talent.
- Experience of having worked at a senior level in a political or similarly challenging environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
- Very strong negotiation and problem-solving skills and the ability to make decisions based on accurate and timely analysis/management information.
- Demonstrable commitment to equality and diversity issues in employment practices.
- Understanding of inequalities in health outcomes and experience in using the Equality Act 2010 in improving both access to and outcome from services.

Desirable Requirements

- Post-graduate leadership or management qualification.
- Demonstrate a passion for public health improvement and delivery via recognised writings, leading seminars and influencing at the highest levels.

Appendix 1

Faculty of Public Health: Competencies expected of all Public Health Consultants/ Specialists

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

I. Use of public health intelligence to survey and assess a population's health and wellbeing

To be able to synthesise data into information about the surveillance or assessment of a population's health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.

II. Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations

To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.

III. Policy and strategy development and implementation

To influence and contribute to the development of policy and lead the development and implementation of a strategy.

IV. Strategic leadership and collaborative working for health

To use a range of effective strategic leadership, organisational and management skills, in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.

V. Health improvement, determinants of health and health communication

To influence and act on the broad determinants and behaviours influencing health at a system, community, and individual level.

VI. Health protection

To identify, assess and communicate risks associated with hazards relevant to health

protection, and to lead and co-ordinate the appropriate public health response.

VII. Healthcare public health

To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.

VIII. Academic public health

To add an academic perspective to all public health work undertaken. Specifically, to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer-reviewed journals, and demonstrate competence in teaching and learning across all areas of public health practice.

IX. Professional, personal, and ethical development

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

X. Integration and application for consultant practice

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

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

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