

Appointments Committee

Agenda

Date:	Thursday 16th January 2025
Time:	10.00 am
Venue:	Council Chamber - Town Hall, Macclesfield, SK10 1EA

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making meetings are audio recorded, and the recordings will be uploaded to the Council's website

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary interests, other registerable interests, and non-registerable interests in any item on the agenda.

3. **Minutes of Previous Meetings (Pages 3 - 8)**

To approve the minutes of the meetings held on 2 August 2024 and 8 August 2024.

4. **Public Speaking Time/Open Session**

In accordance with the Council's Committee Procedure Rules and Appendix on Public Speaking a total period of 15 minutes is allocated for members of the public to put questions to the Committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes each to speak, and the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days' in advance of the meeting and should include the question with that notice.

5. **Recruitment and Selection for Four Senior Management Posts (Pages 9 - 56)**

To consider the update report on the recruitment and selection arrangements for senior management posts and to provide a longlist of candidates for further assessment.

6. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

7. **Recruitment and Selection for Four Senior Management Posts (Pages 57 - 58)**

To agree a longlist of candidates for further assessment.

Membership: Councillors C Bulman, J Clowes, R Fletcher, S Gardiner, M Gorman (Vice-Chair), N Mannion, M Simon and F Wilson (Chair)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Appointments Committee**
held on Friday, 2nd August, 2024 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor F Wilson (Chair)
Councillor M Gorman (Vice-Chair)

Councillors C Bulman, T Dean, R Fletcher, S Gardiner, N Mannion and
M Simon

Officers in attendance

Rob Polkinghorne, Chief Executive
Sara Duncalf, HR Operations Manager
Julie Gregory, Legal Team Manager - Place/Corporate
Rachel Graves, Democratic Services Officer

Also, in attendance
Mr Pete John, Penna

9 APOLOGIES FOR ABSENCE

Apologies were received from Councillors J Clowes and S Corcoran.
Councillors T Dean and N Mannion attended as substitutes.

10 DECLARATIONS OF INTEREST

Councillor S Gardiner declared that he knew of one of the candidates
through his professional career.

Councillor R Fletcher declared that one of the candidates had worked at a
predecessor authority, which he had been an elected member of.

11 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public in attendance.

**12 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE
DIRECTOR CHILDREN'S SERVICES**

The Committee considered the report on the recruitment and selection of a
permanent Executive Director of Children's Services.

RESOLVED: That the Committee

- 1 agree the appointment of a partner agency for the recruitment of the permanent Executive Director Children's Services.
- 2 delegate to the Chief Executive all necessary recruitment steps to ensure that Cheshire East Council has applications from suitably qualified and experienced candidates.

13 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR PLACE

The Committee considered the report on the recruitment and selection for the post of Executive Director Place.

The Committee were informed that one of selected longlisted candidates had withdrawn their application and therefore 8 applicants had undertaken the technical assessments.

RESOLVED:

That the Committee note the update on the recruitment and selection process.

14 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involves the likely discussion of exempt information as defined in Paragraph 1 and 2 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

15 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR CHILDREN'S SERVICES

The Committee noted the Job Description for the Executive Director Children Services position.

16 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR PLACE

The Committee considered the applicants CVs, supporting letters and technical assessment results before agreeing a short list of applicants for formal interview and further assessment.

17 READMITTANCE OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be re-admitted to the meeting.

18 RECRUITMENT AND SELECTION FOR THE POST OF EXECUTIVE DIRECTOR PLACE

RESOLVED:

That the Committee agree the shortlist of 5 applicants for the post of Executive Director Place for the formal interview and further assessment on 8 August 2024.

The meeting commenced at 10.00 am and concluded at 12.25 pm

Councillor F Wilson (Chair)

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Appointments Committee**
held on Thursday, 8th August, 2024 in the S10, Westfields, Middlewich Road,
Sandbach CW11 1HZ

PRESENT

Councillor F Wilson (Chair)
Councillor M Gorman (Vice-Chair)

Councillors C Bulman, T Dean, R Fletcher, S Gardiner, N Mannion and
M Simon

Officers in attendance

Rob Polkinghorne, Chief Executive
Sara Barker, Head of Human Resources
Julie Gregory
Rachel Graves, Democratic Services Officer

In attendance
Mr Amin Aziz, Penna

19 APOLOGIES FOR ABSENCE

Apologies were received from Councillors J Clowes and S Corcoran.
Councillors T Dean and N Mannion attended as substitutes.

20 DECLARATIONS OF INTEREST

Councillor S Gardiner declared that he knew of one of the candidates
through his professional career.

21 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 25 July 2024 be confirmed as a
correct record.

22 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public in attendance.

23 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR PLACE

The Committee considered the update report on the recruitment of the
Executive Director Place.

RESOLVED:

That the Committee note the update on the recruitment and selection process for the Executive Director Place.

24 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involves the likely discussion of exempt information as defined in Paragraph 1 and 2 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

25 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR PLACE

The Committee formally interviewed the shortlisted candidates for the post of Executive Director Place and considered the feedback on the candidates from the assessment centre panels. The Committee selected a preferred candidate for appointment to the post of Executive Director Place.

26 READMITTANCE OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be re-admitted to the meeting.

27 RECRUITMENT AND SELECTION FOR POST OF EXECUTIVE DIRECTOR PLACE

RESOLVED:

- 1 That the preferred candidate be appointed to the post of Executive Director.
- 2 The Head of Human Resources be notified of the preferred candidate and the salary and any other relevant particulars to make the job offer within the terms of the Council's approved Pay Policy Statement.

The meeting commenced at 10.00 am and concluded at 5.46 pm

Councillor F Wilson (Chair)

OPEN – Report and Appendices 1, 2 and 4**NOT FOR PUBLICATION - Appendix 3**

By virtue of paragraph(s) 1 and 2 of Part 1 Schedule 1 of the Local Government Act 1972.

Appointments Committee**16 January 2025****Recruitment and Selection for Four Senior Management Posts**

Report of: Rob Polkinghorne, Chief Executive**Report Reference No: AP/05/24-25****Ward(s) Affected: All****Purpose of Report**

- 1 To update on the recruitment and selection arrangements for tranche 1 of the senior management recruitment and selection campaign.
- 2 To provide a longlist of candidates for further assessment as part of the recruitment and selection to the posts of
 - Executive Director Resources (and S151)
 - Monitoring Officer
 - Assistant Chief Executive
- 3 To provide a shortlist of candidates for further assessment and interview as part of the recruitment and selection for the statutory post of Director of Public Health.
- 4 The report contributes to the delivery of Council services through the recruitment to a key vacant senior management post.

Executive Summary

- 5 The report provides an update on the current recruitment and selection process for the posts of
 - Executive Director Resources (and S151)

- Monitoring Officer
 - Assistant Chief Executive
 - Director of Public Health
- 6 These posts have been advertised inviting applications from suitably qualified and experienced candidates, supported by Starfish, the recruitment partner for the process.
- 7 The report notes the recruitment and selection process to date and next steps as well as requesting delegation to the Chief Executive, in consultation with the Chair of the Appointments Committee, to finalise the assessment and formal interview arrangements.
- 8 The Appointments Committee is requested to consider the applications received and
- 8.1 provide a longlist of candidates to progress to the assessment of technical ability and potential suitability for the posts of
 - Executive Director Resources (and S151)
 - Monitoring Officer
 - Assistant Chief Executive
 - 8.2 provide a shortlist of candidates to progress to the further assessment and interview for the post of Director of Public Health.
 - 8.3 are updated on the progress of other recruitment activity relating to the structure that is not subject to the appointment committee process

RECOMMENDATIONS

The Appointments Committee is recommended to:

1. Note the recruitment and selection process to date, including the indicative framework for the further assessment and formal interview arrangements.
2. Delegate responsibility to finalise the assessment and formal interview arrangements to the Chief Executive in consultation with the Chair of the Appointments Committee.
3. Approve a longlist of applicants from the information provided in the Part 2 Appendix 2 for the three posts as listed in paragraph 8.1 for the technical assessment stages of the recruitment and selection process.

4. Approve a shortlist of applicants from the information provided in the Part 2 Appendix 2 for the Director of Public Health (paragraph 8.2) for further assessment and interview as part of the recruitment and selection process (subject to applications received at the closing date).

Background

- 9 On 16 October 2024, Full Council approved the Phase 1 senior management structure (Appendix 1a) following consultation with the trade unions and affected employees.
- 10 The new structure provides the capacity and stability to enable the strategic and operational leadership to address fiscal pressures and to lead the organisation through necessary change.
- 11 There are currently 13 senior management posts being recruited in Phase 1 which are being undertaken in two tranches to manage this campaign effectively and efficiently. These are as follows:

Post	Tranche
Executive Director Resources (and s151)	1
Governance, Compliance and Monitoring Officer	1
Assistant Chief Executive	1
Director of Public Health	1
Director of People	1
Director of Planning and Environment	1
Executive Director Children's Services	2
Director of Family Help and Children's Social Care	2
Director of Commissioning (Adults)	2
Director of Finance (Deputy s151)	2

Head of Customer Experience	2
Head of Organisational Development and Culture	2
Head of Strategy, Policy and Performance	2
Head of Transformation	2

- 12 On 11 December 2024, Full Council agreed a proposed change to the senior leadership structure for Children's Services, subject to prior consultation with all parties affected by the decision, including any Trade Unions. Consultation will conclude on 10 January 2025. (Appendix 1b). The proposal is for a three rather than two director structure following a review of capacity of the Children's Services senior leadership structure as part of the work being undertaken to implement the improvement and impact action plan which has identified the need for an additional permanent director post to ensure an effective leadership structure. Following consultation, the feedback will be considered prior to the final structure being decided.
- 13 Subject to the final decision, any resultant director post will be advertised with tranche 2 of the recruitment and selection process. This may also necessitate amendment to the focus for the post of the Director of Commissioning within the Adults, Health and Integration Directorate prior to advertising the tranche 2 post.
- 14 In line with the constitution, the Appointments Committee undertakes the recruitment and selection process:
- 13.1 to recommend a preferred candidate to Full Council in respect of the Executive Director Resources (and S151) as the Chief Finance Officer and the Governance, Compliance and Monitoring Officer as these posts are Designated Statutory Officers.
 - 13.2 to appoint the Director of Public Health as a Statutory Director.
 - 13.3 to appoint the Assistant Chief Executive in line other non -statutory Tier 2 appointments.
- 15 Following a compliant procurement exercise, Starfish was appointed as the executive search agency to support the recruitment and selection process for these senior management vacancies.

Recruitment and Selection Process

- 16 The job advertisement was published on 28 November 2024 and for the Executive Director Resources (and s151), Governance, Compliance and Monitoring Officer and Assistant Chief Executive closed on Sunday, 5 January 2025. The Director of Public Health post closed on Sunday, 12 January 2025. The job descriptions are shown in Appendix 2.
- 17 In addition, the closing date for the Director of People and Director of Planning and Environment was 12 January 2025. These are not member appointments but members will be appropriately engaged in the recruitment and selection process.
- 18 Applications from suitably qualified and experienced candidates were invited, supported by Starfish, the recruitment partner for the process.
- 19 The candidates' CVs and supporting statements can be found in Appendix 3.
- 20 Appendix 3 is Part 2 and is exempt from publication in accordance with Chapter 3, Part 2, Paragraph 24 under the categories 'Information relating to any individual' and 'Information which is likely to reveal the identity of an individual'. The public in maintaining the exemption outweighs the public interest in disclosing the information as this
 - maintains the council's confidential recruitment process to ensure that it can recruit the best candidate for the role, and
 - ensures the candidates' personal data is protected and there is no breach of data protection, and
 - does not undermine the recruitment process.
- 21 The Appointments Committee is requested to carefully consider all applications, in the form of CVs and supporting statements, and to agree on a longlist of candidates for the posts of
 - Executive Director Resources (and S151)
 - Monitoring Officer
 - Assistant Chief Executive
- 22 The longlisted candidates will undertake an assessment of their technical ability and potential suitability for the relevant posts with Starfish.
- 23 The Appointments Committee is requested to carefully consider the applications, in the form of CVs and supporting statements, for the

Director of Public Health to agree on a shortlist of candidates (subject applications received by closing date).

Next steps following longlisting and the completion of the technical assessment

24 At the subsequent shortlisting meetings on 27 January 2025, the Appointments Committee will receive feedback on each of the longlisted candidates for the posts of Executive Director Resources (and s151), Governance, Compliance and Monitoring Officer and Assistant Chief Executive from Starfish. This information will enable the Appointments Committee to shortlist candidates for further assessment and formal interviews.

25 The formal interviews will take place on:

Post	Date of Final Interviews
Executive Director Resources (and S151)	12 January 2025
Governance, Compliance and Monitoring Officer	13 January 2025
Assistant Chief Executive	19 January 2025
Director of Public Health	24 January 2025

26 The indicative framework for the further assessment and formal interview arrangements can be found in Appendix 4.

27 The Appointments Committee is asked to agree to delegate the finalising of the assessment and formal interview arrangements to the Chief Executive, in consultation with the Chair of the Appointments Committee.

Consultation and Engagement

28 Not applicable.

Reasons for Recommendations

29 In accordance with the Constitution, the Appointments Committee is required to undertake the recruitment and selection process for these four senior management posts in accordance with the Employment Procedure Rules

Other Options Considered

30 Not applicable.

Implications and Comments

Monitoring Officer/Legal

- 31 On 16 October and 11 December 2024, Full Council approved the Phase 1 senior management structure with the additional new posts and salaries over £100,000 in line with Cheshire East Council's constitution.
- 32 In line with the Cheshire East Council's constitution, the Appointments Committee is responsible for the recruitment and selection process:
- to recommend a preferred candidate to Full Council in respect of the Executive Director Resources (and S151) as the Chief Finance Officer and the Governance, Compliance and Monitoring Officer as these posts are Designated Statutory Officers.
 - to appoint the Director of Public Health as a Statutory Director.
 - to appoint the Assistant Chief Executive in line with other non - statutory Tier 2 appointments.
- 33 A fair, transparent and objectively justified selection process with due regard to equality laws should be followed throughout the recruitment process to reduce the risk of potential legal challenge.

Section 151 Officer/Finance

- 34 The revised senior management structure was approved at full council on 16 October 2024.
- 35 The four posts being referred to in this latest report will be budgeted from 1 April 2025 and included in the MTFS and budget for the 2025/26 onwards.
- 36 The Council report noted that "there is a small difference between costs of the current structure versus the final structure, reflecting small variances in grading between temporary and permanent arrangement. These costs would need to be managed by the relevant services areas as would normally be case when appointing at a spot salary". This remains the case.
- 37 The budget for further stages of the senior management restructure will need to be confirmed on a case by case basis.

Policy

- 38 The recruitment to these four posts is key to the Council's need to provide capacity and leadership within the Senior Management Team to meet the current fiscal challenges and to deliver its transformation programme.

Equality, Diversity and Inclusion

- 39 There are no direct equality implications.
- 40 All equality considerations will be taken into account as part of the recruitment process for these senior management posts.

Human Resources

- 41 Actions will be undertaken in accordance with the Constitution and appropriate HR policies and procedures.

Rural Communities

- 42 There are no direct implications for rural communities.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 43 There are no direct implications for Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (Send)

Public Health

- 44 There are no direct implications for public health.

Climate Change

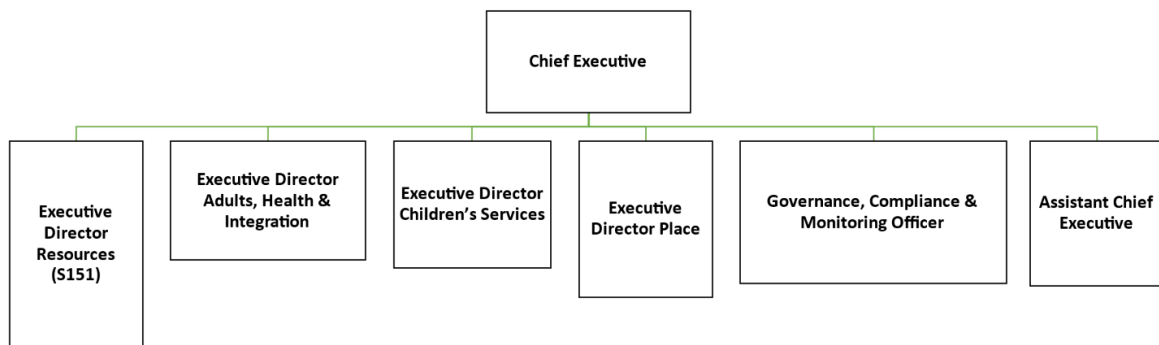
- 45 There are no direct implications for climate change.

Access to Information	
Contact Officer:	Sara Duncalf, Head of Human Resources sara.duncalf@cheshireeast.gov.uk
Appendices:	Appendix 1 1a – Senior Leadership Structure Chart (Phase 1) – Not including Children’s Services 1b – Proposed Senior Leadership Structure Chart (Phase 1) – Children’s Services Appendix 2 – Job Description and Person Specification for: <ul style="list-style-type: none"> • Executive Director Resources (and S151) • Monitoring Officer

	<ul style="list-style-type: none"> • Assistant Chief Executive • Director of Public Health <p>Appendix 3 – Part 2 Applicant CVs and supporting letters (to follow)</p> <p>Appendix 4 – Timetable for recruitment and selection activities and framework for assessment and final interviews</p>
Background Papers:	None

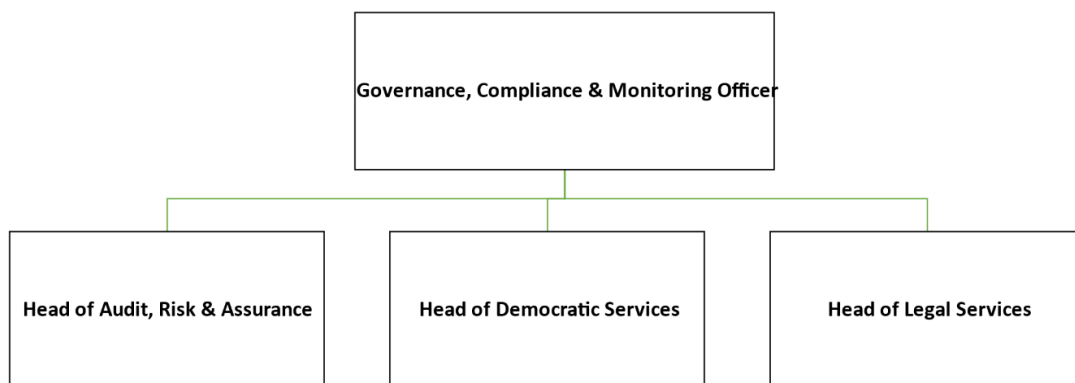
Appendix 1a) Phase 1 Senior Leadership (all directorates except Children's)

Final Senior Leadership StructurePhase 1



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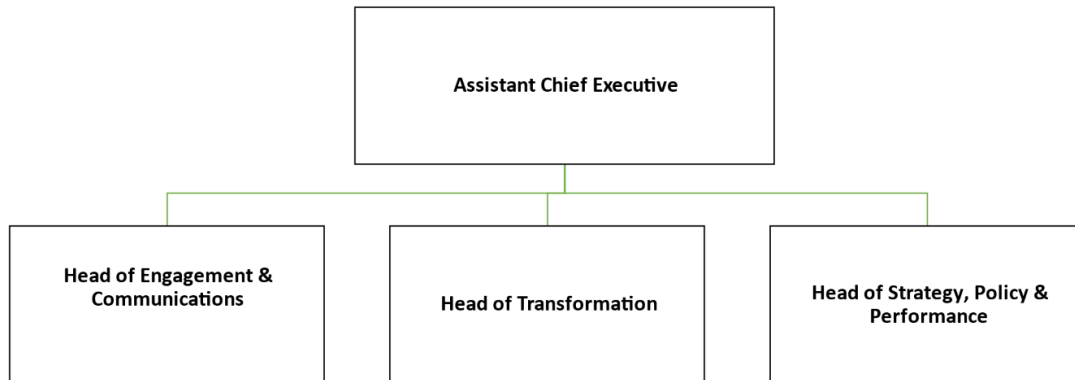
Final Structure— Governance, Compliance & Monitoring Officer— Phase 1



NOTE: Heads of Audit, Risk & Assurance, Democratic Services and Legal brought into scope of phase 1 based on feedback through consultation

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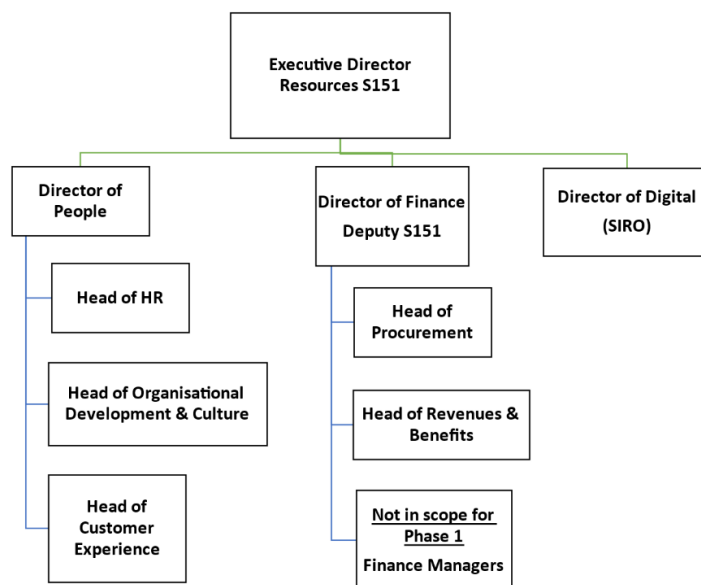
Final Structure— Assistant Chief Executive— Phase 1



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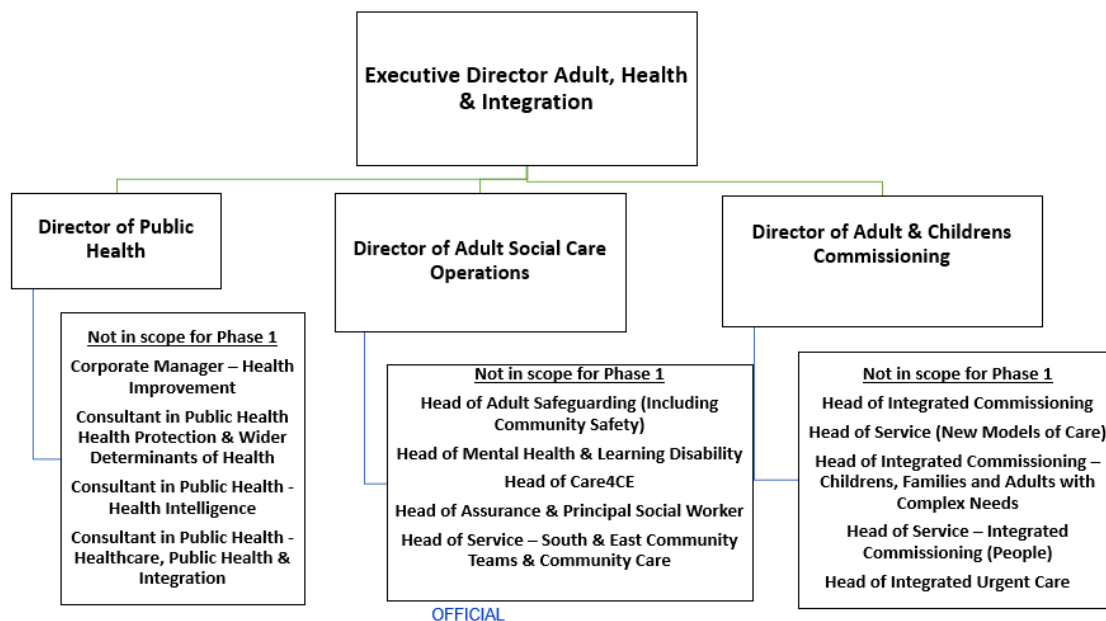
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Final Structure – Resources— Phase 1

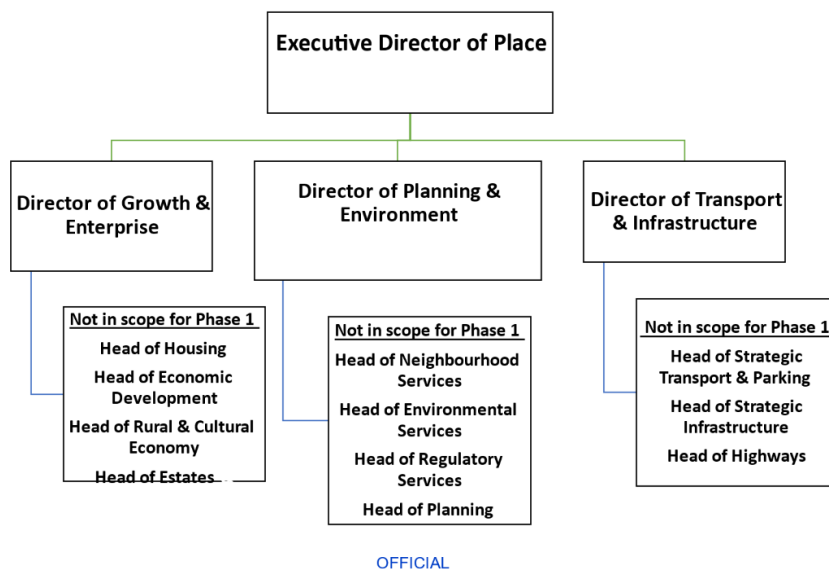


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Final Structure – Adults – Phase 1



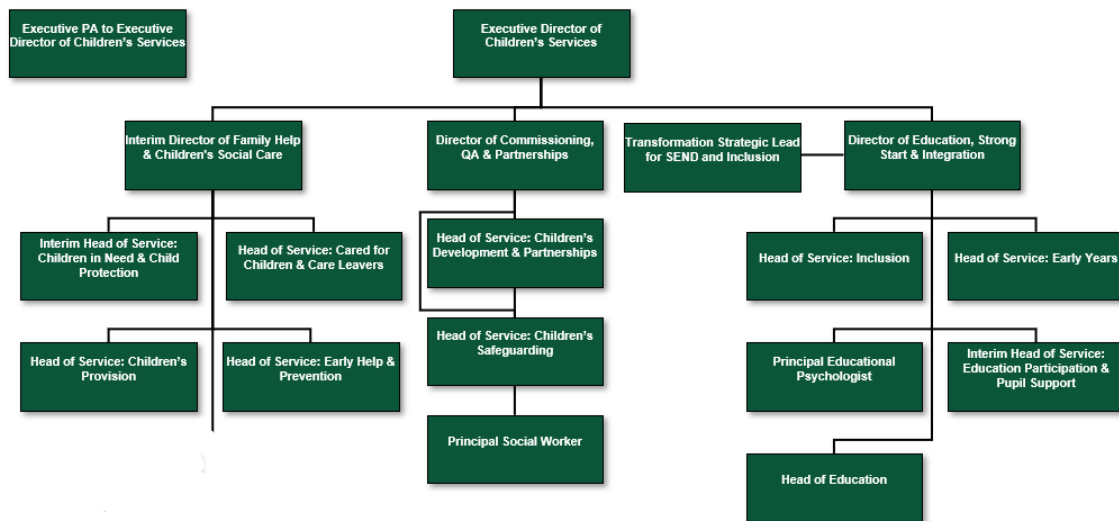
Final Structure– Place – Phase 1



Appendix 1b – Proposed Senior Leadership Structure – Children’s Service

Children and Families Senior Leadership Team

6 November 24



Appendix 2 - Job Descriptions

Job description and specification

Working for a brighter future together

Job Title:	Executive Director Resources (S151)
Reference:	CEED1001
Service:	Resources
Grade:	CX
Reports to:	Chief Executive Delamere House, Crewe with travel to Macclesfield Town Hall and other
Location:	locations within Cheshire East.
DBS Requirement:	Basic DBS

Your job

You will be responsible for strategic leadership and operational performance of the range of 'core' business enabling functions which underpin the delivery of Council services and responsibilities. These include Finance (including revenues & benefits, and procurement), People (including HR, OD, culture and customer experience) and Improvement (including engagement & communications, transformation, strategy policy & performance and digital).

You will lead a team of qualified and experienced managers to provide effective advice and guidance to the wider leadership team, to support the delivery of their business objectives. You will also act as the Council's S151 officer and deputise for the Chief Executive as required.

In this job you will

1. Be a member of the Corporate Leadership Team, providing outstanding strategic leadership, vision, and direction to a portfolio of services.
2. Lead and direct the effective delivery of a range of business support activities providing enabling support, guidance, and advice to the wider leadership team.
3. Lead and direct the continuous development of integrated support services to meet the needs of the Council's business objectives.
4. Lead the successful development and achievement of the Directorate's business plan and key objectives within the agreed budget framework through effective risk management.
5. Drive the delivery of the Council's transformation programme for positive business change, ensuring significant organisational development to provide future-facing, cost effective and appropriate expertise, skills and training to the workforce.
6. Provide clear professional leadership and collaborative working with partners and local partner agencies to establish and deliver a framework to meet shared strategic objectives.
7. Provide professional leadership to ensure the Council's key income streams of business rates and council tax are effectively set and collected and that benefit payments are made in compliance with regulations.
8. Direct the provision of an effective Council-wide information and Communication Technology infrastructure, which supports the Council's operating model and service delivery outcomes, leading the development of the Council's Digital Strategy.
9. Lead and develop the provision of robust and legally sound procurement and contract management processes and procedures in support of the Council's commissioning activities.

10. Lead and co-ordinate robust arrangements to provide effective decision making and good governance through the provision of professional, HR and Finance advice in conjunction with legal services to officers and Members.
11. Direct the People, Improvement and Finance Services including enabling proactive, innovative and responsive services to be delivered by all Directorates.
12. Role model positive leadership behaviours, empowering, engaging and encouraging your teams to live the Council's values and behaviours, to facilitate achievement of the Corporate Vision.
13. Adopt an influential role in enhancing performance and efficiency across the Council, working effectively with lead Members and Council officers.
14. Act as the Council's Statutory Chief Finance Officer.

From time to time you may be asked to undertake work as may be determined by the Chief Executive. This will be up to or at a level that is consistent with your job role. This supports our joint commitment in our employee deal to work together as one team and one council to deliver the best service for our customers and communities.

In this job you will need

You must be able to demonstrate the following essential requirements:

- A clear understanding of the corporate statutory functions within local authority service delivery.
- Significant experience working in large, complex organisations and political environments.
- A degree level or equivalent and a relevant professional qualification and have membership of a CCAB accountancy body and to be able to undertake the S151 officer role
- Extensive experience in leading and managing the range of organisational enabling services at a senior level.

Statutory Functions

- Responsible for ensuring the proper administration of the Council's financial affairs.
- Must produce a report to all Members (in consultation with the Monitoring Officer and Head of Paid Service) if there is likely to be unlawful expenditure or an unbalanced budget.
- When a decision may involve unlawful expenditure or a loss or deficiency or an unlawful item of account as a result of the exercise of executive functions, then the Chief Financial Officer must submit his/her report to the Executive, every Member of the Authority and the External Auditor.
- Must advise whether particular decisions are likely to be contrary to the policy framework or agreed budget of the Authority.
- Must report to the Authority at the time that the budget is considered and the Council Tax set, on both the robustness of the budget estimates and the sufficiency of financial provision for all functions, as well as the adequacy of financial reserves, to produce a balanced budget.
- Must ensure that the guidelines and ratios set down for the purposes of Prudential Borrowing and funding of the Capital programme are adhered to once fixed, and report to Council if they are going to be infringed.

Our culture

For us, it is not just about our achievements as an organisation, but about how we do it. At Cheshire East Council we are working for a brighter future together –

- We have a shared purpose
- We are supported and well led
- We are treated fairly and highly valued
- We succeed together

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

Our values

Flexibility: adaptable, open to learning and resilient

Innovation: creative, challenges convention and always looks to improve

Responsibility: delivers on promises, efficient and has integrity

Service: listens, delivers quality, is reliable and enables others

Teamwork: respectful, inclusive and contributes at all levels

Employee deal

Our COMMITMENT

Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your

Your COMMITMENT

Shared purpose

- Bring a positive and can do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work

performance through one-to-ones and performance review meetings

- Value helpful constructive feedback and act upon it

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities



Job Description and Specification



Working for a **brighter future** together

Job Title:	Governance, Compliance & Monitoring Officer
Reference:	CEDR2001
Service:	Governance and Compliance
Grade:	D
Reports to:	Chief Executive Delamere House, Crewe with travel to Macclesfield Town Hall and other
Location:	locations within Cheshire East.
DBS Requirement:	Basic DBS

Your job

To be the Council's chief governance and compliance adviser for Cheshire East Council advising the Leader, Chief Executive, Corporate Leadership Team, and Executive and political groups.

To be the Council's Monitoring Officer with statutory responsibility under s.5 of the Local Government and Housing Act 1989 and responsibility for the effective operation of the Councillors' Code of Conduct including decision taking on complaints and the Investigation and Disciplinary Committee process in relation to Protected Officers.

To provide operational and strategic leadership to the Council's:

- Legal Services;
- Democratic Services; and
- Audit and Risk – including Health and Safety, Corporate Insurance, and Information Rights.

Ensure sound democratic decision making, good and effective governance, and openness/access to information.

In this job you will

1. You will be the chief governance and compliance adviser for Cheshire East Council advising the Leader, Chief Executive, Corporate Leadership Team, and Executive and political groups.
2. You will be the Council's Monitoring Officer with statutory responsibility under s.5 of the Local Government and Housing Act 1989 and responsibility for the effective operation of the Councillors' Code of Conduct including decision taking on complaints and the Investigation and Disciplinary Committee process in relation to Protected Officers.
3. You will provide operational and strategic leadership to the Council's Legal Services
4. You will provide operational and strategic leadership to the Council's Governance and Democratic Service
5. You will provide expert advice and support to the Chief Executive and to the Corporate Leadership Team, as well as to Cabinet and Elected Members, on their areas of personal accountability.
6. You will ensure sound democratic decision making, good and effective governance, and openness/access to information.
7. You will be responsible for setting and documenting service standards, in consultation with Elected Members and Principal Professional Advisors, which allow staff within the remit to be responsive to the needs and aspirations of council services, users, residents, Council owned

companies and local businesses, within defined Borough-wide parameters.

8. You will ensure the design, implementation and maintenance of service structures, methods of delivery, operating procedures and "rules of engagement" (Legal Audit and Democratic Services) within the remit which define the required behaviours and best practice of managers and staff, and to ensure that agreed standards are met consistently.
9. You will be responsible for ensuring that services/functions within the remit are delivered within and to budget, and to set and manage appropriate financial and other controls, which enable decisions to be made directly and quickly at the frontline (within agreed delegated authority).
10. You will manage all aspects of service, teams and individual staff performance including use of resources, against agreed shared and personal targets.
11. You will actively seek opportunities to raise income, including selling services to other agencies or local authorities, and through the application of market-tested fees and charges, as well as by bidding successfully for or otherwise accessing sources of external funding.
12. You will be responsible for taking the primary responsibility for and be directly accountable for the performance and use of resources of a range of defined functions and activities, as the main (but not exclusive) area of focus of the role.
13. You will commission efficient and effective services/projects/initiatives, through a range of direct delivery, innovative partnerships, and commercial arrangements (including social enterprises).
14. You will actively review all services within the remit to ensure that they continue to be delivered in the most efficient and effective way, including outsourcing, co-sourcing, or insourcing for future delivery.
15. To be responsible for the maintenance/accuracy of the service establishment in UNIT4 and accountable for budgets associated.

Statutory Functions:

16. You will report formally on contraventions or likely contraventions of any enactment or rule of law.
17. You will be responsible for reporting on any maladministration or injustice, where the Ombudsman has carried out an investigation.
18. You will establish and maintain the Register of Members' interests, gifts, and hospitality.
19. You will receive copies of certificates under the Local Authorities (Contracts) Regulations 1997.
20. You will be responsible for promoting, supporting, and maintaining high standards of conduct by Elected Members and Officers, under the appropriate Codes of Conduct and ethical principles.
21. You will undertake the initial assessment of code of conduct complaints against members.
22. You will conduct investigations into misconduct by elected Members.

From time to time you may be asked to undertake work as may be determined by the Chief Executive and/or an Executive Director. This will be up to or at a level that is consistent with your job role. This supports our joint commitment in our employee deal to work together as one team and one council to deliver the best service for our customers and communities.

In this job you will need

You must be able to demonstrate the following essential requirements:

- A degree (or equivalent) level qualification relevant to the role
- Demonstrable knowledge of audit governance and compliance frameworks delivered through professionally qualified teams
- In depth and up to date knowledge of Local Government legislation and national and local developments affecting Local Authorities
- Evidence of formal post graduate management development
- Evidence of ongoing professional development

It would also be desirable if you hold the following qualification/experience:

- Qualified as a Solicitor or Barrister.

Our culture

For us, it is not just about our achievements as an organisation, but about how we do it. At Cheshire East Council we are working for a brighter future together –

- We have a shared purpose
- We are supported and well-led
- We are treated fairly and highly valued
- We succeed together

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

Our values

Flexibility: adaptable, open to learning and resilient

Innovation: creative, challenges convention and always looks to improve

Responsibility: delivers on promises, efficient and has integrity

Service: listens, delivers quality, is reliable and enables others

Teamwork: respectful, inclusive and contributes at all levels

Employee deal

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- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your performance through one-to-ones and performance review meetings

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

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Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work
- Value helpful constructive feedback and act upon it

Succeeding together

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Job description and specification

Working for a **brighter future** together

Job Title:	Assistant Chief Executive
Reference:	CEDR2003
Service:	Chief Executive's Office
Grade:	D
Reports to:	Chief Executive
Location:	Delamere House, Crewe with travel to Macclesfield Town Hall and other locations within Cheshire East.
DBS Requirement:	Basic DBS

Your job

As Assistant Chief Executive, lead the delivery of strategic change and support the Chief Executive to shape a council that is fit for the future delivering for Cheshire East's communities, overseeing a range of corporate strategic and enabling services.

As a member of the council's Corporate Leadership Team (CLT), the Assistant Chief Executive will provide strategic leadership, operational management and accountability for the delivery of the Council's ambitious transformation programme and continuous improvement ensuring clear cohesion across the Council's officers, Members and Transformation Board to support the Chief Executive.

Work collaboratively with CLT, Directors and Members to develop and deliver the priorities of the Council's Corporate Plan, leading on significant projects and initiatives.

In this job you will

1. Proactively support the Chief Executive to shape and inspire the authority so that it has the vision and capacity to become a high performing Council, navigating successfully through the challenges and maximising the opportunities ahead.
2. Act as the Council's principal strategy and policy advisor, assisting and advising the Chief Executive, CLT and Members to determine and deliver policy and strategy which reflects the priorities of the Council.
3. Ensure effective corporate business processes to support continuous improvement in the delivery of strategic and service priorities within available resources.
4. Lead the management and development of high performing teams including Engagement and Communications, Transformation, Strategy, Policy and Performance and build corporate capacity to achieve the Council priorities.
5. Lead the overall development and delivery of the Corporate Plan reflecting Member priorities, resident and partner feedback, engagement with staff, and setting the strategic vision and priorities for Cheshire East Council.
6. Lead the strategy development and delivery of the Council's transformation programme to support cultural and business change across the Council.
7. Working in collaboration with the Director of People improve the overall Customer Experience aligned to the Corporate Plan and transformation programme
8. Ensure appropriate and effective governance and engagement related to business area.to support cultural and business change across the Council
9. Work with senior colleagues across the Council's directorates, external partners and services to nurture and foster a culture of accountability and responsibility driving productivity and

- performance. Ensuring there is clarity of purpose and defined priorities within team plans and officer roles to deliver business change
10. Develop and drive a performance management, framework and culture, promoting continuous improvement, transformation, productivity, innovation and evidence-based decision making which will ultimately support the Council in delivering its Corporate Plan
 11. Provide effective change management leadership and support so that the change vision is delivered using innovative solutions.
 12. Champion, exemplify and drive innovation and transformation across areas of strategic responsibility, working across the Council and with strategic partners.
 13. Lead the work with the independent Assurance Panel to deliver the Council's Corporate Peer Challenge Action Plan and support its financial sustainability.
 14. Delivery of strategic and proactive internal and external communications, public engagement and consultation activities that enhance, protect or impact the reputation of the Council.
 15. Drive and direct the development and implementation of a stakeholder management framework supporting the delivery of the Council's Corporate Plan
 16. Reflect key national and local policy changes and relevant external matters to support strategic relationships and operational service delivery, identifying priorities for action and influencing strategic decision makers.
 17. Lead the development and delivery of the council's Equality, Diversity and Inclusion strategy and action plan embedding activity into service delivery, strategy and policy development, communication, engagement and transformation through training and robust equality and community impact assessment processes.
 18. Driving business efficiency through process reviews to create a culture of flexibility, responsiveness and continuous improvement throughout the Council.
 19. Developing timely, accurate performance information, relevant business intelligence and analysis to support effective decision making.
 20. Ensure that services/functions are delivered within and to budget, and to set and manage appropriate financial and other controls, which enable decisions to be made directly and quickly at the frontline (within agreed delegated authority).
 21. Manage all aspects of the team and individual staff performances including use of resources against agreed shared and personal targets.
 22. Work closely with elected Members at local level, to support them in undertaking their Community Leadership role effectively and confidently.
 23. Attend Committee meetings, provide necessary reports and manage, under the Executive Director of Resources leadership and direction, relationships with relevant members.
 24. Be the lead manager for any corporate/council-wide peer reviews/audit or inspection processes and within the designated portfolio of services and the development of associated action plans.
 25. Represent Cheshire East Council externally and internally, being an effective ambassador for the Council as required.
 26. Assist the –Chief Executive, deputising at both local, regional and national levels and, carrying out other duties and responsibilities as may be required from time to time while displaying the skills, experience and flexibility expected of a Director and member of CLT.

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In this job you will need

You must be able to demonstrate the following essential requirements:

- Educated to degree level, equivalent and continuous professional development.
- High levels of analytical, creative and interpersonal skills and experience and understanding of the political environment within local government.
- Significant experience and demonstrable success in leading major organisational and cultural change, with evidence of innovative and transformational thinking.
- Considerable clear demonstrable experience of managing a major change management programme within a large, complex organisation.
- Experience and consistent achievement at a senior management level in an organisation of comparable scope and complexity pursuing a transformational agenda.
- Experience of performance management in a customer focused business/organisation
- Experience of leading, motivating and managing services with multi-disciplinary teams to achieve significant, sustainable improvements and positive outcomes through internal and external partnerships.
- Transferable skills in leading complex services in local authority settings and delivering effective change and service improvement.
- Experience of leading the delivery of strategic objectives and policies through effective corporate and service planning.
- Planning, prioritising, persevering and delivering improvements to achieve objectives within timescales.
- Proven ability to lead teams, focused on delivering change and improvement across partnerships and organisational boundaries.

It would also be desirable if you hold the following experience:

- Substantial evidence of political awareness and experience of successful management in a senior position at the political/management interface
- MBA Qualification/experience level (desirable)
- Experience of leading the business areas within the role e.g. communications, strategy, policy, performance and transformation at a senior level.
- Ability to explore innovative and creative means of delivering improved service outcomes through effective constructive challenge.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council members that command respect, trust and confidence. An excellent understanding of local democracy and the processes, practices and culture required delivering strong, health local governance.
- Ability to provide visible and supportive leadership, empowering, motivating and developing staff and fostering a positive organisational culture, focusing on delivering improved outcomes for service users.

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Job Description and Specification

Working for a *brighter future* together

Job Title:	Director of Public Health
Reference:	CE224
Service:	Adults
Grade:	D
Reports to:	Professionally accountable to the Council and Secretary of State through UK Health Security Agency and Office for Health Improvement and Disparities Managerially accountable to Executive Director for Adults, Health & Integration
Location:	Delamere House, Crewe with travel to Macclesfield Town Hall and other locations within Cheshire East.
DBS Requirement:	Basic

Your job

The Director of Public Health is the system leader for improving the health and wellbeing of residents, reducing inequalities in health outcomes and protecting local communities from public health hazards (infectious diseases and environmental threats). As such, the Director of Public Health is a statutory chief officer of the authority and the principal adviser on 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 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.

In order to deliver their responsibilities on behalf of the residents of Cheshire East the DPH will need to be a visible system leader in the health and wellbeing partnership arrangements. The DPH will be expected to use all the resources at their disposal to ensure that the local public health system is able to tackle the full range of determinants of health affecting communities in Cheshire East Council, to improve population and planetary health. Working with local communities, he/she should be able to inspire development of innovative solutions that support improvements in health and wellbeing and reduction in health inequalities whilst at the same time maintaining the confidence of Councillors and government.

In this job you will

The fundamental purpose of the postholder is to provide the leadership to drive improvements in the health and wellbeing of the residents of Cheshire East Council to reduce inequalities in health outcomes and working in collaboration with UKHSA to protect local communities from threats to their health through infectious diseases, environmental and other public health hazards. In delivering the key responsibilities

described below, the postholder is expected to demonstrate a high level of expertise in the Faculty of Public Health Competencies (Appendix 1) and the person specifications (Appendix 2).

- Support the Chief Executive and Councillors in developing and delivering the Council's strategic agenda.
- Be the chief officer and principal adviser on public health to the Council, local communities and local partners.
- Operate strategically as a member of the corporate management/executive board and across the Council influencing policy and practice.
- To deliver commission, and or deliver services which are effective, value for money and meet quality standards.
- 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.
- Utilise the public health resources imaginatively and cost effectively across all domains of public health in order to improve health and wellbeing of local communities and reduce inequalities in health outcomes.
- Accountable for both the shaping and delivery of the Health and Wellbeing agenda taking account of the national agenda and benchmarking (using the national outcomes frameworks; public health, NHS and social care).
- Deliver an independent annual report on the health and wellbeing of local communities for publication by the Council, to stimulate debate and/or action by the Council and partners.

The person specifications for the post are set out in appendix 2. In delivering the responsibilities outlined above, the postholder and his/her team will undertake the following tasks:

Strategic Leadership

- Delivery of a system to support surveillance, monitoring and evaluation of health and wellbeing and inequalities in health outcomes of local communities (including an easily accessible Joint Strategic Needs Assessment System).
- Ensure all activity undertaken by the Council takes account of both, the need to reduce inequalities as well as the requirements of the Equality and Diversity Act.
- To ensure scientific principles are applied to assessing need, exploring interventions and assessing progress of the Council's strategic agenda.
- Ensure as a core member of the Health and Wellbeing Board and in partnership with the wider Council, partners and the public, the development of plans to enable local communities become healthy, sustainable and cohesive.
- Ensure a programme of action (both within and out with the Council) to impact on the wider determinants of health that will promote improvements in health and wellbeing of local communities and reduction in health inequalities.
- Provide assurance that the health protection system for local communities is fit for purpose.
- To work closely with Directors responsible for people (children, vulnerable communities and older people) to ensure to develop, implement and maintain a "fit for purpose" integrated strategy which meets the needs of local communities and is cogent with the national approach.
- Collaborate across organisational boundaries to ensure communities in Cheshire East benefit from population health and care programmes (development of sustainable transformation plans 2016-20).
- Provide leadership by developing and shaping the organisation's culture to support the Council's wider transformation.

Directorate Specific Accountabilities

- To be an advocate for improving health and wellbeing and reducing health inequalities.

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- Exercise the statutory responsibilities including the delivery of the mandated services.
- To advise Cheshire East Council on its statutory and professional public health obligations.
- Work with the UKHSA, Centre and NHS England to ensure local communities are protected from infectious disease threats (including food and water borne disease, pandemics, etc) and environmental hazards.
- Ensure the development and delivery of a credible plan to improve health and wellbeing of communities in Cheshire East and reduce health inequalities.
- Ensure that the Council has implemented its EPRR responsibilities and through Co-chairing of the Local Health resilience Forum, that partner organisations (UKHSA, OHID, NHS England and the ICSs) have delivered their EPRR responsibilities.
- Work in partnership with ICSs and Directors of Social care to take responsibility for Population Health and Care; including oversight and promoting population coverage of immunisation and screening programmes
- Provide public health advice (the core offer) to ICSs supporting the commissioning of appropriate, effective (based on evidence), and equitable health services.
- Support the Health and Wellbeing Board to deliver its statutory duty to promote integration for the benefit of local communities
- Collaborate across local authority boundaries to ensure residents of Cheshire East benefit from population health and care programmes (the Sustainable Transformation Plans which apply from 2016 to 2020).

Resource Management

- To be accountable for the budget including reporting on the use of the public health ring fenced grant.
- To manage Council resources (People, property, information and finance) imaginatively and efficiently.
- Manage public health staff and ensure that they are able to influence in such a way as to ensure health and wellbeing in its fullest sense is central to Cheshire East Council.

Commissioning

- Ensure services for improving health and wellbeing of local communities are commissioned within the Council policy for procurement and monitoring system and are responsive to the needs of the communities in Cheshire East and over time.
- To set the framework for standards for commissioning and delivery; including the promotion of innovative approaches and appropriate risk management systems which are responsive to performance challenges.
- To ensure scientific principles of evaluation underpin all commissioning and delivery, of health and wellbeing services.

Advocacy

- Develop a constructive relationship with the media and the public, within the context of the Council Communications policy.
- To use the Faculty of Public Health, the LGA, the ADsPH, UKHSA and other channels to advocate for the public's health.

Management arrangements

The Director of Public Health will be professionally accountable to the Council (and Secretary of State for Health through OHID/DHSC) and managerially accountable to the Chief Executive of the Local Authority. An initial job plan will be agreed with the successful candidate and reviewed annually.

The Director of Public Health will:

- Manage staff (including trainees) (include details of line management duties, recruitment, appraisals, disciplinary and grievance responsibilities).
- Manage budgets c£17m.
- Be expected to take part in on call arrangements for communicable disease control/health protection as appropriate depending on local arrangements.
- Ensure appropriate management and support for Public Health Specialty Registrars.

Professional obligations

Professional responsibilities will be reflected in the job plan. The Director of Public Health will be expected to:

- Participate in the organisation's staff and professional appraisal scheme and ensure participation of all staff members.
- Ensure quality improvement (and clinical governance) programmes are an integral component of the public health approach in the Council.
- Contribute actively to the training programme for Foundation Year Doctors/Specialty Registrars in Public Health as appropriate, and to the training of practitioners and primary care professionals within the locality. (<If the postholder designs and delivers core training, specify as applicable and give details of postholder's involvement e.g. lead trainer, trainer on a module, develops training for others, etc>)
- Pursue a programme of CPD, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation or other measures required to remain on the GMC/GDC Specialist Register with a license to practice or the UK Public Health (Specialist) Register or other specialist register as appropriate.
- Practise in accordance with all relevant sections of the General Medical Council's Good Medical Practice (if medically qualified).
- Agree any external professional roles (Educational Supervisor, Appraiser, etc.) and the time required to deliver those roles with the Council.

Wellbeing

Effective local occupational health support (confidential, includes modalities of self-referral, promoted regularly at induction and when in post) e.g. The post holder should usually have access to the Occupational Health (OH) Department, (full address, telephone and email). The OH team should have access to a physiotherapist and psychologist, and the post holder may self-refer or be referred through their manager. The post holder should have access to counselling, including face-to-face, and well as legal and financial support and other wellbeing resources. Information about Occupational Health will be disseminated at the induction and regularly when in post to ensure the post holder has timely access to the details if help seeking is necessary.

Availability of local initiatives/resources that promote workforce wellbeing (for example, self-care, work-life balance, stress management, coaching/mentoring, peer group support).

Work programme

It is envisaged that the post holder will work on programmed activities over a set number of days. Following appointment there will be a meeting at no later than three months with the line manager to review and revise the job plan and objectives of the post holder. The overall split of the programmed activities is 7.5 to be devoted to public health duties and 2.5 to supporting professional activities (as per the Academy of Medical Royal Colleges recommendation). The timetable is indicative only. A formal job plan will be agreed between the post holder and the line manager (usually the DPH) three months after commencing the post and at least annually thereafter.

These professional obligations should be reflected in the job plan. The post-holder may also have external professional responsibilities, e.g. in respect of training or work for the Faculty of Public Health. Time allocation for these additional responsibilities will need to be agreed with the line manager

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Appendix 1: Faculty of Public Health: competencies expected of all public health consultants / specialists

(Based on the 2022 PH Specialty Training Curriculum)

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 from multiple sources on the surveillance or assessment of a population's health and wellbeing and on the wider environment, so that the evidence 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 be able 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, behaviours and environmental factors influencing health at a system, community and individual level to improve and promote the health of current and future generations. To be proactive in addressing health inequalities and prioritising the most vulnerable or disadvantaged groups in the population.

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. To understand how those risks associated with hazards relevant to health protection may be influenced by climate change and environmental degradation currently and in the future.

VII. Health and Care Public Health

To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness, sustainability 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 practise 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. 10. 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 DPH 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.

Appendix 2: Person specification (Director of Public Health, Cheshire East Council)

Competencies and other requirements

Behaviours	Recruitment and selection
<p>Leadership 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.</p> <ul style="list-style-type: none"> • Developing an effective PH team with appropriate skill mix to enable the Authority to deliver its full range of PH responsibilities. • Developing effective relationships with elected members to ensure a coherent PH vision and operational plan. • Work with fellow directors to enable/ensure public health perspective/principles underpin all aspects of LA delivery. • Work with communities and media to ensure needs of local communities are made explicit and addressed by the H&WB. • Deliver the independent report of the DPH in such a way as to compel all members of the H&WB to take action. 	CV and Interview
<p>Community and population focus It means working together to a common agenda and objectives with a shared purpose and common values, always looking for ways to improve access to services by communities and individuals. This is seen by:</p> <ul style="list-style-type: none"> • Actively seeking to understand the communities that are served and promoting and demonstrating an active commitment to meet their needs. • Setting new standards for innovation in commissioning and delivery of services that anticipate and exceed expectations. • Engaging with a wide range of stakeholders and partners to gather and evaluate information and make collaborative judgements and decisions. • Making timely and where needed, difficult decisions for the benefit of the people of Cheshire East. 	Application form Interview
<p>Results Focus Co-development of a model of health with local stakeholders (including local communities) and the metrics to support; taking account of Public Health Outcomes Framework, the NHS Outcomes Framework and the Social Care Outcomes Framework. This is seen by:</p> <ul style="list-style-type: none"> • Acknowledging and working with ambiguity and complexity, making significant decisions where no precedents exist. • Ensuring a best practice performance culture is developed and sustained. • Setting, communicating and monitoring stretching organisational objectives and objectives. • Pro-actively identifying corporate, directorate and service risks, and ensuring action is taken to mitigate them. • Formulating risk management plans and creating a positive health and safety culture. 	Interview
<p>Improvement and Change Developing and sustaining a culture of innovation and creativity underpinned by evaluation, where employees are engaged and have the desire to do things better, more efficiently and effectively to improve performance. This is seen by:</p> <ul style="list-style-type: none"> • Taking risks and moving into uncharted territory while taking accountability for results and failures. 	Interview

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<ul style="list-style-type: none"> • Welcoming the inevitable mistakes as part of the creative process. • Suggesting the unthinkable to stimulate alternate ways of thinking. • Focusing team performance on the achievement of outcomes that will maximise the resources available. • Finding new ways of securing or deploying significant amounts of financial resource to meet new objectives. • Advocating and role modelling the use of evaluation techniques to support innovation. 	
<p>People Development Knowing and managing the strategic talent requirements for the organisation. It is about promoting and encouraging a culture where people focus on developing themselves and others to deliver improvement while developing careers. This is seen by:</p> <ul style="list-style-type: none"> • Holding direct reports accountable for people development generally and specifically for releasing high performers for personal development. • Articulating the many long-term benefits of talent management and developing the talent pools required for succession. • Ensuring comprehensive workforce plans are in place. 	Application form Interview
<p>Functional competencies</p> <ul style="list-style-type: none"> • Demonstrates detailed knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice. • Full and high level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation. Develops service practices and ensures appropriate application. Provides advice on the more complex instances. 	Application form Interview
<ul style="list-style-type: none"> • Detailed knowledge and experience in driving and assisting in the management of change in a variety of settings, proactively seeking opportunities to create and implement improved service effectiveness. 	Application form Interview
<ul style="list-style-type: none"> • Detailed knowledge of personnel management. Carries out effective performance management of staff and demonstrates understanding of policies related to pay, capability, disciplinary matters and grievances. Plans department activities and use of staff resources effectively. Participates in workforce planning and training needs assessments 	Application form Interview
<ul style="list-style-type: none"> • Demonstrates knowledge of project management tools and techniques. Sufficient skill to develop and implement large scale projects, utilising and leading multi-skilled project teams. 	Application form
<p>Qualifications The National Health Service (Appointment of Consultants) Regulations 1996 (legislation.gov.uk)</p> <ul style="list-style-type: none"> • In line with legislation, inclusion in the GMC Full and Specialist Register with a license to practice/GDC Specialist List or inclusion in the UK Public Health Register (UKPHR) for Public Health Specialists at the point of application. • <i>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 practice</i> • Public health specialty registrar applicants who are currently on the UK public health training program and not yet on the GMC Specialist Register, GDC Specialist List in dental public health or UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry to a register at the date of interview." • If an applicant is UK trained in Public Health, they must ALSO be a holder of a Certificate of Completion of Training (CCT), or be within six months of award of CCT by date of interview 	Recruitment and selection Application form

<ul style="list-style-type: none"> If an applicant is non-UK trained, they will be required to show evidence of equivalence to the UK CCT MFPH by examination, by exemption or by assessment, or equivalent 	
<ul style="list-style-type: none"> Must meet minimum CPD requirements (i.e. be up to date) in accordance with the Faculty of Public Health requirements or other recognised body 	Application form
Knowledge, experience and skills	
<ul style="list-style-type: none"> Understanding of NHS and local government cultures, structures and policies 	Interview
<ul style="list-style-type: none"> Understanding of social and political environment 	Interview
<ul style="list-style-type: none"> Excellent oral and written communication skills (including dealing with the media) including to present to mixed audiences and the media 	Application form Interview
<ul style="list-style-type: none"> Practical experience in facilitating change 	Application form Interview
<ul style="list-style-type: none"> Budget management skills 	Application form
<ul style="list-style-type: none"> Understanding of the public sector duty and the inequality duty and their application to public health practice 	Application form Interview
<ul style="list-style-type: none"> The normal duties of the role may involve travel on a regular or occasional basis. It is a condition of employment that the role holder can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle 	Application form
<ul style="list-style-type: none"> This position is subject to a criminal records disclosure check 	YES
<ul style="list-style-type: none"> This is a politically restrictive position 	YES

***Applicants going through the portfolio registration routes (GMC or UKPHR) are not eligible to be shortlisted for interview until they are included on the register. The six-month rule does not apply to these portfolio route applicants.*

Our culture

For us, it is not just about our achievements as an organisation, but about how we do it.
At Cheshire East Council we are working for a brighter future together –

- We have a shared purpose
- We are supported and well led
- We are treated fairly and highly valued
- We succeed together

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

Our values

Flexibility: adaptable, open to learning and resilient

Innovation: creative, challenges convention and always looks to improve

Responsibility: delivers on promises, efficient and has integrity

Service: listens, delivers quality, is reliable and enables others

Teamwork: respectful, inclusive and contributes at all levels

Employee deal

Our COMMITMENT

Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your performance through one-to-ones and performance review meetings

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

Your COMMITMENT

Shared purpose

- Bring a positive and can-do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work
- Value helpful constructive feedback and act upon it

Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities



Appendix 4 – a) Timetable for Recruitment and Selection Process

Date / Timescales	Post	Activity	Who
5/01/2025	ED Resources Monitoring Officer Assistant Chief Executive	Closing Date for applications	Starfish Recruitment
12/01/2025	Director of Public Health	Closing Date for applications	Starfish Recruitment
Thurs 16/01/2025 (10am – 5pm)	ED Resources Monitoring Officer Assistant Chief Executive Director of Public Health	Appointments Committee Longlisting for: ED Resources, Monitoring Officer, Assistant Chief Executive; and Shortlist for Director of Public Health)	Appointments Committee (AC) / Chief Exec / Head of HR / Starfish
20 – 22/01/25	ED Resources Monitoring Officer Assistant Chief Executive	Technical Interview	Starfish / Technical Assessor
27/01/2025 (1.30pm-5pm)	ED Resources Monitoring Officer Assistant Chief Executive	Appointments Committee Short-list meeting	AC / Chief Exec / Head of HR / Penna
Assessment Centre Activity on 28/1/2025 – 7/2/2025	ED Resources Monitoring Officer	Appointments Committee Assessment and Interviews, confirm candidates	AC / Chief Exec / Head of HR / Penna / Panels
12/02/2025	ED Resources	Interviews	AC / HR / Chief Exec/Starfish
13/02/2025	Monitoring Officer	Interviews	AC / HR / Chief Exec/Starfish

18/02/2025	ED Resources Monitoring Officer	Papers to be published for Full Council	AC / HR / Chief Exec
19/02/2025	Assistant Chief Executive	Interviews	AC / HR / Chief Exec/Starfish
24/02/2025	Director of Public Health	Interviews	AC/HR/ Chief Exec/ Starfish and Faculty Advisor
26/02/2025	ED Resources Monitoring Officer	Approval of Full Council	AC / HR / Chief Exec

Appendix 4 – a) Indicative outline of Assessment Centre for shortlisted candidates to take place prior to formal interviews with Appointments Committee (dates to be confirmed)

Activity
Meet the Chief Executive
Young People's Panel
Officers' Panel
Members and Partnership Panel
Champions' / Employee Panel

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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