



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA



City of Westminster

Deputy Director of Public Health

What we value at Westminster and Royal Borough of Kensington and Chelsea

We believe that through our leadership and working together we can create the best environment to support growth that benefits our local communities and our unique heritage of which we are the proud custodian.

The vision for both boroughs to be a place where the connections we build amongst our teams, residents, businesses and visitor's gets stronger as everyone plays their part in and benefits from both council's continued success.

Our culture

- We expect all staff to embrace our values and behaviours which are what has played a key role in delivering our objectives that put the residents at eth centre of our service delivery.

Portfolio/responsibilities of this role

- As one of the two Deputy Director in Public Health roles within the team, this role will work together with the Director of Public Health, to develop and deliver the Councils' high profile Public Health agenda to benefit the Councils' stakeholders, communities and local residents.
- Working with others, to make the greatest possible impact on population health outcomes of both boroughs, to bring not only the technical skills and knowledge of a public health specialist but also highly developed abilities in teamwork and system leadership. To act as an agent of change across the whole health and care system; to improve outcomes and return on investment in the short/medium term.
- To develop and manage the relationship between public health and NHS commissioners whose scope includes Westminster and other Local Authorities.
- To build partnerships more widely across the Boroughs to secure the basic determinants of health in the long term.
- To lead a team with an emphasis on the development of healthy public policy and the achievement of population health outcomes through others. The Deputy Director will be the individual sponsor for a number of strategic programmes, and will formally line manage a team of Public Health Business Partners. The Deputy Director will also contribute to the matrix management of teams of other members of the public health directorate and external staff who will be brought together for specific projects and programmes.

	<ul style="list-style-type: none"> • The Deputy Director of Public Health is a registered public health specialist (i.e. included in the GMC Specialist Register/GDC Specialist List or UK Public Health Register (UKPHR)). S/he will pursue a programme of CPD, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, professional appraisal, audit or other measures required to remain on the GMC/GDC Specialist Register or the UK Public Health (Specialist) Register or other specialist register as appropriate. As part of CPD, s/he will participate in corporate leadership developments such as 'Leading the Westminster Way.' • To advise borough's Cabinet members on the use of all its resources and policies to achieve better health and wellbeing and reduce health inequalities, not just the public health grant or budget. • To be accountable jointly with the Director and other members of the senior management team for delivery of the public health function across all the Bi-Borough.
	<p>Budget Responsibilities</p> <p>Staffing £ 250k approx</p> <p>Procurement £</p> <p>Other £ 18m approx</p>
<p>What do we expect this role to achieve?</p>	<ul style="list-style-type: none"> • Provide public health expertise, advice and leadership to the Bi-Borough, NHS and other partner organisations on the development and implementation of programmes and policies to improve the health and wellbeing of local populations • Review, redesign and advise on the re-commissioning of preventative services delivered by the NHS in accordance with the NWL Sustainability and Transformation Plan. • Provide specialist public health input into the commissioning and development of related council services and policy. • Support professional activities with the Faculty of Public Health in relation to training and teaching • Actively participate as a member of NHS committees where appropriate. Provide expertise to address the socio-economic, cultural and environmental factors that influence people's health, in particular in relation to, mental health, domestic violence, physical activity and healthy eating. • Line manage staff a team of Public Health Business Partners, and related interim and agency staff. Contribute to the matrix management of teams of others, provide programme

leadership and monitoring progress against plans to budget, as signed off by the Director of Public Health

- Have responsibility for development, implementation and delivery of national, regional and local policies, developing inter-agency and interdisciplinary strategic plans and programmes within delegated Board or organisational authority to deliver key public health targets.
- Provide expert public health advice, leadership and support to inform an evidence-based approach within ethical frameworks for commissioning and developing high quality equitable services, across primary, secondary and social care, and across sectors including local authorities, voluntary organisations, etc.
- Develop and utilise information and intelligence systems to underpin public health action across disciplines and organisations, leading collation and interpretation of relevant data.
- Be an authorised signatory and budget holder and monitor department/service budgets and financial initiatives.
- Deputise for the Director of Public Health for both Boroughs
- Lead on Councillors' briefings for both boroughs and lead on joint Councillors' briefings between PH and NHS Services across the Bi-Borough..
- Actively seek opportunities for and partner with/commission public health research audits/projects and help to translate research findings into public health practice across the organisation and partners
- Pursue a programme of CPD/CME, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, audit or other measures required to remain on the GMC/GDC Specialist Register or the UK Public Health (Specialist) Register or other specialist register as appropriate.
- Take part in organisational development and on call arrangements as appropriate depending on local arrangements and as required.
- Be accountable to the Director of Public Health. Professional appraisal is required.

CORE COMPETENCY AREAS

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

- To ensure the proper design, development and utilisation of information and intelligence systems to underpin public health improvement and action for the population across disciplines and organisations.
- To receive, interpret, provide and advise on highly complex epidemiological and statistical information about the health of populations to the Participating Boroughs, NHS and voluntary organisations.
- To ensure the use of the best available evidence base to support the assessment of health needs, health inequalities, health impact assessment and the identification of areas for action within the local population.
- To write and/or contribute to national and local policy forming reports on the health of the population of the Participating Boroughs.

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

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

Policy and strategy development and implementation

- To lead on behalf of the Bi-Borough communication, dissemination and implementation and delivery of national, regional and local policies, developing inter-agency and interdisciplinary strategic plans and programmes, with delegated authority to deliver key public health targets.
- To act in an expert advisory capacity on public health knowledge, standards and practice, across the spectrum of public health at Board or equivalent level.
- To be responsible for the development and implementation of multi-agency long-term public health programmes as required, based on identification of areas of potential health improvement, the diversity of local needs and the reduction of inequalities.

- To ensure proper linkages between the health agenda and strategies related to the wider determinants including for example, community safety, the environment and sustainability.

Leadership and collaborative working for health

- To take the lead role on behalf of the Bi-Borough in developing inter-agency and interdisciplinary short and long-term strategic plans for securing health improvement both in the general population and in vulnerable groups at high risk of poor health and reduced life expectancy, in partnership with a range of agencies such as those in the statutory, non-statutory, voluntary and private sectors and by taking lead responsibility with a defined local authority. This requires the ability to work cross-directorate and across other agencies and voluntary organisations.
- To work with primary care professionals and community staff to raise awareness of their public health role.
- To lead on the integration of health, social services and voluntary organisations to promote effective joint working to ensure delivery of the wider government targets.
- To influence external agencies in their public health policy decisions by working with complex professional, managerial and population groups and other organisations in the statutory, non-statutory and private sectors.

DEFINED COMPETENCY AREAS

Health Improvement

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

Health Protection

- To take responsibility for safeguarding the health of the population in relation to communicable disease, infection control and environmental health, including delivery of immunisation targets.
- To take part in local arrangements and contributing to the on call rota for the effective control of communicable disease, environmental hazards to health and emergency planning, as detailed in local health protection agreements.
- To communicate effectively and diplomatically with a wide audience including the media and the public to change

practice in highly challenging circumstances such as communicable disease outbreaks, chemical incidents, immunisation and screening.

Service Improvement

- To provide expert advice to support evidence based commissioning, prioritisation of health and social care services for the population (and in some circumstances provide highly specialised advice on preferred treatment options or protocols based on the evidence for individual patients) in order to maximise opportunities for health.
- To be responsible for implementation of NICE and National Service Frameworks or equivalent national standards, guidance and frameworks.
- To lead the developments of clinical networks, clinical governance and audit.
- In depth knowledge of methods of developing clinical quality assurance, quality improvement, evaluations and evidence based public health practice
- Understanding of public sector duty and inequality duty and application to public health practice

Public Health Intelligence

- To analyse and evaluate quantitative and qualitative data and research evidence from a range of sources to make recommendations and inform decision making which has long term impacts.
- To compare, analyse and interpret highly complex options for running projects identified as key public health priorities, and communicate this information across organisations and the local community.
- To present, analyse and communicate knowledge in a way that appeals to diverse groups, influences decision-making and supports community engagement.
- To be responsible for the identification and implementation of appropriate health outcome measures, care pathways, protocols and guidelines for service delivery across patient pathways for the local population.
- To work with the information and intelligence areas of the Office for Health Improvement and Disparities (OHID) and other organisations to strengthen local, regional and national public health intelligence and information capacity.

Academic Public Health/ Research and Development

- To undertake and commission literature reviews, evaluative research surveys, audits and other research as required to inform equitable service and reduce health inequalities. This may involve taking the lead on R&D public health and related activities.
- To develop links with local universities to ensure the work of the organisation is based on a sound research and evidence base.

	<ul style="list-style-type: none"> To develop public health capacity through contributing to education and training and development within the PH team, and within the wider public facing workforce. Clinically qualified members of the public health team are expected to play certain roles in clinical leadership, in relationships with the clinical professions and in bringing a clinical perspective to public health advice. A clinically qualified holder of this post would be expected to share these roles with other clinically qualified members of the team.
Band/Salary range	Grade L: £106,122 - £121,542
Work style	Agile
Your manager & team	Director of Public Health, Public Health Department
	Insert number of employees reporting into this role: Public Health Business Partners (3)
<ul style="list-style-type: none"> Experience 	<ul style="list-style-type: none"> Building top level multilateral strategic partnerships to deliver whole scale change (Essential) System leadership in volatile unstable and complex situations (Essential) Delivery of impact on population health outcomes in a political environment (Essential) Matrix management within teams and between departments and partners (Essential) Negotiation to secure measurable health and wellbeing dividend alongside core service delivery (Essential) Discontinuing or modifying a programme in light of evaluation results (Essential) Creating business plans for improving health and wellbeing which secure financial and political approved (Essential) Providing information and advice to support partner agencies with responsibility for the control of communicable disease and other environmental hazards (Essential) Project management skills (Essential) Staff management and training (Essential) Practical experience in facilitating change (Essential) Budget management skills (Essential) Media experience demonstrating delivery of effective health behaviour or health promotion messages (Essential) Using complex information to explain PH issues to a range of audiences (Essential) Training and mentoring skills (Essential) Scientific publications, presentation of papers at conferences, seminars etc (Essential)
Skills	<ul style="list-style-type: none"> Bring awareness of wider changes in society and technology to drive strategic delivery and leadership (Essential)

	<ul style="list-style-type: none"> • Excellent oral and written communication skills (including dealing with elected members and business leaders) (Essential) • Interpersonal, motivational and influencing skills which can persuade others to make long term investments for health and wellbeing (Essential) • Ability to respond appropriately in unplanned and unforeseen circumstances (Essential) • Good presentational skills (oral and written) (Essential) • Sensible negotiator with practical expectation of what can be achieved (Essential) • Substantially numerate, with highly developed analytical skills using qualitative and quantitative data (Essential) • Computer literate (Essential) • Ability to design, develop, interpret and implement policies (Essential) • Resource management skills (Essential) <p>Qualifications</p> <ul style="list-style-type: none"> • Inclusion in the GMC Specialist Register/GDC Specialist List/UK Public Health Register (UKPHR) for Public Health Specialists (Essential) • Public health specialty registrar applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry at the date of interview; all other applicants must provide verifiable signed documentary evidence that they have applied for inclusion in the GMC/GDC/UKPHR specialist registers (Essential) • Applicants must meet minimum CPD requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body (Essential) • MFPH by examination, by exemption or by assessment (Essential) • Masters in Public Health or equivalent (Desirable)
<p>Corporate standards</p>	<ul style="list-style-type: none"> • Resources / Financial management We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way. We would welcome your ideas on the development of outcome based commissioning models and/or income generation opportunities to help the council receive value for money.

	<p>Values and behaviours</p> <ul style="list-style-type: none"> • Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision. • Compliance We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate. • Equality and diversity We value equality and diversity as a city council and we want you to support and promote this in your day to day work.
<p>WCC and RBKC Values and Behaviours</p>	<p>See appendix 1a and b</p>
<p>Additional leadership values and behaviours for managers</p>	<p>People and Service Management Managing excellent, cost-effective service delivery.</p> <ul style="list-style-type: none"> • Driving forward performance - setting high standards, encouraging improvement and supporting the team to achieve. Having regular team meetings and one to one conversations about performance, including difficult ones when necessary. • Developing our people and our partners - giving people the scope to do well, taking time to understand their strengths and motivations, stretching them and coaching them to achieve. • Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities. Delivering the Medium Term Plan • Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback. <p>Leadership and Engagement Inspiring the team to deliver the corporate vision, embrace change and develop opportunities.</p> <ul style="list-style-type: none"> • Delivering the corporate vision – developing and communicating a direction for my service which keeps us focused on delivering the priorities of the corporate vision and makes it central to everything we do. • Leading change - being realistic, transparent and clear on the challenges. Communicating the reasons for change and ensuring understanding. Inspiring people to get involved, to question, and to take change forward. • Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made. • Engaging staff, communities and customers - winning strong support through effective and regular communication, collaboration and feedback. • Being commercial – creating opportunities to generate growth, income and maximise commercial potential.

Appendix 1a

Westminster City Council Values and Behaviours

Our values and behaviours: Set the PACE

The Values and Behaviours are essential criteria for each post. The bullet points alongside each value give examples of good practice or behaviours associated with that value. You will need to show that you meet each of the values to join us.

Productive

- We show initiative, drive and determination to get the job done; and constantly to improve what we do.
- We determine the right course of action through listening to the needs of our customers
- We are accountable for our actions and the decisions we make
- We help others to be productive, independent and make informed decisions

Ambitious

- We are ambitious in creating new solutions which bring about substantial benefit
- We challenge ourselves to be the best we can be
- We take pride in providing public services to our communities
- We work as a team to support one another to be the best we can be for our customers

Collaborative

- We provide local leadership and work with partners jointly to develop and deliver services
- We listen to one another and respect one another's point of view
- We challenge one another respectfully and constructively, working together to resolve issues
- We treat everyone with courtesy, fairness and transparency

Enterprising

- We seek the best deal when looking for ways to improve value for money and reduce cost.
- We look for new ways to generate growth, income and maximise commercial potential
- We take managed and considered risks to enable us to achieve the best outcomes.

Royal Borough of Kensington and Chelsea - Our Values & Behaviours	
D	<div style="background-color: #00a0e3; color: white; padding: 5px; text-align: center; border-radius: 10px; margin-bottom: 10px;">PUTTING COMMUNITIES FIRST</div> <ul style="list-style-type: none"> • We put local people at the heart of decision making in everything we do. • We seek to include and involve: all voices matter. • We provide quality services that are responsive, effective and efficient. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I actively involve and include the communities that I serve in my work. • I shall reflect the views of the communities in my daily work. • I shall improve the service I provide through seeking feedback from others. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I have been included • I can see how my views have been taken into account • I can see improvements and developments based on my input
E	<div style="background-color: #00b050; color: white; padding: 5px; text-align: center; border-radius: 10px; margin-bottom: 10px;">RESPECT</div> <ul style="list-style-type: none"> • We listen to everyone and value the personal experiences of people in our communities and of each other. • We adopt a fair, and involving approach regardless of any way in which an individual is different to us. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I adapt my approach to take account of all differences and cultures in the community and with colleagues. • I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves. • I communicate in a way that is respectful, encourages involvement and meets people's needs. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I feel my culture and background are respected. • I have confidence that action is being taken. • I feel I am being treated fairly.

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INTEGRITY

- We act with openness, honesty, compassion, responsibility and humility.
- We let people know what we are doing and communicate why and how decisions have been made.

The following examples are indicators of effective behaviour:

- I demonstrate empathy in my interactions with others.
- I am honest and transparent about the decisions I take.
- I follow through on the actions I say I will take and take ownership for communicating the outcome.

Our residents will feel that:

- I am told when something is not possible and the reasons why are explained to me.
- I feel my perspective is listened to and understood.
- I feel my views are valued

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WORKING TOGETHER

- We work together and in partnership with everyone that has an impact on the lives of our residents.
- We want to understand, learn from each other and continually adapt.

The following examples are indicators of effective behaviour:

- I work with others to provide an effective service for residents, local communities and other departments within the Council.
- I seek ways to work with other departments to deliver a seamless service and find opportunities to improve.
- I seek out opportunities to learn from my colleagues and build on good practice.

Our residents will feel that:

- I can get my issue resolved without being passed around departments.
- I find it easy to access the services that I need.
- I feel the Council is open to new ideas.

Public Health structure

