



# Faculty of Public Health

of the Royal Colleges of Physicians of the United Kingdom

Working to improve the public's health

## JOB DESCRIPTION

### Assistant Director of Public Health (ADPH)/Consultant in Public Health (CPH)

*This job description is in line with the Faculty of Public Health guidance for the UK in establishing Consultant in Public Health (CPH) and Consultant in Public Health Medicine (CPHM) posts. These senior public health roles are for those who have completed higher specialty training in public health or equivalent and are on the GMC/GDC Specialist Register or UK Public Health (Specialist) Register. Public health is a medical specialty but also has a non-medical route of entry whose members have undergone a postgraduate medical training under the direction of a Medical Royal College. Applicants from both the medical and non-medical route of entry have equal status as public health consultants. Differences in the organisational details of how services are delivered in Manchester are reflected in the job description and the criteria in the person specification are in line with the recommended **minimum** requirements for all posts.*



**MANCHESTER CITY COUNCIL (MCC)  
JOB DESCRIPTION**

**ASSISTANT DIRECTOR PUBLIC HEALTH (CONSULTANT IN PUBLIC HEALTH/CONSULTANT  
IN PUBLIC HEALTH MEDICINE)**

<b>Employing organisation:</b>	Manchester City Council
<b>Title:</b>	Assistant Director Public Health (Consultant in Public Health/Consultant in Public Health Medicine) (Full Time)
<b>Accountable to:</b>	The postholder will be professionally accountable to Manchester City Council (MCC) and managerially accountable to the Director of Public Health (DPH)
<b>Grade:</b>	<b>Manchester City Council JNC Officer Grade SS3 (£86,959 - £96,135)</b>
<b>Strategically responsible for:</b>	Responsible for leading work with partners across systems to improve population health, wellbeing and equity across the life course with a focus on (i) "Making Manchester Fairer" and the social determinants of health (ii) community enabled and place based approaches to creating the conditions for better health (iii) services that support people to improve their physical, mental and social health and wellbeing and reduce unhealthy risk factors
<b>Managerially responsible for:</b>	Responsible for a budget of services aligned to the portfolio, line management of a number of staff and matrix management of other members of the department and/or external staff brought together for thematic areas of work and portfolio.

**Appointment**

This is a full time post for an Assistant Director in Public Health (Consultant in Public Health/Consultant in Public Health Medicine) employed by Manchester City Council (MCC) in the Public Health Department. The postholder will be a public health professional serving the population of Manchester.

**1. Job Summary**

- 1.1. This is a senior public health role for those who have completed higher specialist training in public health or equivalent and are on the GMC/GDC Specialist Register or UK Public Health (Specialist) Register.
- 1.2. On behalf of the City Council, the post-holder working with the DPH and other Assistant Director colleagues, will lead on improving the health and wellbeing of Manchester's residents which is underpinned by the statutory duty placed on local government to take such steps as it considers appropriate to improve health of its residents. Working in partnership with key stakeholders, the post holder will lead the delivery of a number of statutory public health functions and priorities contained in strategic plans for the City of Manchester. They will act as a change agent to enable the delivery of relevant outcome indicators from the public health, and other national outcome frameworks.
- 1.3. The post-holder will be expected to work across organisations, be able to influence budgets held by those organisations as well as advocate for change effectively, to improve population and planetary health, and tackle health inequalities.
- 1.4. The post-holder will have lead responsibility for the "Health Improvement and Health Creation" portfolio within the Department of Public Health. This includes work to address

the social determinants of health and creating the conditions for better health with and in communities and neighbourhoods to improve health equity. It also includes oversight of children, young people and families' work programmes, healthy ageing and commissioned services for wellbeing and healthy lifestyle changes.

- 1.5. Along with other Assistant Directors in the team, the post holder will be expected to carry a flexible portfolio and be able to work across all the domains of public health and all life course areas. This postholder will promote health equity and the need to tackle health inequalities and provide leadership and support to the DPH in addressing the wider determinants of health. This will include managerial responsibility for commissioning services and programmes relating to the lead portfolio areas and the associated budgets.
- 1.6. The post holder will be accountable (along with other members of the department) for further developing and re-designing the Joint Strategic Needs Assessment, assessing performance and ensuring an evidence-based approach to service re-design and commissioning as well as policy development. This includes ensuring team members are supported to develop and maintain public health specialist skills as appropriate.
- 1.7. The post holder will provide specialist advice and guidance to senior managers, chief officers and elected members of the City Council and partner agencies in the voluntary and community sector.
- 1.8. As a senior post, the post holder will contribute to culture change across MCC, influencing and shaping the strategic policy direction. A core focus of the role is to ensure that the commissioning of services, informed by the Joint Strategic Needs Assessment, contributes to a significant reduction in health inequalities.
- 1.9. In general the postholder will be expected to be able to cope with multiple and changing demands and meeting tight deadlines. High degrees of intellectual rigour, political awareness, negotiation and motivation skills and flexibility are required. A high level of tact, diplomacy and leadership is required as is an ability to understand other cultures, advise, challenge and advocate to enable effective working across organisational boundaries and influencing without direct authority.
- 1.10. Strategic objectives include:
  - To support the DPH in leading the Making Manchester Fairer programme working with partners to tackle the social determinants of health inequalities, and ensuring communities and places are at the heart of work to improve health equity.
  - To provide public health leadership on improving health and social outcomes for the local population including a focus children and young people within the context of their families and households, and a focus on older people and the Age Friendly Manchester programme.
  - On behalf of MCC, take responsibility for ensuring delivery of a number of public health mandated services such that the full range of benefits are delivered to residents of Manchester. These services include the National Childhood Measurement Programme, School Health and Health Visiting Services, and specialist public health support to the Manchester Locality for NHS Greater Manchester. This will include taking responsibility for the relevant outcome indicators within the UKHSA, OHID, NHS (and Social Care) Outcome frameworks and working across organisational boundaries.
  - To lead work across all MCC directorates and Council departments as well as influencing partnership boards (dealing with health determinants) to maximise health improvement opportunities and the reduction of inequalities in health outcomes amongst residents. This will include using the outcome frameworks as well as exploring other relevant routinely collected data systems for suitable indicators.
- 1.11. The work will include working across the entire Council, NHS bodies (the Council has a statutory duty to provide public health advice to ICSs and the Council's Health and Wellbeing Board has a coordinating role for the whole of the health and care system)

and other partner agencies. It will also involve influencing private sector, voluntary sector and community sector organisations that can impact on health, both currently and into future generations, and influencing the attitudes and behaviour both of professionals and of the population generally.

- 1.12. In delivering the strategic objectives the post-holder will be expected to demonstrate expertise in the full range of relevant competencies as set out by the Faculty of Public Health. This includes evaluation techniques, policy analysis and translation and ability to communicate effectively with a range of stakeholders including politicians. In addition to any direct responsibility for managing staff or budgets, they will be responsible for change and improvement in the agreed areas of work and for supporting the delivery of the statutory duty of the Council to take the steps it considers necessary to improve the health of its communities.

## **2. The employing organisation and other organisations within the scope of the work**

Employment will be via Manchester City Council. The post will have close links with a wide range of local organisations including;

- NHS Greater Manchester Integrated Care
- Manchester and Trafford Local Care Organisation
- Greater Manchester Mental Health Trust
- Manchester University NHS Foundation Trust
- 12 Primary Care Networks

## **3. Public Health Arrangements**

### **3.1 Current staffing of the Directorate of Public Health (MCC)**

The organisational structure of the Senior Team of the Public Health Directorate is attached as Appendix 1. This Assistant Director post will be the lead for Health Improvement and Health Creation as specified on the structure.

### **3.2 Resources**

The postholder working with the DPH will be expected to make best use of directorate resources as well as influence the resources across the City Council and partners.

### **3.3. Training and CPD arrangements**

The Directorate is an approved training site for Foundation Year Doctors/SHOs and Specialist Registrars in Public health. The postholder will be expected to support the ongoing development of the department as a training location and act as an educational supervisor – subject to attaining accreditation if required.

## **4. Strategic responsibility and key tasks**

- 4..1 The key strategic responsibility of the post-holder is to lead the Health Improvement and Health Creation portfolio of the public health department and support the DPH in working with partners improve population health and tackle health inequalities in Manchester.
- 4..2 In delivering that responsibility the post-holder is expected to demonstrate expertise across the full range of relevant competencies as set out by the Faculty of Public Health (Appendix 2) and where required, take responsibility for resolving operational issues. In negotiation with the DPH (&/or the Council), the post-holder may be asked to take on

responsibilities that are underpinned by any of the FPH competencies. Post-holders will be expected to maintain both the general expertise as well as develop topic based expertise as required by the DPH and will be expected to deputise for the DPH as and when required.

4..3 The range of duties expected of the post-holder include;

- a) Taking responsibility for a range of public health issues and work across organisational and professional boundaries acting as a change agent managing complexity to deliver improvements in health and wellbeing.
- b) Providing briefings on the health and wellbeing needs of local communities to Manchester Health and Wellbeing Board, Manchester Health Scrutiny Committee, Executive Members (MCC), Councillors (MCC), Council Officers (MCC), Manchester Locality for NHS Greater Manchester Integrated Care (NHS GM), the Voluntary Community & Social Enterprise Sector (VCSE), the public and partners. Where required to so, the post-holder will provide verbal briefing to Councillors, other colleagues and stakeholders in person which maybe at short notice.
- c) Taking responsibility for development, implementation and delivery of policies. This may include taking the lead in developing detailed inter-agency and interdisciplinary strategic plans and programmes based on needs assessments which will inform commissioning decisions. The post-holder will be expected to contribute appropriately to the procurement process.
- d) Providing expert public health support and whole system leadership to ensure an evidence-based approach for commissioning and developing high quality equitable services, within and across a range of organizations including voluntary, public and private sector. This includes the health service component of the mandated core service. This will include expertise in evaluation and development of appropriate KPIs.
- e) Utilising (and if appropriate developing) information and intelligence systems to underpin public health action across disciplines and organisations. This may include providing leadership for collation and interpretation of relevant data including production of the JSNA. Working with the DPH, this will include the integration of the appropriate elements of the public health and national outcomes frameworks within the systems developed by the local authority as well as with relevant partner organisations.
- f) Supporting the DPH in the development and implementation of robust strategies for improving the health and wellbeing of local communities including ensuring qualitative and/or quantitative measurements are in place to demonstrate improvements.
- g) Providing the key local authority link to the research community, providing advice/support to colleagues and co-ordinating appropriate access to scientific information. The post-holder will be expected to take part in relevant research networks and to influence research programmes of such networks so that the research needs of MCC are taken into account.
- h) Taking responsibility for the training obligations of the directorate, including becoming the Educational Supervisor. These duties will be agreed jointly with the relevant Head of the School of Public Health.

4..4 Underpinning much of these duties are public health tasks such as;

- a) Undertaking health needs assessments as required to enable actions to be taken to improve the health of the local population.
- b) Developing prioritisation techniques and managing their application to policies, services and to help resolve issues such as the investment-disinvestment debate
- c) Effective communication of complex concepts, science and data and their implications for local communities, to a range of stakeholders with very different backgrounds.
- d) Understanding of evaluation frameworks and applying those frameworks to the benefit of local communities.



- e) A capacity to apply the scientific body of knowledge on public health to the policies and services necessary to improve health, both currently and for future generations, and to formulate clear practical evidence-based recommendations
- f) The understanding of human and organisational behaviour and the application of this knowledge to the achievement of change.
- g) Inspire commitment to public health outcomes and to prevention as a core feature of public sector reform.

## **5. Management arrangements and responsibilities**

The postholder will be professionally accountable to MCC and managerially accountable to the Director of Public Health. Professional appraisal will be required.

The postholder will:

- manage a number of staff (including trainees)
- have matrix management responsibilities for team(s) brought together to deliver the portfolio as well as specific programmes and projects
- be expected to deputise for the DPH as required

## **6. Professional obligations**

These include:

- Participate in MCC's staff appraisal scheme (Our Conversation) and quality improvement programme, and ensure appraisal and development of any staff for which they are responsible
- Contribute actively to the training programme for Foundation Year Doctors/ Specialty Registrars in Public Health and MCC management trainees as appropriate, and to the training of practitioners and primary care professionals within the locality. In agreement with the DPH, becoming an Educational Supervisor.
- Undertake an annual professional appraisal including completion of a programme of CPD, 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. In agreement with the DPH, contribute to the wider the public health professional system by becoming an appraiser for a specified period of time.
- In agreement with the DPH contribute as an appraiser to the professional appraisal system
- Practise in accordance with all relevant sections of the General Medical Council's Good Medical Practice (if medically qualified) and the Faculty of Public Health's Good Public Health Practice and UKPHR requirements
- Contribute to professional leadership within the health and social care system
- It is a duty of a health professional to foster scientific integrity, freedom of scientific publications, and freedom of debate on health matters, and public health professionals have a further responsibility to promote good governance and open government.
- Public health practice must be carried out within the ethical framework of the health professions.
- The postholder will be expected to maintain effective, courageous, and responsible public health advocacy

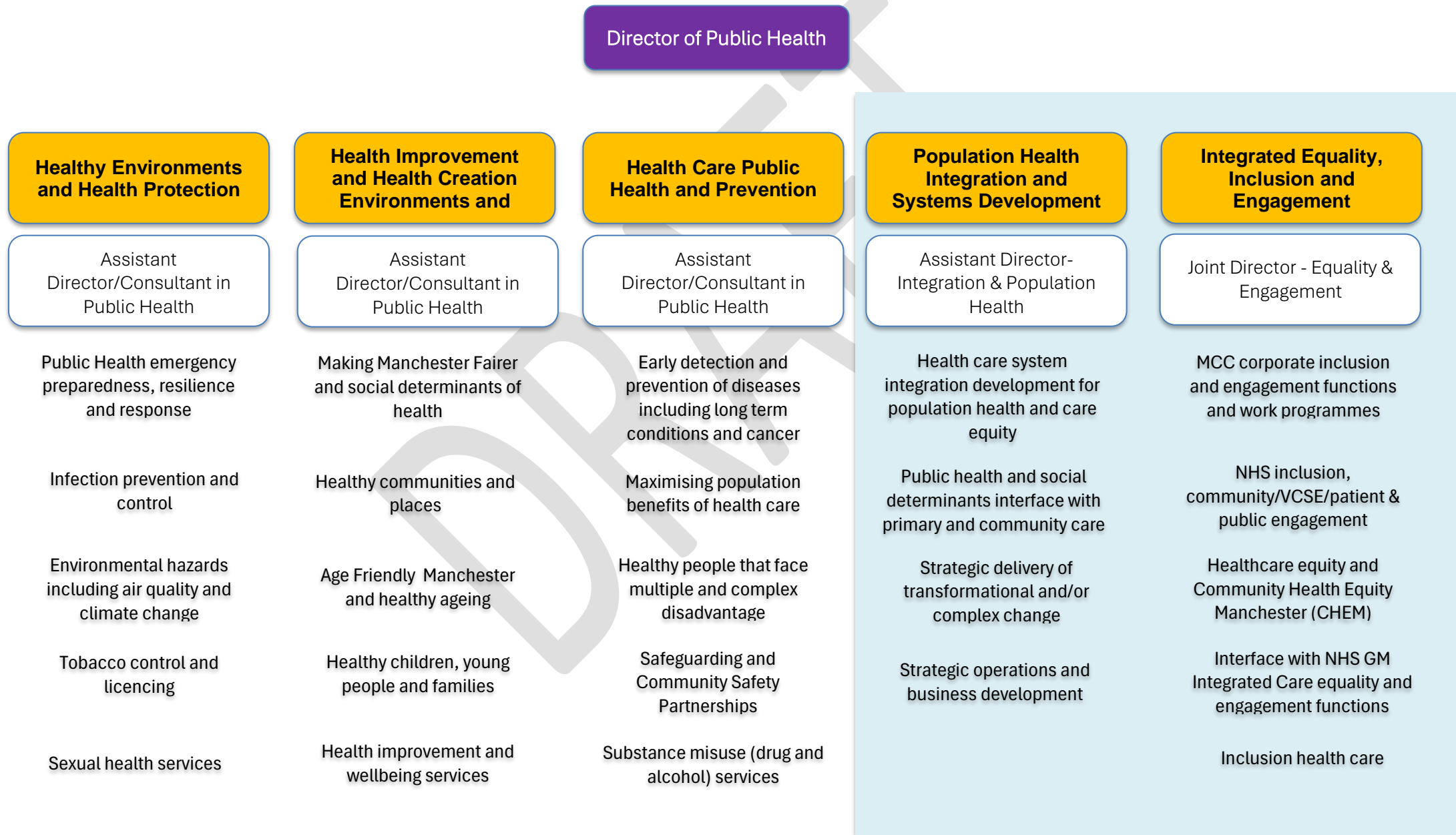
These professional obligations will be reflected in the job plan. The post-holder may also have external professional responsibilities, e.g. in respect of training or work for the Faculty of Public Health. Time allocation for these additional responsibilities will need to be agreed with the DPH.

## **7. Personal Qualities**

The postholder will deal with complex public health and wellbeing challenges in a multi-organisational environment with widely differing governance and finance system and organisational cultures. It is expected that the postholder will be able to cope with such circumstances as well as multiple and changing demands, and to meet tight deadlines. A high level of intellectual rigour, political awareness and negotiation and motivation skills as well as flexibility and sensitivity are required. The post holder will advise the Health and Wellbeing Board and make recommendations regarding services, residents' care and wider determinants of health and therefore a high level of tact, diplomacy and leadership is required including the ability work within the local political and at the same time maintain the ability to challenge and advocate for effective working and on specific issues in order to achieve population and public health outcomes. The achievement of population and public health outcomes and the successful pursuit of change are the purpose of the job and the metric against which performance will be assessed.

## Appendix 1

### Senior structure and organisation of Department of Public Health, Manchester City Council





## **Appendix 2**

### **Appendix 1: FACULTY OF PUBLIC HEALTH COMPETENCIES**

**(Based on the 2022 PH Specialty Training Curriculum)**

#### ***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.

#### ***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.

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

To be able to influence and contribute to the development of policy as well as lead the development and implementation of a strategy.

#### ***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.

#### ***Health Improvement, Determinants of Health and Health Communications***

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.

#### ***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.

#### ***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.

#### ***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.

#### ***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.

#### ***Integration and application of competencies 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.

**SPECIMEN PERSON SPECIFICATION: Amend as appropriate****CONSULTANT IN PUBLIC HEALTH /CONSULTANT IN PUBLIC HEALTH MEDICINE**

&lt;LA name&gt;

<b>IMPORTANT: This person specification contains changes introduced in amendments made to the NHS (Appointment of Consultants) Regulations for England, Scotland, Northern Ireland and Wales which came into force during 2005. Further amended in June 2015, and September 2018</b>		
<b>Education/Qualifications</b>	<b>Essential</b>	<b>Desirable</b>
<a href="https://www.legislation.gov.uk">The National Health Service (Appointment of Consultants) Regulations 1996 (legislation.gov.uk)</a> 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.	X	
<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>	X	
Public health <b>specialty registrar applicants</b> who are not yet on the GMC Specialist Register, UKPHR register or GDC Specialist List in dental public health <b>must provide verifiable signed documentary evidence that they are within 6 months</b> of gaining entry to a register at the date of interview	X	
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. If an applicant is non-UK trained, they will be required to show evidence of equivalence to the UK CCT [see shortlisting notes below for additional guidance]	X	
Applicants must meet minimum CPD requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body	X	
MFPH by examination, by exemption or by assessment, or equivalent	X	
Masters in Public Health or equivalent		X
<b>Personal qualities</b>		
Able to influence senior members including directors and CEOs	X	
Able to both lead teams and to able to contribute effectively in teams led by junior colleagues	X	
Commitment to work within a political system irrespective of personal political affiliations	X	
<b>Experience</b>		
Delivery of successful change management programmes across organizational boundaries	X	
Media experience demonstrating delivery of effective health behaviour or health promotion messages		X
Experience of using complex information to explain public health issues to a range of audiences	X	
<b>Skills</b>		
Strategic thinker with proven leadership skills and operational nous	X	
Able to demonstrate and motivate organisations to contribute to improving the public's health and wellbeing through mainstream activities and within resources	X	
Ability to lead and manage the response successfully in unplanned and unforeseen circumstances	X	
Analytical skills able to utilize both qualitative (including health economics) and quantitative information	X	
Ability to design, develop, interpret and implement strategies and policies	X	
<b>Knowledge</b>		
In depth understanding of the health and care system and the relationships with both local national government	X	
In depth knowledge of methods of developing clinical quality assurance, quality improvement, evaluations and evidence based public health practice	X	
Strong and demonstrable understanding of interfaces between health, social care and key partners (dealing with wider determinants of health)	X	
Understanding of the public sector duty and the inequality duty and their application to public health practice	X	

## **GENERAL CONDITIONS**

### **Terms and conditions of services**

The post is subject to general MCC Terms and Conditions of Service and relevant organisational employment policies.

### **On call arrangements**

The postholder may be expected to support the on call arrangements for health protection and public health and to participate in the communicable disease and environmental hazards control and emergency planning arrangements for MCC. Suitable training will be provided for those who need it in discussion with Public Health England and the Greater Manchester Civil Contingencies and Resilience Unit.

### **Indemnity**

As the postholder will only be indemnified for duties undertaken on behalf of MCC, the postholder is strongly advised to ensure that they have appropriate professional defence organisation cover for duties outside the scope of MCC.

### **MCC Codes of Conduct**

MCC requires the highest standards of personal and professional conduct from all of its employees. All employees must comply with the Code of Professional Conduct appropriate to their professional governing body and to the employers Code of Conduct.

### **Equal Opportunities**

MCC are committed to equal opportunities that affirm that all staff should be afforded equality of treatment and opportunity in employment irrespective of sexuality, marital status, race, religion/belief, ethnic origin, age or disability. All staff are required to observe this standard in their behaviour to fellow employees.

### **Safeguarding Children, Young People and Adults At Risk**

Safeguarding is a key priority for MCC. Staff must always be alert to the possibility of harm to children, young people and adults at risk through abuse and neglect. This includes being aware of the adults who may find parenting difficult. All staff should be able to recognise the indicators of abuse and know how to act on them, including the correct processes and decisions to be undertaken when sharing information. The depth of knowledge you work from must be commensurate with your role and responsibilities. All staff must follow the safeguarding policies, procedures and guidelines, know how to seek specialist advice and must make themselves available for training and supervision as required.

### **Confidentiality**

All employees are required to observe the strictest confidence with regard to any patient/client information that they may have access to, or accidentally gain knowledge of, in the course of their duties.

All employees are required to observe the strictest confidence regarding any information relating to the work of MCC.

You are required not to disclose any confidential information either during or after your employment with MCC, other than in accordance with the relevant professional codes.

Failure to comply with these regulations whilst in the employment of MCC could result in disciplinary action being taken.

### **Data Protection**

All employees must adhere to appropriate MCC standards/policies in respect of the use of Personal Information, including guidance on the use and disclosure of information. The Council also has a range of policies for the use of computer equipment and computer generated information. These policies detail the employee's legal obligations and include references to current legislation. Copies of the Policy on the Protection and use of Personal Information and other Information Technology can be found on the relevant websites.

### **Health and Safety**

MCC expects all workers to have a commitment to promoting and maintaining a safe and healthy environment and be responsible for their own and others welfare.

### **Risk Management**

All staff are responsible for adopting the risk management culture and ensuring that you identify and assess all risks to your systems, processes and environment and report such risks for inclusion within the risk register. Staff must attend mandatory and statutory training, report all incidents/accidents including near misses and report unsafe occurrences as laid down within the policies.

### **Governance**

All staff have a responsibility to be aware of governance arrangements and ensure that the reporting requirements, systems and duties of action put into place by MCC are complied with.

### **Policies & Procedures**

All employees are expected to comply with all the policies and procedures drawn up by MCC.

### **No Smoking Policy**

MCC is a 'no smoking organisation' therefore staff are not permitted to smoke whilst on duty.

All staff are expected to recognise their role as ambassadors for a healthy lifestyle. As such, staff should not smoke whilst in uniform, in NHS vehicles or on Council or other health care premises.

### **Infection Control**

All staff must observe the Health Act 2006 (Hygiene code), and ensure that they understand and implement their responsibilities in the prevention and control of infection.

### **Disclosure & Barring Service (DBS) Check**

If your post is one that requires a disclosure (enhanced) from the DBS, the organisation retains the right to request that a further disclosure is sought at any time as deemed to be appropriate. If you have been appointed and are awaiting the outcome of a DBS check and it proves to be unsatisfactory, your employment will be terminated.

### **Criminal Convictions**

If during the course of your employment you are convicted of or charged with a criminal offence (with the exception of a traffic offence) whether it arises from your employment or otherwise, you are

required to report the matter to the Human Resources Department who will decide on the appropriate course of action. Should you be convicted of an offence and receive a custodial sentence the organisation reserves the right to terminate the contract of employment, after careful consideration of the facts. Failure to report a conviction may itself lead to disciplinary action being taken.

Any information will be treated confidentially except insofar as it is necessary to inform other relevant members of management.

Additionally, if driving is part of your duties and you are convicted of any traffic offence, you must report it to the Human Resources Department who will decide on the appropriate course of action.

### **Other Duties**

This job description is not a definitive or exhaustive list of responsibilities but identifies the key responsibilities and tasks of the postholder. The specific objectives of the postholder will be subject to a review as part of the individual's performance review/appraisal. There may be a requirement to undertake other duties as may reasonably be required to support MCC in accordance with your grade/level in the organisation.

### **Flexibility**

The postholder may, with their agreement – which should not reasonably be withheld – be required to undertake other duties which fall within the grading of the post to meet the needs of this new and developing service. The employing organisation is currently working in a climate of great changes. It is therefore expected that all staff will develop flexible working practices both within any relevant local public health networks and at other organisational levels as appropriate, to be able to meet the challenges and opportunities of working in public health within the new and existing structures.