

Employment Committee

Date: **Wednesday 12 July 2023**

Time: **3.30pm**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership

Cllr Kay Mason Billig (Chair)
Cllr Andrew Jamieson
Cllr Bill Borrett
Cllr Stuart Dark

Cllr Steve Morphew
Cllr Saul Penfold
Cllr Carl Smith

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Agenda

1. To receive any apologies.

2. Minutes

To agree the minutes of the meeting held on 31 May 2023

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3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. To receive any items of business which the Chair decides should be considered as a matter of urgency

5. Senior Structure

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Report by the Chief Executive

6. Exclusion of the Public

The Committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Committee will be presented with the conclusions of the public interest test carried out by the report author and is recommended to confirm the exclusion.

7 Exempt minutes of the meeting held on 31 May 2023

Tom McCabe
Chief Executive
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 4 July 2023



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Employment Committee

**Minutes of the Meeting Held on 31 May 2023 at
11am in the Council Chamber, County Hall**

Present:

Cllr Kay Mason Billig (Chairman)
Cllr Andrew Jamieson (Vice-Chairman)

Cllr Steve Morphew

Cllr Carl Smith

Substitutes present:

Cllr Brian Watkins for Cllr Saul Penfold

Also Present:

Kat Hulatt	Director of Legal Services and Monitoring Officer
Jane Naumkin	Director for People
Derryth Wright	Assistant Director of HR (Health, Safety and Wellbeing; Performance, Governance and Improvement)

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Bill Borrett and Cllr Saul Penfold (Cllr Brian Watkins substituting). Cllr Stuart Dark was also absent

2. Minutes

- 2.1 The minutes of the meeting held on 17 February 2023 were agreed as an accurate record and signed by the Chairman.

3. Declarations of Interest

No interests were declared.

4 Urgent Business

None

5 Appointment of a Chief Executive Officer

- 5.1.1 The Committee received the report setting out a proposal for the Council to move to a Chief Executive Model.
- 5.1.2 The Director of Legal Services and Monitoring Officer introduced the report to the

Committee:

- The public paper discussed the principle of and the proposed salary for a Chief Executive model, both of which were the function of the Employment Committee.
- The second, exempt report, discussed personal data of some employees and therefore the committee would be asked to agree to discuss this report in private.

5.1.3 The Chair stated that when she became the Leader of Norfolk County Council, she intended to move back to the Chief Executive model because the current model in place at the council was not fit for the current time. She understood the reasons why this model had been put in place at the time, however moving forward would like to see a separation of the political role from the Chief Executive, who would be in charge of the day to day running of the Council.

5.2 The following points were discussed and noted:

- Committee Members shared that they supported the move back to the Chief Executive model, however shared concerns.
- One Committee Member asked why the council moved away from the Chief Executive model when it moved to a Cabinet Governance system. He felt that there was a link between the need for the Council to have a strategic review and the fact that it had not been a properly lead and managed organisation since the change to the Head of Paid Service model in 2019. The Committee Member felt that moving to this model had resulted in duplication and excess management layers and hoped that returning to a Chief Executive model would lead to a well-managed officer core in the organisation working closely with Councillors to drive the Council forward.
- The Chair responded that she did not recognise this description of the council. She noted that going through the Covid crisis had called for a different way of doing things and felt that Cllr Proctor had done an incredible job; the council had a balanced budget and was well run. However, there was room for improvement, and the strategic review was something which the council should do to achieve this.
- A Committee Member noted that paragraph 1.2 of the report discussed that the change to the Head of Paid Service model was made due to pressures experienced at the time and queried what these were. They also asked why it was felt this model would be better than the Chief Executive model, pointing out that paragraph 2.1 of the report discussed that one benefit of a Chief Executive model was that it would lead to stronger leadership and therefore wondering if the Head of Paid Service model, inversely, led to less strong leadership. The Vice-Chair was glad to hear that Committee Members supported the move to the chief Executive model. He clarified that at the time of the change from a Chief Executive to Head of Paid Service, there was no unanimity of view of the role of the Chief Executive and the role they had done on behalf of the council and a feeling that the Chief Executive model had not delivered the developments that the Council wanted at that time. It was felt that a change of model was appropriate at that time to provide a period where control was taken by Members, refocussing the officer core of the Council. It was now appropriate to move back to the more traditional chief executive model.

- The Chair confirmed that she had consulted with the monitoring officer before moving forward with this process to ensure the Governance was correct and legal to carry out.
- A Committee Member asked whether there would be more rationalisation and review of Executive Directors under the Chief Executive Officer. The Chair confirmed that the Chief Executive Officer would have control over the job structure underneath them, so it would be important first to find someone to take this role and drive the executive functions of the Council.
- The Chair was pleased that all Committee Members were in agreement with the proposal to move forward with a Chief Executive Model, which was something she wanted to do when she put herself forward as Leader of the Council and which her Group were in agreement with.
- A Committee Member suggested that the Terms of Reference of the Committee should be reviewed to reflect the changes to Governance of the Council if this proposal went ahead. The Director of Legal Services and Monitoring Officer **confirmed** that if the changes went ahead then she would review the constitution, including the Terms of Reference of the Employment Committee, which would be brought to the Committee for agreement.

5.3 The Committee **AGREED**

- to an appointment process being progressed to move to a Chief Executive Model.
- the salary for the Chief Executive Officer being £197,000

7 Exclusion of the Public

- 7.1 The Committee **agreed** to exclude the public for the discussion of Exempt appendix B of report 5, “Appointment of a Chief Officer” and Item 7 “Appointment of a Chief Executive Officer – process” on the grounds that they contained exempt information as defined by paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 due to containing personal data which outweighed the public interest in disclosure.

8 Appointment of a Chief Executive Officer – process

- 8.1 The Committee received and discussed the exempt report
- 8.2 The Committee **AGREED** the recommendations as set out in the exempt report

The meeting concluded at 11:30

Chair

Employment Committee

Item No: 5

Report Title: Senior Structure

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Kay Mason Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Tom McCabe, Chief Executive

Is this a Key Decision? No

Executive Summary

The re-introduction of the role of Chief Executive provides an opportunity to restructure the senior team for more effective management of Norfolk County Council.

Recommendations:

1. That the committee notes plans for appointing a permanent Executive Director – Community and Environmental Services and agrees to set up an appointment panel to facilitate this.
2. That the committee agrees that with effect from Monday 7 August 2023 the Governance (Legal Services) and Democratic and Regulatory Service will directly report to the Chief Executive.
3. That the committee agrees that with effect from Monday 4 September 2023 the Growth and Investment Service will report to the Executive Director – Strategy and Transformation.

1. Background and Purpose

- 1.1 This report updates the Employment Committee on plans for appointing a new Executive Director (ED) – Community and Environmental Services (CES). It also requests approval of changes to the corporate senior structure. The existing Chief Officer structure is set out in Appendix A – figure 1.
- 1.2 The Employment Committee is responsible for the establishment of the Chief Officer structures of the Council and advises on the appointment of the Head of Paid Service* and those officer roles defined in the appendix to the

Officer Employment Procedure Rules (see Appendix B), together with pay arrangements if not in line with national negotiation procedures and current policy. This power includes the establishment of ad hoc Appointment Panels to discharge this function.

2. Proposal

A) Executive Director – Community and Environmental Services

- 2.1 Following an internal recruitment process, Grahame Bygrave, Director of Highways, Transport and Waste was appointed interim ED – CES from 26 June 2023. This is providing continuity to CES services while a permanent postholder is recruited. It is proposed that the permanent job will be advertised internally and externally in September. The Employment Committee is asked to agree to the establishment of an Appointment Panel to oversee this recruitment, which will be carried out in accordance with the Constitution.

B) Governance (Legal) and Democratic and Regulatory Services

- 2.2 In recent years Legal Services has either reported directly to the Chief Executive/Managing Director/Head of Paid Service, or to an ED alongside other central services.
- 2.3 Democratic and Regulatory Services either sat under the former Director of Governance/Chief Legal Officer or reported directly to an ED.
- 2.4 The Director of Governance role was deleted in March 2023, with the various accountabilities passing to the two direct reports:
- Director of Legal Services who acts as the Council's statutory Monitoring Officer
 - Director of Democratic and Regulatory Services who acts as the Council's Returning Officer
- 2.5 Both services presently sit in Strategy and Transformation alongside Human Resources, Digital Services, Insight and Analytics, Strategy, Design and Delivery and Communications. See Appendix A – figure 3.
- 2.6 The Chief Executive is responsible for effective governance and legality of operations of the Council and will work closely with the Leader, Deputy Leader and Elected Members to fulfil the Council's democratic responsibilities. It is therefore proposed that both roles would be better placed reporting directly to the Chief Executive. See appendix A – figure 2. If agreed, this change would take effect from Monday 7 August 2023.

C) Growth and Investment

- 2.7 The Growth and Investment Service looks for measures to improve the local economy - securing infrastructure improvements, ensuring sustainable development and compliance with regulation. It also secures inward investment, ensures skill development and manages a range of externally funded programmes.
- 2.8 The Service currently sits under CES but the proposal is to move this to Strategy and Transformation. See Appendix A – figure 4. This will help put economic development and skills at the heart of the Council and enable the service to work more closely with the corporate policy team and the external facing work of our communications service.
- 2.9 Further improvements to the structure to optimise the Chief Executive model may emerge over the coming months.

3. Impact of the Proposal

- 3.1 The proposal to split the existing joint Head of Paid Service/Exec Director Community and Environmental Services post into two creates an extra senior manager post and our intention is to meet the cost of this within the overall existing staff budget.
- 3.2 The County Council would be organised in accordance with good organisation design principles.

4. Alternative Options

- 4.1 An alternative corporate structure option is to retain existing reporting lines, but this is not recommended as a viable way to maximise the Chief Executive model.

5. Financial Implications

- 5.1 The proposals set out in this paper will be met within existing budgetary provision.

6. Other Implications

- 6.1 **Legal Implications:** The Exec Director Community and Environmental Services is a Chief Officer for the purposes of the County Council Constitution. The Employment Committee is responsible for appointing a permanent postholder.

7. Risk Implications

Any changes to structures or reporting lines risk unsettling staff and disrupting established working relationships. This needs to be balanced against the anticipated advantages in the new structure.

8. Recommendations

1. That the committee notes plans for appointing a permanent Executive Director – Community and Environmental Services and agrees to set up an appointment panel to facilitate this.
2. That the committee agrees that with effect from Monday 7 August 2023 the Governance (Legal Services) and Democratic and Regulatory Service will directly report to the Chief Executive.
3. That the committee agrees that with effect from Monday 4 September 2023 the Growth and Investment Service will report to the Executive Director – Strategy and Transformation.

9. Background Papers

None

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

Officer name: Jane Naumkin

Telephone: 01603 306354

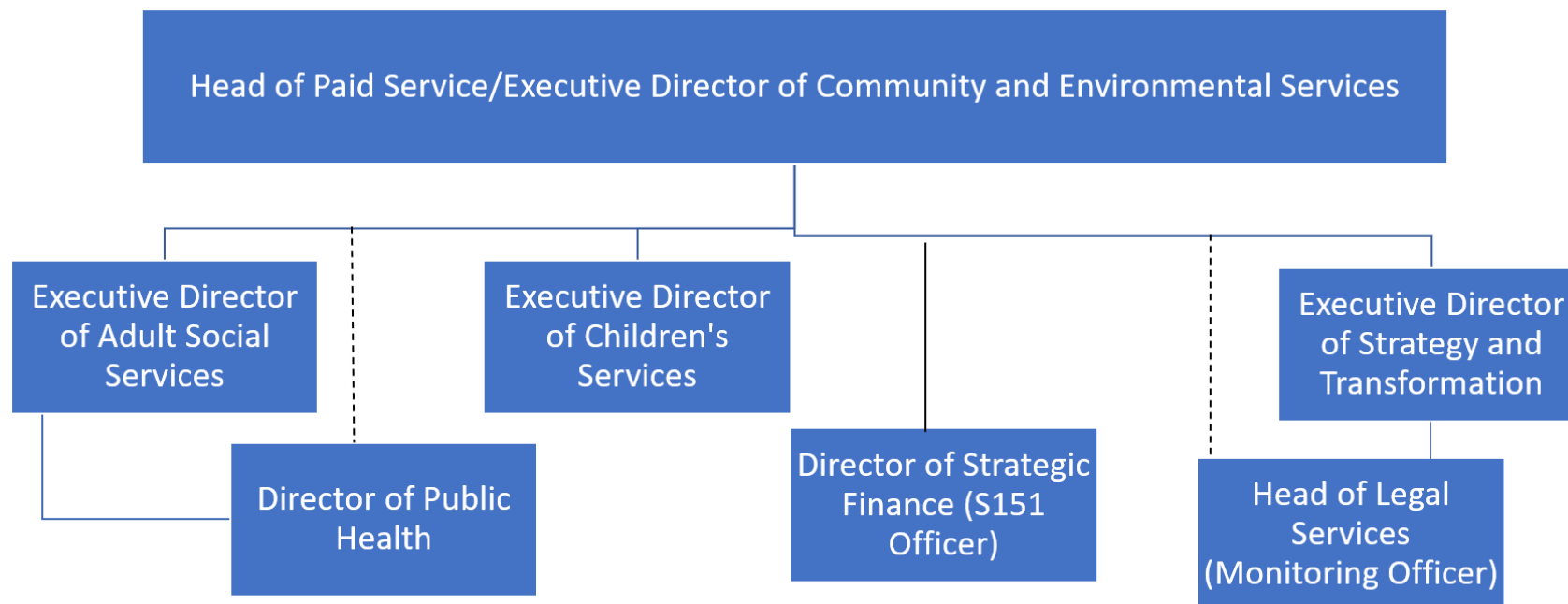
Email: jane.naumkin@norfolk.gov.uk



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Appendix A – Existing and Proposed Organisation Charts

Figure 1: Existing Chief Officer Structure



The Head of Paid Service/Executive Director of Community and Environmental Services has four direct reports:

- Executive Director of Adult Social Services
- Executive Director of Children's Services
- Director of Strategic Finance (S151 Officer)
- Executive Director of Strategy and Transformation

One direct report of the Executive Director of Adult Social Services – the Director of Public Health also indirectly reports to the Head of Paid Service/Executive Director of Community and Environmental Services.

One direct report of the Executive Director of Strategy and Transformation – the Head of Legal Services (Monitoring Officer) also indirectly reports to the Head of Paid Service/Executive Director of Community and Environmental Services.

Figure 2: Proposed Chief Officer Structure



The Chief Executive has seven direct reports:

- Executive Director of Adult Social Services
- Executive Director of Children's Services
- Director of Strategic Finance (S151 Officer)
- Executive Director of Community and Environmental Services
- Director of Democratic and Regulatory Services
- Director of Legal Services (Monitoring Officer)
- Executive Director of Strategy and Transformation

One direct report of the Executive Director of Adult Social Services, the Director of Public Health, also indirectly reports to the Chief Executive.

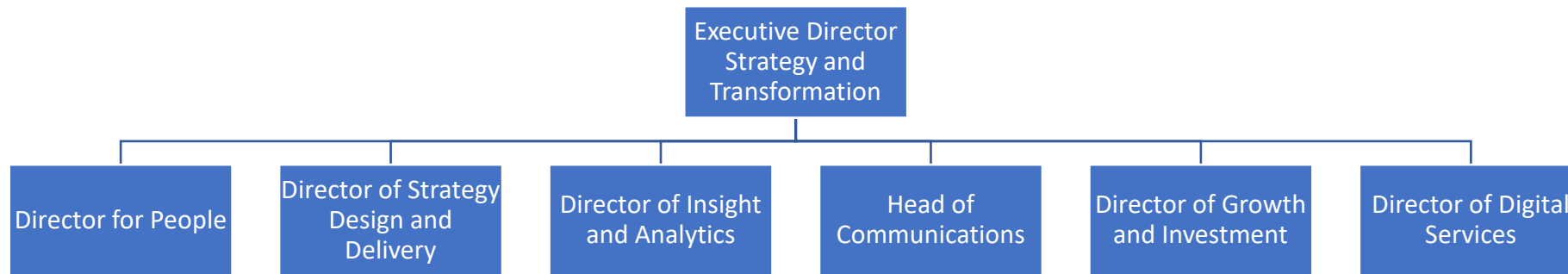
Figure 3: Existing Strategy and Transformation Management Structure



The Executive Director of Strategy and Transformation has seven direct reports:

- Director for People
- Director of Transformation
- Director of Insight and Analytics
- Head of Communications
- Director of Democratic and Regulatory Services
- Director of Legal Services and Monitoring Officer
- Director of IMT and Chief Digital Officer

Figure 4: Proposed Strategy and Transformation Management Structure



The Executive Director of Strategy and Transformation has six direct reports:

- Director for People
- Director of Strategy, Design and Delivery
- Director of Insight and Analytics
- Head of Communications
- Director of Growth and Investment
- Director of Digital Services

Appendix B – Norfolk County Council Constitution (Part 10A: Officer Employment Procedure Rules)

Senior Officers for the purposes of this section of the Constitution:

- Executive Director of Children's Services
- Executive Director of Adult Social Services
- Executive Director of Community and Environmental Services
- Executive Director of Strategy and Transformation
- Director of Strategic Finance
- Director of Public Health
- Director of Fire
- Director of Legal Services
- Head of Communications

This list will be updated from time to time to reflect changes to posts