

Personnel Committee

Date: **Monday 10 June 2013**
Time: **2.00 pm**
Venue: **Room 519 County Hall, Norwich**

Agenda

Membership

Mr B Borrett
Mr T Coke
Mr C Jordan
Mr G Nobbs
Dr M Strong

1. Election of Chairman

To elect a Chairman for this Council year.

2. Election of Vice-Chairman

To elect a Vice-Chairman for this Council year.

3. Apologies

To receive any apologies.

4. Minutes

To confirm the public minutes of the meeting held on 4 March 2013 (Page 5)

5. 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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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|--|-------------|
| 6. Public Sector Pensions – Update | (Page 9) |
| Report by Acting Head of HR | |
| 7. Localism Act – Pay Policy Statement | (Page 13) |
| Report by Acting Head of HR | |
| 8. Director of Public Health. | (Page 31) |
| Report by Acting Head of HR | |
| 9. Exclusion of Public | |
| <p>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 items below on the grounds that they involve the likely disclosure of exempt information as defined by Paragraph 4 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.</p> <p>The committee will be presented with the conclusions of the public interest tests carried out by the report author and is recommended to confirm the exclusion.</p> | |
| 10. Minutes | (Page 49) |
| To confirm the exempt minutes of the meeting held on 4 March 2013 | |
| 11. Recruitment of Director of Public Health. | (Page 51) |
| Report by Acting Head of HR | |
| 12. Appointment of Managing Director | (To Follow) |
| Report by Acting Head of HR | |
| 13. Pay Negotiations | (Page 79) |
| Report by Acting Head of HR | |

Chris Walton
Head of Democratic Services

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Date Agenda Published: 31 May 2013



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Personnel Committee

Minutes of the Meeting held on 4 March 2013 at 2.00 pm in Room 519 at County Hall

Present:

Mr B Borrett (Chairman)
Mr M Brindle
Mr C Jordan
Mrs J Murphy

Also Present:

Ms A Gibson	Head of Human Resources and Organisational Development
Mr R Graham-Leigh	Reward Manager
Mrs S Farrell	Democratic Support Manager

1. Election of Chairman

Mr B Borrett was elected Chairman for the remainder of this Council year.

2. Apologies

There were no apologies.

3. Minutes

The minutes of the meeting held on 28 January were agreed as a correct record and signed by the Chairman.

4. Declarations of Interests

Mr Brindle declared that (in respect of agenda item 5) his wife was in receipt of a pension from Norfolk, as a retired teacher.

5. Public Sector Pensions - Update

5.1 The Committee received a report from the Acting Head of Human Resources (agenda item 5), which set out the latest position on Workplace Pension Reform.

5.2 During the meeting the following key points were raised:

- Query was raised in relation to paragraph 3.3 of the report to the Corporate Resources Overview and Scrutiny Panel and the key changes from the new regulations and reforms to the Local Government Pension Scheme. Members asked for confirmation that the 50% employee contribution option would be matched by a proportionate reduction in the employers' contribution. In reply, it was confirmed that

officers would confirm the position and write to the Committee, in due course.

- In response to a question on the financial and resource implications of auto enrolment (at para 4.6) it was confirmed that no detailed modelling had yet been undertaken however, the Corporate Resources Overview and Scrutiny Panel would be kept informed of the full cost implications as part of ongoing monitoring arrangements.

•
RESOLVED That the report be noted

6. Localism Act: Pay Policy Statement

6.1 The Committee received a report from the Acting Head of Human Resources (agenda item 6), which set out recommendations for the Council in relation to specific requirements arising from the 2011 Localism Act.

6.2 During the meeting the following key points were raised:

- The key issue was to ensure a transparent approach to how the authority published its pay policy statement and to ensure that there was an acknowledgement that the spirit of the letter from the Secretary of State was met. Members therefore confirmed that there should be no change to the policy from that originally drafted at paragraph 10.2.
- Members confirmed that there should be an aspiration that this matter be reviewed in one year, comparing NCC against the approach being adopted by other authorities.

RESOLVED

The Committee agreed

1. to recommend to Full Council that the Pay Policy Statement attached at Appendix 2 to the report be approved and published to meet the statutory deadline for the 2013/14 Pay Policy Statement, subject to retaining the full text at para 10.2 and
2. that, following the very recent supplementary statutory guidance issued by the Secretary of State, a further review of the Pay Policy Statement be carried out in 2013 and the Acting Head of HR carry out a further review of the 2013/14 Statement, taking account of the supplementary statutory guidance issued by the Secretary of State on 20 February 2013, bringing proposals for revision to a future meeting of the Personnel Committee for recommendation to Full Council.

7. Exclusion of the Public

7.1 The Personnel Committee was advised, with regard to agenda items 8 and 9, that the Committee needed to consider whether to exclude the public for the consideration of this information. The Head of Human Resources and presented the Public Interest Tests, as required by the 2006 Access to Information Regulations, for the consideration of the Committee as follows:

Item 8:

This report sets out sensitive information relating to the terms of employment of County Council employees. The release of this information would prejudice possible forthcoming negotiations and would therefore not be in the public interest. This assessment has been reached in light of the guidance provided by the Head of Law.

Item 9

This report includes sensitive information relating to the terms of employment of County Council employees. The release of this information would prejudice possible forthcoming negotiations and would therefore not be in the public interest. This assessment has been reached in light of the guidance provided by the Head of Law.

RESOLVED

That the Committee the reports below be excluded from public discussion and disclosure.

8. Fit for the Future Implementation – Update

- 8.1 The Committee received a report from the Acting Head of Human Resources (agenda item 8), which updated members on the outcomes of the fit for the Future project.

RESOLVED that the report be noted and a further report be presented to the June Committee.

9. Post Modern Reward Strategy – Issues

- 9.1 The Committee received a report from the Acting Head of Human Resources (agenda item 9), which updated members on the latest position with regard to issues arising from the Modern Reward Strategy.

RESOLVED that the report be noted

The meeting closed at 2.56 pm

CHAIRMAN



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Public Sector Pensions – Update

Report by Acting Head of HR

Summary

This report provides an update on the latest position in relation to the changes taking place to public sector pension schemes and the implications of Workplace Pension Reforms – Auto enrolment

Recommendation

Members are asked to note the contents of this report

1. Background

- 1.1 A number of reports have been taken to Personnel Committee over the last two years concerning developments affecting public sector pensions. This has been on the recommendation of the Corporate Resources Overview and Scrutiny Panel in July 2011 that pensions be a standing item for Personnel Committee for the foreseeable future.
- 1.2 This is at a time when there is considerable change facing all public sector pension schemes brought about by the recommendations of the Independent Public Services Pension Commission chaired by Lord Hutton that produced its final report in March 2011, and the introduction of pension auto enrolment as part of the Workplace Pension Reforms.
- 1.3 Pension schemes in operation for Norfolk County Council employees are the Local Government Pension Scheme, the Teachers' Pension Scheme, the Firefighters' Pension Scheme and the New Firefighters' Pension Scheme. All of these schemes make a significant contribution to an employee's total reward package.
- 1.4 The pension contributions made by both employees and the employer to the appropriate scheme ensure that members currently receive defined pension benefits based on final salaries on retirement, providing a guaranteed income.
- 1.5 Public sector pensions are among the very best available and are highly valued by employees. To reinforce the full value of the total package that Norfolk County Council provides for its employees, the contribution that the employer makes to the employee's pension is now included on pay slips.

2. Public Sector Pension Scheme Reform

- 2.1 The proposed reforms of public sector pension schemes have come about due to:
- people living longer than in previous generations
 - more of people's lives being spent in retirement
 - the increased cost of providing pensions
 - the increased cost having to be borne by the taxpayer.
- 2.2 The intentions behind the reforms are to make savings in the short term, and ensure that the schemes remain affordable in the future.
- 2.3 Heads of agreement documents were published in December 2011 and February 2012 for each of the pension schemes that are operated by the County Council that outline the parameters for the design of the revised schemes that will address the long term issue of affordability. Common factors are
- the move away from pension benefits based on final salaries, to benefits based on career average salaries,
 - elements of protection for employees who are nearing retirement, and
 - increases to the normal pension age when benefits become payable.
- 2.4 The effective dates for the introduction of the new schemes are April 2014 for the Local Government Pension Scheme and April 2015 for the Firefighters' Pension Schemes and the Teachers' Pension Scheme.
- 2.5 The Public Services Pension Act, that received Royal Assent on 25 April 2013, will provide a common legislative framework for public sector pensions and improve scheme governance, including a role for the Pensions Regulator to operate a system of independent oversight of the schemes.

3. Workplace Pensions Reform – Auto enrolment

- 3.1 The Pensions Act 2008 introduced a number of new employer duties in relation to workplace pensions with the aim of increasing provision by requiring more employers to provide pensions and more employees to save for their retirement.
- 3.2 The provisions of the resulting regulations mean that employers have to automatically enrol employees into a suitable workplace pension scheme once certain triggers are met in terms of age and earnings.
- 3.3 The regulations come into force on different dates for each employer depending on the number of employees each has. The effective date for Norfolk County Council was 1 February 2013. In advance of this date, letters had to be sent to all County Council employees setting out their pension position and how the regulations would apply to them.

- 3.4 From that date onwards, the authority now has to monitor payroll records each month to see whether there are any employees who now meet the triggers for being auto enrolled into the appropriate pension scheme.
- 3.5 The implementation of these regulations places a heavy administrative burden on employers in terms of Payroll and Pensions.
- 3.6 Ongoing monitoring of membership of pension schemes by County Council employees will continue so the impact of auto enrolment can be assessed, together with any cost implications for the County Council due to increased employer contributions if more employees become members of a pension scheme.

4. Next developments

- 4.1 Employer contribution rates for the Local Government Pension Scheme are determined by the triennial valuation of the scheme by its actuaries. The latest valuation exercise is currently taking place and the outcome will determine employer contribution rates to be effective from April 2014.
- 4.2 The Department of Work and Pensions is undertaking a consultation exercise on proposed amendments to the auto enrolment regulations in light of early experiences of their operation. Any changes will be implemented from April 2014. Some proposals are purely technical in nature, for instance extending the timescale that employers have after each pay period to auto enrol eligible employees. Another proposal is that there should be some easement of the regulations for employers already offering good pension schemes and contractually enrolling employees on appointment. This may have implications for local authorities, if implemented.
- 4.3 Members will be kept informed of further developments as they take place.

5. Resource Implications

5.1 Finance

As outlined in the report in paragraphs 3.6 and 4.1

5.2 Equality Impact Assessment (EqIA)

There are no implications

5.3 Any Other implications

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

5.4 Section 17 – Crime and Disorder Act

There are no implications

6. Recommendation

Members are asked to note the contents of this report.

Localism Act - Pay Policy Statement

Report by Acting Head of HR

This report provides a revised Norfolk County Council Pay Policy Statement for 2013/14, following revised statutory guidance. The Personnel Committee is recommended to:

- review and comment on the revised Pay Policy Statement
- recommend to Full Council that the Pay Policy Statement be approved, and published as soon as possible thereafter.

1 Background

- 1.1 An important part of the government's Transparency Agenda is the requirement in the Localism Act 2011 for all local authorities to prepare and publish an annual Pay Policy Statement, which must be approved by full council by 31 March each year. Amendments to the statement during the year must also be approved by full council.
- 1.2 In drawing up their pay policy statements, authorities must have regard to statutory guidance issued by the Secretary of State through the Department for Communities and Local Government (DCLG). The first such guidance was issued in 2011.
- 1.3 The council's Pay Policy Statement for 2013/14 was approved on 25 March 2013, having been reviewed by the Personnel Committee on 4 March. However DCLG had issued supplementary guidance in February 2013, which was not fully reflected in the Council's statement because time did not allow. It was therefore acknowledged that the Statement would need revision during 2013 to take full account of the supplementary guidance.
- 1.4 The following are attached:

Appendix A	Letter from Secretary of State, February 2013
Appendix B	Supplementary Statutory Guidance, February 2013
Appendix C	Revised draft Statement, showing amendments from the March version.

2 The supplementary statutory guidance

- 2.1 The supplementary guidance includes a number of recommendations to which the County Council must 'have regard', in particular:

"The existing Guidance makes clear that full council ... should be given the opportunity to vote before large salary packages [are] offered in respect of a new appointment. The Guidance states that the Secretary of State considers that £100,000 is the right level for that threshold to be set and that figure remains the same."

“For 2012-13, it appears that not all authorities chose to articulate in their statement if this was being done ... authorities should address this issue within their policy statements and make clear how they have taken account of this policy.”

- 2.2 The guidance contains similar recommendations in relation to severance payments over £100,000.
- 2.3 The guidance also states:

“If a relevant authority has concluded that a particular section(s) of the Guidance is not applicable to their local circumstances, the relevant authority should set out clearly in their pay policy statements why they consider this to be the case.
- 2.4 The Council’s 2012-13 Pay Policy Statement did not include a provision that Full Council should vote before an appointment is offered at over £100,000, for reasons set out below.
- 2.5 In light of the supplementary guidance and the Secretary of State’s letter, it is appropriate to consider again the council’s arrangements relating to pay and severance packages over £100,000, and ensure that they meet the high standards of transparency and Member accountability indicated.

3 Appointment salaries over £100,000

- 3.1 The Council’s present arrangements regarding senior appointment salaries are:
 - the Personnel Committee determines the salary grades of senior posts, and other pay policies. These are published.
 - individual appointment salaries of senior managers are determined by the Managing Director in accordance with the grade of the post and other relevant pay policies.
 - in the case of Chief and Deputy Chief Officers, appointments are made by Member Appointment Panels, and their views inform the decision as to appointment salary. The council’s constitution lists jobs appointed by Members, and the majority have salaries below £100,000. The present arrangements therefore provide a Member view on appointment salaries well below the £100,000 threshold.
 - pay and allowances of senior managers once in post are published.
- 3.2 There is therefore a high degree of transparency and Member accountability in the present arrangements.
- 3.3 Taking individual appointment salary proposals to full council presents practical issues, because meetings are relatively infrequent and may not coincide with recruitment timetables.
- 3.4 It is therefore proposed that the present arrangements should continue, as Member views are taken into account for pay packages well below £100,000 and requiring a vote at full council would be inefficient and impede the appointment process.

- 3.5 The draft revised Statement at Appendix C reflects the reasoning behind this approach.

4 Severance payments over £100,000

- 4.1 Policies on severance payments are determined by the Personnel Committee, within statutory provisions relating to redundancy and the Local Government Pension Scheme. The policy on Retirement on the Grounds of Business Efficiency or Redundancy provides that applications for early retirement must be considered under the principle that it is the final option and is more advantageous to the council than any other options available (considering financial implications and benefits for the service). All cases require the agreement of the Head of HR and OD, the Head of Finance, and the Head of Legal Services (who is also the Monitoring Officer).
- 4.2 No special arrangements are made in relation to payments over £100,000. Members would be involved in decisions affecting senior management posts, but in larger restructurings their focus is likely to be on service implications rather than on individual severance packages.
- 4.3 Severance payments for senior managers are published in accordance with separate statutory guidance on transparency.
- 4.4 Although the present arrangements are therefore rigorous and transparent, in light of the supplementary guidance and the Secretary of State's letter it is appropriate to reconsider these arrangements.
- 4.5 An alternative arrangement is that Group Leaders represented on the Personnel Committee should be consulted where severance payments over £100,000 are considered. The draft revised Statement at Appendix C therefore reflects this proposed approach.

5 Practice in other authorities

- 5.1 A survey of the 2013/14 Pay Policy Statements of 10 first-tier authorities shows that:
- 1 did not have a 2013/14 Statement on their website
 - 5 decided to make no special provision for appointment salaries over any threshold
 - 3 refer appointment salaries over £100,000 to their equivalent of the Personnel Committee or to Group Leaders
 - 1 refers appointment salaries over £100,000 to full council.
- 5.2 In relation to severance payments over £100,000 the respective figures are:
- 1 - no Statement on website
 - 6 - no special provision, no threshold
 - 1 - refer to Personnel Committee or Group Leaders
 - 2 - refer to full council.

6 Other published data on senior pay

- 6.1 The pay and responsibilities of senior posts (£58,200 and above) are reported on the Council's website in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency (including postholders' names unless the individuals specifically request that their name not be published).
- 6.2 The Accounts and Audit Regulations 2011 require local authorities to publish details relating to the remuneration and employer pension contributions in respect of their most senior managers, within their annual statement of accounts. Names of postholders are included.

7 Section 17 – Crime and Disorder Act

- 7.1 There are no identified Crime and Disorder implications.

8 Equality Impact Assessment

- 8.1 There are no identified equality implications.

9 Other Implications

- 9.1 .No implications have been identified other than those set out above.

10 Recommendations

- 10.1 The Committee is recommended:
 - 10.1.1 to review and comment on the revised Pay Policy Statement
 - 10.1.2 to recommend to Full Council that the Pay Policy Statement be approved, and published as soon as possible thereafter.

Officer Contact

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

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Department for Communities and Local Government

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Leaders of Local Authorities in England
Chairs of Fire and Rescue Authorities

20 February 2013

Dear All

Openness and Accountability in Local Pay

The introduction of the Localism Act's pay accountability measures was an important step in increasing accountability over local decisions on pay and reward, particularly senior pay. I am pleased that when exercising their responsibilities under these measures and preparing pay policy statements for 2012-13, the majority of relevant authorities sought to reflect the spirit of our approach. Pay policy statements have proved a rich source of information for local citizens and other interested parties, enabling a closer examination of how local taxpayers' money is spent on pay and reward of local authority staff.

In February 2012, we published *Openness and Accountability in Local Pay*, to which authorities must have regard when exercising their duties on pay accountability. This guidance still stands. However, as authorities begin to prepare or review their statements for 2013-14, it is important that Members continue to consider how to improve the clarity and value of the information that their authorities are publishing. In addition, many authorities can do more to ensure that their most important – and often most costly – decisions on pay and reward are exposed to the scrutiny of Full Council.

I am therefore today issuing some short supplementary guidance for 2013-14 which seeks to reflect lessons learnt from the experience of last year. In particular, the supplementary guidance highlights:

- Members should ensure that pay policy statements are set out clearly, that they fully address all of the requirements of the Localism Act 2011 and accompanying guidance, and are accessible. While all authorities prepared a pay policy statement for 2012-13, not all could be found easily, for example from a simple search of the authority's website. This should change.
- Full Council should be given the opportunity to vote on salary packages of £100,000 or more. I was disappointed that, for 2012-13, not all authorities chose to articulate in their statement if this was being done. This should be made absolutely clear. In addition, those authorities who may not have senior posts over £100,000 should seek to achieve the same degree of openness and accountability by adopting a lower threshold for votes, appropriate to their local circumstances

- Full Council should also be given the opportunity to vote on severance payments over £100,000. Many believe that pay-offs to senior local government staff are excessive and too frequent. The Localism Act brings out into the open the approach taken to severance across the sector. There is a clear case for going further and ensuring that, as well as approving their authority's policy on severance, Members are able to consider each time it is proposed to spend local taxpayers' money on a large pay-off. This follows on from my announcement in November 2012 where I said that I intend to remove the costly and bureaucratic requirement for a designated independent person to investigate allegations of misconduct by senior officers from the Local Authorities (Standing Orders) (England) Regulations 2001. I am currently consulting with the Local Government Association and others on the draft regulations to give effect to these changes.
- Finally, our expectation would be that where councils have directly elected mayors, they would involve the directly elected mayor and have regard to any proposals the mayor may have before the statement is considered and approved.

In considering and approving their Council's pay policy statement, Members have an opportunity to demonstrate that they are seeking to protect the interests of local taxpayers. Ensuring that their authority follows the principles set out in this guidance will help Members to do so. In due course, I shall review how authorities have addressed these issues in their pay policy statements for 2013-14. If it appears that authorities are not following specific aspects of this guidance - and are therefore not achieving appropriate levels of openness and accountability in the setting of policies on pay and reward - I may take steps to require authorities to adopt particular policies.

A handwritten signature in blue ink that reads "Eric Pickles". The signature is written in a cursive, flowing style.

RT HON ERIC PICKLES MP



Department for
Communities and
Local Government

Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011

Supplementary Guidance

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Openness and Accountability in Local Pay: Supplementary Guidance

1. Sections 38 to 43 of the Localism Act 2011 require relevant authorities to prepare a pay policy statement for the financial year 2012-13 and each subsequent financial year. Section 40 of the Act includes provision for the Secretary of State to issue guidance on the content and application of senior pay statements. Relevant authorities must have regard to this guidance in the exercise of their functions under the pay accountability provisions.
2. *Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act* was published in February 2012 and can be accessed here: [Pay Accountability Guidance](#)¹. That Guidance still stands. This note supplements that Guidance and authorities in England must take account of when preparing their pay policy statements for 2013-14 and each subsequent financial year.
3. If a relevant authority has concluded that a particular section(s) of the Guidance is not applicable to their local circumstances, the relevant authority should set out clearly in their pay policy statements why they consider this to be the case.

Presentation and accessibility

4. Pay policy statements are public documents to be used as an information source to enable local taxpayers to hold their councillors to account on pay matters.
5. The Localism Act 2011 requires that as soon as is reasonably practicable after approving or amending a pay policy statement, authorities must publish the statement or the amended statement in such manner as they see fit which must include publication on the authority's website. In addition, section 38 (4) requires authorities to set out in their pay policy statements their approach to the publication of and access to information relating to the remuneration of chief officers.
6. Once approved, authorities should ensure their pay policy statement is published as soon as is reasonably practicable. Evidence suggests that, while authorities had prepared their pay policy statements and published them online for 2012-13, a significant number of statements were not easily accessible and readily available to the public.² Authorities should

¹ Link to *Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act* published in February 2012

² One Society published a report: *Leading the way on fair pay – which is an assessment of principal local authorities in England & Wales using local authorities' pay policy statements as source of information. On availability and accessibility of pay policy statement it found that the statements in the majority of cases could not easily be found.*

<http://www.onesociety.helencross.co.uk/wp-content/uploads/2012/09/FairPayReport2012.pdf>

ensure that statements can be easily found, for example, by a simple search on their website. The statement itself should be published as a stand alone document in its final form, perhaps within the website's transparency section or with other pay and workforce information.

7. The information within pay policy statements should be presented in a clear and accessible format. Evidence suggests that authorities should do more to ensure that that jargon is kept to a minimum, any acronyms used are explained, and that any hyperlinks used to access other documents or websites work properly.³ In addition, authorities should set out clearly and separately their policies against each of the requirements listed in the relevant sections of the Localism Act 2011. Where this is done effectively, it will help enable taxpayers to decide whether they are getting value for money in the way that public money is spent on local authority pay and reward.

Accountability

Salaries on appointment

8. The existing Guidance makes clear that full council (or a meeting of members for fire authorities) should be given the opportunity to vote before large salary packages offered in respect of a new appointment. The Guidance states that the Secretary of State considers that £100,000 is the right level for that threshold to be set and that figure remains the same.
9. For 2012-13, it appears that not all authorities chose to articulate in their statement if this was being done. Local taxpayers should know what their authority's policy is on senior appointments and, specifically, have a right to expect that decisions about the most senior - and most costly - appointments are being taken by those who are directly accountable to local communities. As with all aspects of this Guidance, authorities should address this issue within their policy statements and make clear how they have taken account of this policy.
10. There will be some authorities whose salary structures do not include posts or appointments over £100,000. Where this is the case, those authorities should seek to achieve a similar degree of openness and accountability. Specifically, such authorities should set their own salary threshold which is more suited to their local circumstances and should allow full council an opportunity to vote on salary packages for new appointments above that level.⁴

Severance payments

11. There has been a great deal of public scrutiny of the level of severance payments awarded to senior local government staff and rightly so. Authorities should ensure that they manage their workforces in a way that best delivers best value for money for local taxpayers and sets the right

³ One Society report: Leading the way on Fair Pay

<http://www.onesociety.helencross.co.uk/wp-content/uploads/2012/09/FairPayReport2012.pdf>

⁴ Salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind to which the officer is entitled as a result of their employment.

example on restraint. This includes any payments offered to staff leaving the authority.

12. Authorities are already required to publish their policies on severance for chief officers⁵ and their policy on discretionary compensation for relevant staff in the event of redundancy.⁶ In addition, other regulations provide for disclosure of remuneration of senior employees including details of severance payments within authorities' annual statement of accounts.⁷
13. Taken together, these measures enable greater scrutiny of the money spent by authorities on severance. However, given continuing public concern about the level and frequency of such payments, there is a case for going further to ensure that decisions to spend local taxpayers' money on large pay-offs are subject to appropriate levels of accountability. Authorities should, therefore, offer full council (or a meeting of members in the case of fire authorities) the opportunity to vote before large severance packages beyond a particular threshold are approved for staff leaving the organisation. As with salaries on appointment, the Secretary of State considers that £100,000 is the right level for that threshold to be set.
14. In presenting information to full council, authorities should set out clearly the components of relevant severance packages. These components may include salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.
15. This follows on from the Secretary of State's announcement⁸ that he intends to remove the costly and bureaucratic requirement for a designated independent person to investigate allegations of misconduct by senior officers from the Local Authorities (Standing Orders) (England) Regulations 2001. We are currently consulting with the Local Government Association and others on the draft regulations to give effect to these changes.

Role of Mayors

16. The Localism Act requires that pay policy statements must be approved by full council. Our expectation would be that where councils have directly elected mayors, they would involve the directly elected mayor and have regard to any proposals the mayor may have before the statement is considered and approved.

⁵ The Localism Act 2011, s.38 (4) (f)

⁶ Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

⁷ Accounts and Audit (England) Regulations 2011

⁸ Press Notice 9 November 2012 <https://www.gov.uk/government/news/eric-pickles-acts-to-limit-town-hall-chiefs-golden-goodbyes>

Queries

17. If you have any queries on this guidance, please submit them using the details below.

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NORFOLK COUNTY COUNCIL
Pay Policy Statement 2013–2014
REVISED JUNE 2013 - DRAFT

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1 Introduction and Scope

- 1.1 Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. This Pay Policy Statement outlines the Council's pay and reward policies for 2013-2014. These ensure that pay and rewards policies are appropriate for the Council's aims, are competitive and affordable, and are consistently and equitably applied.
- 1.2 The policies referred to in this Statement are relevant to Council employees generally. However the scope of this Statement does not include all pay policies relating to certain categories of employees, including:
- a) Firefighters (covered by the National Conditions for Local Authorities' Fire Brigades)
 - b) Teachers (covered by statutory School Teachers' Pay and Conditions)
 - c) Employees in schools
 - d) Employees paid on national pay rates determined by the Soulbury Committee covering Education Improvement Professionals and Educational Psychologists
 - e) Employees in Public Health on NHS conditions of employment.***
- 1.3 The Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011.

2 Definitions

- 2.1 The Council defines the total employment package as consisting of both tangible and intangible elements. The pay policy statement focuses on the tangible pay and reward elements, including salary, allowances, benefits in kind, pension enhancement and payments relating to the ceasing of employment.
- 2.2 The Council defines "lowest paid employees" as staff paid on the first spinal column point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff, as this is the lowest pay rate generally applied to NCC roles.
- 2.3 The Council employs some apprentices under the national Apprenticeship framework, who are paid at less than the Council's minimum salary point, in line with the National Minimum Wage for apprentices set by the Department for Business, Innovation and Skills. The rate at 31st March 2013 is £2.65 per hour (equivalent to £5,112 per annum for a 37 hour week).

3 The Council's Pay and Rewards Strategy

- 3.1 The Council's overall approach to pay and reward is set out in its Pay and Rewards Strategy. The objectives set out in that document are to:
- a) Attract and retain people with the skills and talent the County Council needs to deliver excellent services in Norfolk.
 - b) Encourage and reward high levels of contribution, new ways of working, and relevant skills acquisition through experience and development, by employees at all levels.
 - c) Provide a fair system of reward for employees.
- 3.2 The Council's pay policies are designed to achieve those objectives within the Principles and Core Standards set out in the strategy. Pay policies, and strategy, are kept under review and updated from time to time as necessary.

4 Governance Arrangements

- 4.1 The Council's Personnel Committee determines the terms and conditions of employment for all staff within the scope of this statement, including the application of any discretions available under the Local government Pension Scheme. The full remit of the Personnel Committee is detailed in the Council Constitution.
- 4.2 The Officer Employment Procedure Rules of the Council's Constitution (Appendix 15) provide for designated Senior Officers to take certain delegated decisions in relation to employment matters, within the policy framework approved by the Personnel Committee.

5 Publication of and access to information relating to pay

- 5.1 The Council publishes information about pay in accordance with statutory requirements, and the guidance of the Information Commissioner's Office and the Department of Communities and Local Government. Information is published on the Council's website and in the Council's Statement of Accounts.

6 Basic Pay Determination

Pay levels for all employees are determined by the following:

- 6.1 The Council uses the Hay Job Evaluation Scheme to establish the relative "sizes" of jobs within the organisation. An evaluation results in an overall job evaluation score, which is used to rank jobs within the organisation. The overall job evaluation score for a job is used to allocate that job to the appropriate pay grade of the Council's grade structure. For jobs at Scale P and above (£77,232+ as at 31st March 2013), external evaluation specialists will be commissioned to independently review and validate the job evaluation rationale. The outcome is subject to approval by the Personnel Committee.
- 6.2 Appointment - The incremental point at which an individual will be appointed to within the grade will normally be the minimum of the scale. However appointment may be at a higher point within the scale where necessary to appoint the best candidate.

In the case of the appointment of Chief Officers and Deputy Chief Officers, views of Members of the Appointments Panel will inform the decision.

- 6.3 ***As the the existing arrangements for determining senior salaries are robust and transparent, the County Council has decided that a vote on salary packages above a defined threshold prior to appointment would not add to democratic accountability, would cause delay in recruitment, and would not be an efficient process.***
- 6.4 Progression – all employees are eligible to receive annual incremental increases within the grade structure until they reach the top increment of the grade. There is no further base pay progression once the employee reaches the maximum spinal column point, or maximum of the grade range, for the role. Incremental progression is subject to satisfactory performance as defined by the Council's performance appraisal policy. An increment may be withheld from an individual where a satisfactory rating is not achieved. New starters must complete a 6-month period before becoming eligible for incremental increases.
- 6.5 The Council's pay scale values are subject to annual review. For Norfolk grades from Scale A to Scale M, the Council applies the annual pay award agreed by the National Joint Council for local government services. For grades Scales N and above, the County Council locally reviews pay levels annually having regard to national settlements covering local government and local affordability.
- 6.6 General Review - Pay levels are set with reference to a number of internal and external factors and market forces. Where a need is identified to review the levels of basic pay at all or some pay grades (for example in the light of sustained recruitment and retention difficulties), the Council will commission research into market levels. Any decision on changes as a result of this research would be considered by the Personnel Committee, taking account of affordability.

7 Additional Pay Determination

In addition to basic pay the Council's reward package may include additional pay elements.

- 7.1 The Council will consider the payment of salary supplements in the event of external market pressures for recruitment and retention. Payments must be based on genuine objective grounds and driven by business requirements and not individual circumstances. Payments must be applied consistently based on sound, recognised and robust pay data in accordance with Equal Pay legislation and the Equal Opportunities in Employment Policy. Market supplements are applied, reviewed and withdrawn in accordance with the Council's Policy and Procedure for Market Supplements (recruitment and retention).
- 7.2 There will be occasions where, due to the service needs, employees will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher level role, or undertaking additional responsibilities). Payment for these extra duties will be made in accordance with the Acting Up and Honoraria Policy and Procedure. All payments are regularly monitored and reviewed as outlined in the policy.
- 7.3 The County Council does not operate a performance pay scheme outside the incremental grading structure that determines basic pay and therefore there are no performance or bonus payments paid to employees of the Council.

- 7.4 Employees that are redeployed, due to redundancy or disability, to a post at a lower grade may be eligible for a redeployment compensation payment. This will be paid in accordance with the Redeployment Policy and Procedure.
- 7.5 The Council employs the use of a number of additional allowances and enhancements to reflect and recompense for additional responsibilities, duties and working patterns. The eligibility to these enhancements varies depending upon the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the respective policy documents. These are kept under review and changes or additional policies would be approved by the Personnel Committee.
- 7.6 The Council operates a Car Provision Scheme, which provides lease cars to employees on a contributory basis. This is restricted to employees that have to travel on a regular basis to fulfil the duties of their role.

8 Termination of Employment

- 8.1 The Council's policy on redundancy is contained within the Staffing Adjustment Policy, which details the conditions under which redundancy payments can be made. Where an employee is made redundant, severance benefits will be based on the number of weeks in the statutory Redundancy Pay Table based on actual weekly earnings. Where full time weekly earnings are less than the statutory cap, employees will receive a rate equivalent to the statutory cap per week, pro rata for part time staff.
- 8.2 Membership of a pension scheme is determined by the relevant conditions of service and is subject to the rules of the specific scheme. The Council operates the Local Government Pension Scheme (LGPS) for most employees within the scope of this statement. Some employees may be members of the Teachers Pension Scheme (TPS), the Fire Fighters Pension Scheme (now closed to new entrants) (FPS) and the New Fire Fighters Pension Scheme (NFPS).
- 8.3 The Council's practice for early termination of employment arrangements (for reasons other than redundancy) are detailed in the Retirement of Members of Local Government Pension Scheme Policy and Procedure; and any additional discretions under the pensions regulations for the LGPS are detailed in Employers Statement of Exercise of Discretionary Powers.
- 8.4 Only in very exceptional circumstances and where the business case supports it might the Council agree to any arrangements in relation to termination of employment outside those referred to above, to avoid or settle a legal claim.
- 8.5 The Council's policy on the employment of people retired on redundancy grounds from Norfolk County Council, or on ill-health or efficiency grounds from any local authority employment, is that any such case must show clear organisational and financial benefits to the Authority. Each case must be considered by the Head of HR and Organisational Development. The remuneration on employment would be determined in the same way as for any other appointment.
- 8.6 *Where severance payments over £100,000 are considered, the Managing Director or Head of HR and Organisational Development will consult the Group Leaders represented on the Personnel Committee.***

8.7 *The arrangements for approving severance payments are robust and transparent, and the County Council has decided that a vote on severance payments above a defined threshold would not add to democratic accountability and would not be an efficient process.*

9 Remuneration of staff on a Contract for Services

- 9.1 In common with any large organisation in the public or private sector, from time to time and on a temporary basis the Council needs to use interim staff who are not directly employed. In such cases the Council would not incur the costs of national insurance, pension contributions, annual leave or sick pay.
- 9.2 This happens where we have a short term need for particular skills or where we are experiencing recruitment and retention difficulties. When we use interim staff they are usually sourced through specialist agencies.
- 9.3 In line with the Agency Workers Directive, the Council will aim to pay staff on a Contract for Services at a rate consistent with the pay and reward of the Council's directly employed staff performing a role of comparable responsibility. However, as with the employed workforce the Council retains the discretion to take into account market factors in determining the appropriate pay level, whilst demonstrating value for money for the remuneration offered.
- 9.4 The Council's guide to Recruiting to Temporary Appointments outlines the actions required when there is a requirement for interims or consultants. This confirms the financial threshold at which a business case will need to be submitted for Chief Officer approval and Cabinet Member endorsement, prior to any contractual commitment.

10 Fairness in pay

- 10.1 As already stated, the Council recognises the importance of fairness in pay and utilises the following approaches to maintain this:
- a) the Council's pay and reward policies are applied equally to all employees, except where there are good reasons reflecting genuine factors which apply only to certain employee categories;
 - b) the Council's Personnel Committee is responsible for setting the pay and conditions policies of all employees within the scope of this statement;
 - c) the Council involves the workforce and trades unions in any proposals to change pay and rewards policies and practices. Regular consultation and negotiation take place on all employment matters, including pay and reward;
 - d) all categories of employees are covered by recognised trades unions;
 - e) the Council's approach to publishing information on pay is set out in paragraph 5.1 to ensure that pay policies are open to scrutiny.
- 10.2 The current ratio of the Chief Executive's salary to the median salary in the organisation is published as set out in paragraph 5.1. The Council intends to move to publishing more comprehensive information on the relationship of senior pay to that of other employees, including non basic pay elements. Over time, this will enable changes in these relationships to be clearly seen, and reasons for any changes will be explained.

11 Review

~~*[DELETED TEXT 11.1 — A review of this pay policy statement will be carried out during 2013, to take account of supplementary statutory guidance provided by the Secretary of State in February 2013.]*~~

11.1 The pay policy statement is reviewed by the Personnel Committee and is recommended to Full Council for annual approval. The statement for 2014-15 will be submitted to Full Council for approval by 31 March 2014.

Director of Public Health

Report by Acting Head of HR

This report recommends a grade for the vacant post of Director of Public Health. It sets out factors which may lead the Council to appoint an NHS Consultant to the post, with implications for the salary level and conditions of employment.

The Committee is recommended:

- to approve a grade of Scale Q for the post of Director of Public Health;
- in the event of appointment of an NHS Consultant to the post of Director of Public Health, to approve the appointment on an NHS Consultant contract and pay provisions.

1 Background

- 1.1 From 1 April 2013 the Public Health service for Norfolk and Waveney transferred to the County Council. The most senior post transferring was the Director of Public Health.
- 1.2 The post was already vacant prior to the transfer, and a recruitment exercise was not successful. A senior employee was temporarily promoted to lead the service during the transitional period and until recruitment can take place.
- 1.3 In order to recruit to the post now that it has transferred to the Council, a decision needs to be taken on the pay level, within the Council's pay and conditions frameworks. For senior manager posts, the Council's Constitution provides that the grading decision is reserved to Members. This report therefore makes a recommendation as to the substantive grade for the post.
- 1.4 However, for reasons set out below, it may be that an appointment on the pay and terms of employment of NHS Consultants will be necessary, which would mean a higher pay level. The report explains why this may be the case, and recommends a course of action to address this.
- 1.5 The following are attached for reference:

Appendix A	Job description for Director of Public Health
Appendix B	Senior management structure chart
Appendix C	Norfolk County Council pay scales

2 Job Evaluation

- 2.1 In accordance with our usual grading practice for senior posts, Hay Group Management Consultants have assessed the grade using the Hay Job Evaluation methodology. The use of Hay job evaluation means that the post has been evaluated by the same method as other posts across the County Council, at all levels.

- 2.2 The resulting evaluation indicates a grade of Scale Q, £89,533 - £103,793 pa. The Committee is recommended to approve the grade.

3 Market pay considerations

- 3.1 Advice from Public Health England to the Managing Director is that either the Director or the Deputy Director of Public Health should be a qualified Consultant. Our Deputy post is also presently vacant, so, depending on the experience and qualifications of applicants, Members may well want to offer the Director position to an applicant who is presently on an NHS Consultant contract.
- 3.2 National NHS pay and contracts for Consultants are quite different from those of other senior staff. Consultants' basic pay scales go up to £101,451 and individuals may receive in addition substantial additional payments, in the form of Clinical Excellence Awards, Discretionary Pay Points, Distinction Awards or Intensity Supplements. Their pay is therefore often above that of non-Consultant senior management posts.
- 3.3 In the NHS, appointment arrangements recognise this, allowing Consultants appointed to Director of Public Health posts to continue on their Consultant contracts and pay, as long as the post requires a Consultant's qualification and experience. To provide an incentive to attract Consultants to such posts, an additional annual allowance is paid in such cases.
- 3.4 So, if our preferred candidate is a Consultant, consideration will need to be given to offering the position on an NHS Consultant's contract and pay, depending on the individual's present salary.
- 3.5 Given the seniority of the post, it is proposed that as part of the recruitment process the potential need to offer the job at an enhanced salary and conditions is considered, taking the advice of the recruitment agency supporting us with the process, and that the Managing Director should discuss the position with the Group Leaders represented on the Personnel Committee before any decision to offer a particular pay and conditions package is made.
- 3.6 Should a Consultant be appointed to the Director post, the Deputy position would not require a Consultant appointment.
- 3.7 Alternatively, the Deputy could be the Consultant. This would present a similar situation, with the additional factor that the Deputy may well be on a higher salary than the Director - a situation which does not itself present a difficulty and is not uncommon in the NHS world, although unusual in Local Government.

4 Financial Implications

- 4.1 In the event of a Consultant being appointed, the precise salary which Members decide to offer the successful candidate will depend upon the individual's present contract type and salary.
- 4.2 In the event that the successful candidate is not a Consultant, the salary offered will fall within the Scale Q range.
- 4.3 In either event, the pay package will be paid from the approved staff salary budget of the Public Health service.

5 Transparency and accountability in senior pay matters

- 5.1 The pay of senior posts is reported on the Council's website under statutory requirements.

6 Section 17 – Crime and Disorder Act

- 6.1 There are no identified Crime and Disorder implications.

7 Equality Impact Assessment

- 7.1 There are no identified equality implications.

8 Other Implications

- 8.1 The Public Health service has only recently been transferred to the County Council, and the structure of the service, and its relationship with other Council services, will be fully considered as part of the county-wide review of our functions and service delivery under the Enterprising Norfolk initiative.

9 Recommendations

- 9.1 The Committee is recommended:
- 9.1.1 to approve a grade of Scale Q for the post of Director of Public Health;
 - 9.1.2 in the event of appointment of an NHS Consultant to the post of Director of Public Health, to approve the appointment on an NHS Consultant contract and pay provisions.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with Audrey Sharp, Acting Head of HR audrey.sharp@norfolk.gov.uk 01603 222796



If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact **Audrey Sharp** on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



Faculty of Public Health

of the Royal Colleges of Physicians of the United Kingdom

Working to improve the public's health

INSERT LOGO



Norfolk and Waveney

Title:	Director of Public Health
Employing Organisation:	Norfolk PCT (until 31 March 2013) Norfolk County Council (from 1 April 2013)
Accountable to:-	Until 31 March 2013 professionally accountable to the Norfolk PCT & Waveney (and Secretary of State for Health through Chief Medical Officer) From 1 April 2013 professionally accountable to Norfolk County Council (and Secretary of State for Health through Chief Medical Officer) Managerially to Chief Executive of both Norfolk PCT and Norfolk County Council
Hours:	Full time normally 40 hours
Work base:	County Hall, Martineau Lane, Norwich
Key Relationships	Chief Executive of employing body Leader and other Cabinet Members Chief Officer Group (COG)/Senior Management Team/Heads of Service Local NHS bodies including clinical commissioning groups Public Health England Health and Wellbeing Board Local Resilience Forum Chief Executives and other senior officers of other Norfolk Authorities and public services Central Government departments, Ministers, officials Local MP's Press – national and local

Context

The Director of Public Health post will understand and enhance the health of the people of Norfolk and adopt an approach which:

- Understands the link between economic success and good health and takes a long term approach to strategic improvement in both

- Develops a clear, targeted long term strategy that ensures health and social care, education, housing, jobs and economic policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing
- Minimises the adverse effects of demographic change and potential threats from poor health on the long term competitiveness of the. Norfolk County Council. The challenges of a growth in numbers of older people and people with disabilities will require a medium term strategy.

These roles are derived from Government policy and clearly identify the unique contribution which local authorities can make to improve the health and wellbeing of communities through:

- Their statutory responsibilities and powers with respect to health protection and health scrutiny
- The level, distribution and quality of services they directly commission or provide
- Strategic leadership-promoting and supporting partnership working by public and private sector agencies on key priorities such as community safety, alcohol and drugs prevention and treatment
- Community leadership-enabling Members to engage effectively with their communities with respect to health and intelligently holds the NHS and the local authority to account
- Advocacy and influence-national and local policy development

The Director of Public Health is appointed according to procedures that replicate the statutory process for senior appointments to the NHS, including an Advisory Appointment Committee.

Job Summary

The Role

The 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 is a visionary and transformational leader with a full understanding of relationships and culture of organisations that impact on the wider determinants of health as well as health services. S/he leads a team within the local authority responsible for the development of a strategic needs assessment for the local population and for the delivery of:

1. Health Improvement

- developing healthy, sustainable and cohesive communities through Health and Wellbeing Board
- developing healthy lifestyles for individuals and communities
- tackling specific issues based on local needs assessment such as childhood obesity, smoking,
- developing a strategy for reducing health inequalities

2. Health Protection

- dealing with infectious disease threats including food and water borne disease supported by local Public Health England
- preparing for emergencies including pandemic influenza
- advising on environmental threats including pollution, noise and contaminated land

3. Health services public health

- population health care such as immunisation and screening programmes
- supporting the commissioning of appropriate, effective, and equitable health care from the NHS locally
- leading the integration of health and social care services

4. Corporate leadership

- As a member of the Chief Officers' Group share in the development and review of corporate strategies and the allocation of resources to meet statutory, County Council and service requirements
- To ensure the provision of professional advice to the County Council to enable it to determine cost effective and innovative strategies that realise the Council's visions and objectives

The Director of Public Health is:

1. Trustworthy and independent professional accountable to Secretary of State through Public Health England as well as to the local population through the Local Authority.
2. Trained and experienced in all areas of public health practice and registered with the GMC or another appropriate regulatory body and accountable to them for their professional practice including ethical standards
3. Able to demonstrate corporate skills in strategic leadership within an organisation
4. A skilled and trusted communicator at all times particularly in a crisis
5. Strongly committed to teaching and research in collaboration with academic departments
6. Up to date and can demonstrate continuing professional development through appraisal and revalidation as a specialist with GMC or other regulator
7. Highly visible to ensure in-depth knowledge of local communities and better working between the public and local organisations
8. Able to show intellectual rigour and personal credibility to collaborative working and commissioning processes
9. Demonstrably accomplished in improving the health of communities
10. Able to lead across all local authority functions to district councils, NHS bodies, the private sector and the third sector indicating the impact of investment on public health and inequalities

The Director of Public Health will:

1. Produce an independent annual report on the health of the population, progress on improving health and reducing inequalities and making recommendations
2. Be principal adviser to Health and Wellbeing Board in developing a Health and Wellbeing Strategy based on the assessed needs of the population and proven interventions to improve health
3. Provide specialist public health advice to commissioners on priorities for health and social care spending and the appropriate configuration of services within and between local authorities.
4. Support Local Resilience Forum in developing comprehensive multi agency plans for the anticipated threats to public health

Key tasks

The job description will be subject to review in consultation with the post holder in the light of the needs of the employing organisation and the development of the speciality of public health and any wider developments in the field of public health.

CORE COMPETENCY AREAS

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

- To ensure the proper design, development and utilisation of major 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 Local Authority, 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 produce an annual report on the health of the population of Norfolk

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 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 Norfolk County Council on the communication, dissemination, implementation and delivery of national, regional and local policies and public health strategies, 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 Norfolk County Council 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.

Corporate Leadership

- As part of the Chief Officers' Group, plan and prioritise to ensure the Council meets statutory obligations and achieves the Council's long-term vision and the delivery of high quality services that meet the needs and aspirations of the people of Norfolk.
- Be the lead professional advisor to Members on policy and service delivery matters in Public Health directorate, through provision of professional advice, data and analysis to allow informed and timely decisions that are in the best interests of Norfolk
- Lead change activities or programmes across the Council, which are critical to the long-term success of the authority. Oversee joint working across the Council departments to ensure efficient and effective delivery of corporate objectives.

DEFINED COMPETENCY AREAS

Health Improvement

- To be responsible for designated areas of health improvement programmes, public health surveillance or population screening or geographical areas.
- To take a Executive Director 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 ensure that effective local arrangements exist for covering 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 development of clinical networks, clinical governance and audit.

- To review evidence and providing highly specialised advice on preferred treatment options or protocols based on the evidence for individual patients.

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 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 arm of Public Health England 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.
- To develop public health capacity through contributing to education and training and development within the Directorate, and within the wider NHS and non NHS workforce.

GENERAL CONDITIONS

Terms and conditions of service

TBC

On call arrangements

The post holder will be expected to be on call for health protection and public health and to participate in the communicable disease and environmental hazards control and emergency planning arrangements for Norfolk. Suitable training will be provided for those who need it in discussion with the Health Protection Agency or their successor body.

Indemnity

As the post holder will only be indemnified for duties undertaken on behalf of Norfolk County Council the post holder is strongly advised to ensure that he/she has appropriate professional defence organisation cover for duties outside the scope of Norfolk County Council and for private activity within Norfolk.

Flexibility

The post holder 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 change. 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.

Public Interest Disclosure

Should a consultant have cause for genuine concern about an issue (including one that would normally be subject to the above paragraph) and believes that disclosure would be in the public interest, he or she should have a right to speak out and be afforded statutory protection and should follow local procedures for disclosure of information in the public interest. (put in following confidentiality paragraph)

Health and safety

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) and its amendments and by food hygiene legislation to ensure that the agreed safety procedures are carried out to maintain a safe condition for employees, patients and visitors.

Smoke free premises policy

Smoking is not permitted in NCC premises or any part of any building controlled by NCC.

Equal Opportunities

Both the NHS and The County Council have policies that seeks to ensure that all employees are selected, trained and promoted on the basis of ability, the requirements of the post and other similar and objective criteria. The gender identity, marital status, ethnic origin, age, religion or belief, or sexual orientation of an applicant or employee does not affect the employment opportunities made available, except as permitted by legislation. Both the NHS and County Council also has a policy for the employment of disabled people that requires full and fair consideration to be given to people with disabilities in the recruitment process. Applicants declaring a disability who meet the minimum (essential) criteria for the vacancy will be invited for interview.

Data Protection

Norfolk PCT and Norfolk County Council are required by law to comply with the Data Protection Act 1998. Employees have an important role to play in ensuring that personal information is processed lawfully and fairly. Personal information is information relating to a living individual who can be identified. It is each individual employee's responsibility to handle all personal information properly no matter, how it is collected, recorded and used, whether on paper, in a computer, or on other material. Personal information must not be disclosed to others unless authorised to do so. Every employee should familiarise themselves with the Data Protection Policy.

Confidentiality Policy

Both the NHS and Council operate a Confidentiality Policies and Code of Conduct. Employees I have an obligation to respect the confidentiality of information acquired in the course of their work and must not disclose information about employees, clients, councilors, I finances or any other business either directly or by way of casual conversation. Employees must not use such information for their personal advantage or gain or pass it to others who may use it for their advantage or gain.

Standards of Conduct and Behaviour

The Council has approved Standards of Conduct and Behavior expected of their employees. A policy describes guidelines for staff on issues such as outside commitments, conflict of interest, relationship with members etc, which can be found on www.peoplenet.norfolk.gov.uk

Political Restrictions

This post is a Politically Restricted Post under the Local Government and Housing Act 1989. This means that restrictions apply to the your political activity, and the effect is that from 1 May 1990 you are disqualified from -

- Becoming or remaining a member of a local authority, unless elected on or before 30 April, 1990.
- Standing for parliamentary or European election (UK constituency)
- Being re-elected to such positions after current membership has expired.

Furthermore the Secretary of State is to issue regulations under this Act which will place restrictions on more general political activity by Politically Restricted Potholders.

You have the right of appeal for exemption against political restriction, and further information about the procedure for this is available on request.

DIRECTOR OF PUBLIC HEALTH
Norfolk County Council

Education/Qualifications	Essential	Desirable
Inclusion in the GMC Specialist Register/GDC Specialist List or UK Public Health Register(UKPHR)	X	
If included in the GMC/GDC Specialist Register in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health medicine practice	X	
Public health specialist 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 [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		X
Personal qualities		
Transformational and visionary leader	X	
Commitment to adding public health values to corporate agendas	X	
Strong commitment to public health principles	X	
Able to prioritise work, and work well against a background of change and uncertainty	X	
Adaptable to situations, able to handle people of all capabilities and attitudes	X	
Commitment to team-working, and respect and consideration for the skills of others	X	
Self-motivated, pro-active, and innovative	X	
High standards of professional probity	X	
Experience		
Minimum of three years' experience of public health practice at senior level		X
High level project management skills	X	
Excellent staff and corporate management and development skills	X	
Experience of working in complex political and social environments	X	
Excellent change management skills	X	
Budget management skills	X	
Training and mentoring skills		X
Scientific publications, presentation of papers at conferences, seminars etc		X
Skills		
Strategic thinker with proven leadership skills	X	
Excellent oral and written communication skills (including dealing with the media)	X	
Effective interpersonal, motivational and influencing skills	X	
Ability to respond appropriately in unplanned and unforeseen circumstances	X	

Good presentational skills (written and oral)	X	
Sensible negotiator with practical expectation of what can be achieved	X	
Substantially numerate, with highly developed analytical skills using qualitative and quantitative data	X	
Computer literate	X	
Ability to design, develop, interpret and implement policies	X	
Ability to concentrate for long periods (e.g. analyses, media presentations)	X	
Resource management skills	X	
Knowledge		
High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation	X	
Full understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health	X	
Full understanding of and commitment to delivery of improved health through mainstream NHS activities	X	
Understanding of NHS and local government cultures, structures and policies	X	
Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice	X	
Understanding of social and political environment	X	
Understanding of interfaces between health and social care	X	
In depth understanding of the impact of the political context on ways of working in the organisation and what to do to work effectively within that; able to anticipate issues that may need consideration from a political perspective and plans to ensure these are managed	X	

Shortlisting notes

The Faculty of Public Health advises that in order to be shortlisted for a consultant post applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UK Public Health Register (UKPHR) must provide verifiable signed documentary evidence that an application for inclusion on one of these specialist registers is in progress as follows:

1. Applicants in training grades

Public health Specialist Registrars and Specialist Trainees in a recognised UK public health training scheme must provide evidence to confirm that they are within **SIX** months of award of their certificate of completion of training (CCT) and inclusion in the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR at the date of interview (i.e. the expected date of award of their CCT must fall no more than six months after the date of interview). *Please note that from January 2005 in England, May 2005 in Scotland and November 2005 in Northern Ireland and Wales, this period has been extended from the three months required previously.* The documentary evidence should be:

Either a RITA Form G (Final Record of Satisfactory Progress) **or** a letter from the postgraduate dean (or Faculty Adviser) specifying the expected date for completion of training (which must be not more than six months after the date of interview).

2. Applicants in non training grades

2.1 Doctors (i.e. medical practitioners)

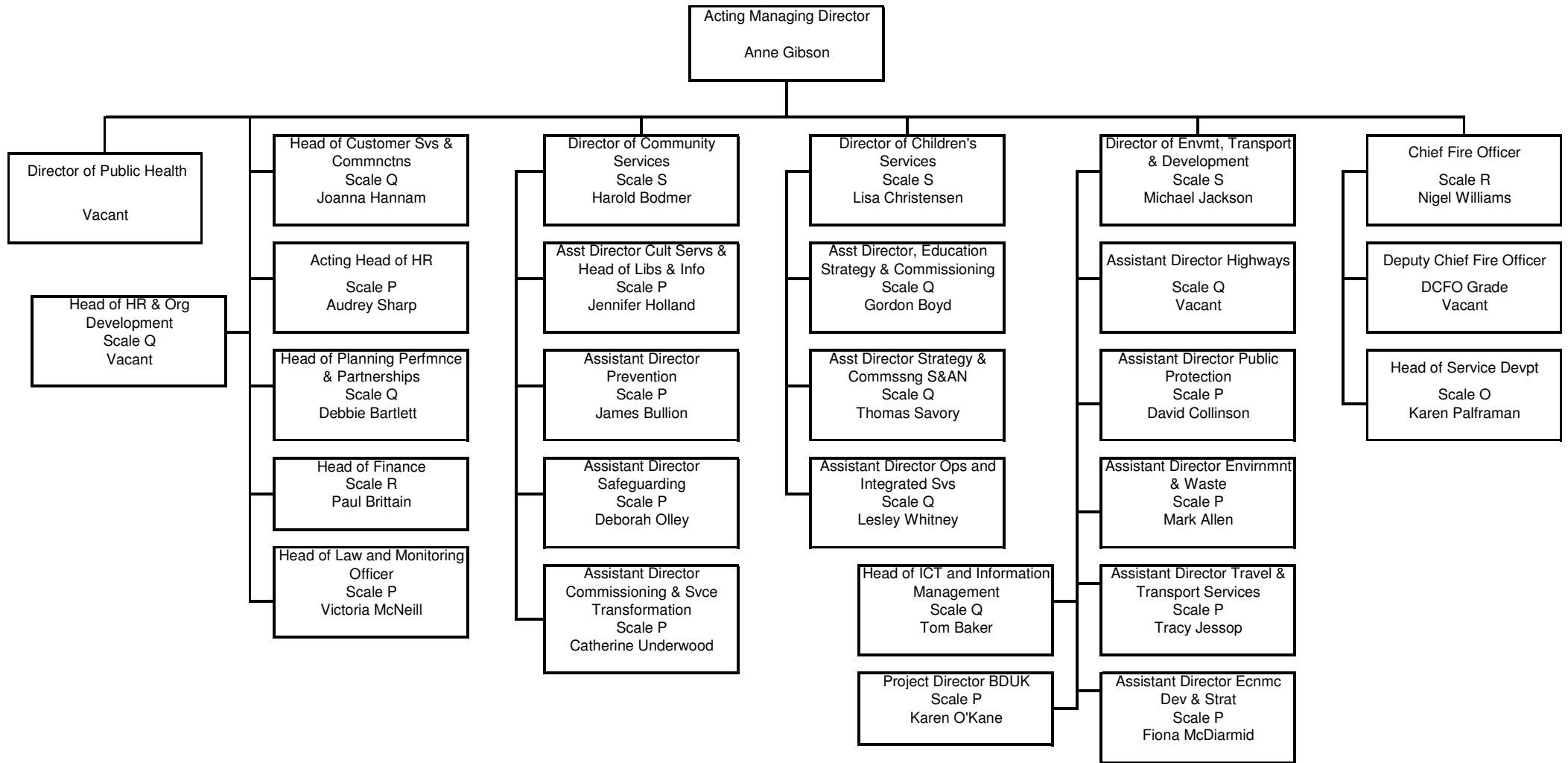
Doctors outside recognised UK public health training schemes fall into a number of categories:

- those who have trained outside the UK, who may have specialist training and qualifications which they are seeking to have recognised by the General Medical Council (GMC) in order to gain registration with the GMC: these doctors may be shortlisted according to the following 2005 guidance from the Department of Health and Scottish Executive which indicates that *There will be some instances (for example when considering applicants trained outside the UK) where an AAC may choose to interview a candidate prior to [GMC] Specialist Register entry. In these circumstances, it will wish to be satisfied that subsequent Specialist Register entry is likely.* **Employers should ask the applicant to provide documentary evidence that he/she has submitted an application to the GMC which is eligible for consideration at the time of application (for shortlisting).**
- those who have not completed specialist training in the UK who is seeking entry to the GMC Specialist Register through Article 14 of the European Specialist Medical Qualifications Order (ESMQO), which allows the GMC to consider not only training but also relevant experience: these doctors may have trained in or outside of the UK. **Again, employers should ask the applicant to provide documentary evidence that he/she has submitted an application to the GMC which is eligible for consideration at the time of application (for shortlisting).**

2.2 Applicants from a background other than medicine

- Other than trainees (see 1 above), applicants from a background other than medicine would normally be expected to have gained full registration with the UKPHR. However, exceptionally, individuals who can demonstrate that they have submitted a portfolio application to the UKPHR may be considered for shortlisting. **Suitable evidence will be a letter from the UKPHR acknowledging receipt of the portfolio application.**

- Other than trainees (see 1 above), applicants from a background in public health dentistry must be included in the GDC Specialist List in dental public health. However, those who can demonstrate that they have submitted an application for inclusion on the GDC specialist list in public health dentistry may be considered for shortlisting. **Employers should ask the applicant to provide documentary evidence that he/she has submitted an application to the GDC which is eligible for consideration at the time of application (for shortlisting).**



Norfolk County Council Salary Scales from 1 April 2012

Scale	Salary Point	£
Scale A	4	£12,145
	5	£12,312
	6	£12,489
Scale B	7	£12,787
	8	£13,189
	9	£13,589
Scale C	10	£13,874
	11	£14,733
	12	£15,039
	13	£15,444
Scale D	14	£15,725
	15	£16,054
	16	£16,440
	17	£16,830
Scale E	18	£17,161
	19	£17,802
	20	£18,453
	21	£19,126
Scale F	22	£19,621
	23	£20,198
	24	£20,858
	25	£21,519
Scale G	26	£22,221
	27	£22,958
	28	£23,708
Scale H	29	£24,646
	30	£25,472
	31	£26,276

Scale	Salary Point	£
Scale I	32	£27,052
	33	£27,849
	34	£28,636
Scale J	35	£29,236
	36	£30,011
	37	£30,851
Scale K	38	£32,574
	39	£33,471
	40	£34,389
	41	£35,337
	42	£36,306
Scale L	43	£37,941
	44	£38,781
	45	£39,645
	46	£40,536
	47	£41,421
Scale M	48	£43,527
	49	£44,622
	50	£45,735
	51	£46,887
	52	£48,060
Scale N	53	£50,859
	54	£52,320
	55	£53,823
	56	£55,368
	57	£56,955
Scale O	58	£60,072
	59	£61,779
	60	£63,540
	61	£65,349
	62	£67,209

Senior management and chief officer grades		£
Scale P		£77,232
		£79,549
		£81,935
		£84,393
		£86,925
Scale Q		£89,533
		£92,219
		£94,986
		£97,835
		£100,770
Scale R		£103,793
		£106,907
		£110,114
		£113,417
		£116,820
Scale S		£120,325
		£123,935
		£127,653
		£131,483
		£135,427
	£139,490	

