

# Employment Committee

Date: **Friday 17 February 2023**

Time: **3pm**

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

## Membership

Cllr Andrew Proctor (Chair)

Cllr Anthony Adams

Cllr Stuart Clancy

Cllr Steve Morpew

Cllr Saul Penfold

Cllr Graham Plant (Vice-Chair)

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](mailto: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.

# A g e n d a

## 1. To receive any apologies.

## 2. Minutes

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To agree the minutes of the meeting held on 30 November 2022

## 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. Corporate Structure Review

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Report by the Head of Paid Service

**6. Christmas Eve – Concessionary Half Day**

*To Follow*

Report by the Executive Director of Strategy and Transformation

**7. 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 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 of the Local Government Act 1972, 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 tests carried out by the report author and is recommended to confirm the exclusion.

**8. Exempt Minutes of the Meeting held on 30 November 2022**

To agree the exempt minutes of the meeting held on 30 November 2022

Tom McCabe  
Head of Paid Service  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 9 February 2023



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## Employment Committee

Minutes of the Meeting Held on 30 November 2022  
in the Edwards Room, County Hall

**Present:**

Cllr Graham Plant (Chair)

Cllr Tony Adams  
Cllr Stuart Clancy

Cllr Steve Morpew  
Cllr Saul Penfold

**Also Present:**

Sally Albrow	Senior HR Consultant
Jane Naumkin	Director for People
Derryth Wright	Head of HR Performance and Governance (Head of HSW)

**1. Apologies for Absence**

1.1 Apologies were received from Cllr Andrew Proctor. Cllr Graham Plant in the Chair.

**1b. Election of Vice-Chair for the meeting**

1b.1 Cllr Saul Penfold nominated himself seconded by Cllr Morpew. Cllr Saul Penfold was elected to act as Vice-Chair for the meeting.

**2. Minutes**

2.1 The minutes of the meeting held on 28 October 2021 were agreed as an accurate record and signed by the Chairman.

**2. Declarations of Interest**

2.1 No Interests were declared

**3. Updates from the Chairman/Committee Members**

3.1 A Committee Member requested an update on the impact of the Family Assessment and Safeguarding Team (FAST) Social Workers scheme which was discussed at the previous meeting on 28 October 2021. As this scheme was discussed in private session on the 28 October 2021 it was agreed that a private briefing would be given to the Committee following discussion of the

exempt minutes.

3.2 A Committee Member requested that the Committee receive an update on changes to senior management structure following the announcement that the Executive Director of Finance and Commercial Services and Director of Governance were leaving the organisation and not being replaced, and changes announced to management in Children's Services. The Director of People replied that changes if there were any changes to senior gradings following the Council restructure would be brought to the Committee in due course. The management changes in Childrens' Services were to junior management and outside the remit of the Committee.

#### **4. Annual Leave entitlement and the 2022-23 pay award**

4.1.1 The Committee received the report setting out proposals for employees covered by the Local Government Services (Green Book) national pay deal to include an additional day of annual leave from 1 April 2023 and a proposal to allow employees to apply to sell up to five days of annual leave for the year 2022-23 onwards.

4.1.2 The Director for People introduced the report to the Committee:

- As part of the pay award, an extra day's leave had been included as part of the offer. This proposal would cover all staff on pay scales A-S and 80-90 Soulbury Officers. Firefighters and teachers were not included as they had different arrangements.
- Senior management and Executive Directors supported this proposal as it would support recruitment and retention.
- The second proposal being brought to the Committee for approval was for staff to be able to sell up to 5 days annual leave, where it had been signed off by their line manager. Temporary provision to sell leave had been in place during the pandemic. Norfolk County Council would encourage staff to take annual leave, however, having the opportunity to sell up to 5 days of annual leave would give people flexibility while leaving them with at least the statutory minimum holiday days.

4.2 The following points were discussed and noted:

- Officers confirmed that while the temporary selling annual leave policy was in place there had been no formal complaints from employees who had their request declined by their manager. Decisions to sell leave tended to be made in collaboration with employees, looking at the impact on their service and on the employee's wellbeing and workload.
- A Committee Member hoped that the policy for selling leave would be managed in a way so that capacity within teams would not be impacted. Officers confirmed this was an expectation.
- A concern was raised that people taking less leave may impact on an increase in sickness levels in teams with high workloads and it was suggested that the impact of this policy was reviewed.
- It was confirmed that UNISON Trade Union was supportive of the proposal to allow staff to sell annual leave but was keen that employee wellbeing was at the forefront of decisions, acknowledging that an offer of flexibility could help people affected by recent cost-of-living rises.

- The Chair **suggested** that the scheme for staff to have the opportunity to sell annual leave was put in place for an initial 2-year period followed by a review to decide if it would continue.
- It was suggested that the scheme could be reviewed at the regular meetings held with trade unions to identify issues.
- The Chair **requested** that if issues were identified before the end of the 2-year trial period then officers should bring a report to the Committee at this time.

4.3 The Employment Committee:

- **Agreed** an increase of one day of annual leave entitlement for employees on salary scales A-S and those on Soulbury salary scales.
- **Agreed** the introduction of a Selling Annual Leave policy, which allows employees to sell up to five days of leave per year back to Norfolk County Council, for a period of two years followed by a review by this committee to identify the impact of the scheme and whether it should continue.
- **Delegated** to sign off final details of the Selling Annual Leave policy to the Director for People.

**5. Exclusion of the public**

5.1 The Committee **agreed** to exclude the public from the meeting.

**6. Exempt minutes of 28 October 2021**

6.1 The minutes of the meeting held on the 28 October 2021 were **agreed** as an accurate record and signed by the Chairman

6.2 The Committee received an update from officers on the impact of the Family Assessment and Safeguarding Team (FAST) Social Workers scheme which was discussed at the previous meeting on 28 October 2021.

**The meeting concluded at 12:55**

**Chair**

## Employment Committee

Item No: 5

**Report Title: Corporate Structure Review**

**Date of Meeting: 17 February 2023**

**Responsible Cabinet Member: Cllr Proctor** (Leader and Cabinet Member for Strategy & Governance)

**Responsible Director: Tom McCabe, Head of Paid Service**

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions:  
N/A**

### **Executive Summary / Introduction from Cabinet Member**

As members are aware, the Director of Governance (Helen Edwards), whose role included the responsibilities of Monitoring Officer (MO) has now left the organisation (8 January 2023); and the Executive Director of Finance and Commercial Services (Simon George), our Section 151 Officer, is due to leave on 14 April 2023.

When giving due consideration to the organisation design principles that are driving our ongoing Strategic Review, and the likely future state of public sector finances, the conclusion reached is to not replace either post on a like for like basis.

I am of the view there are internal colleagues with the potential capability, skills and experience to fulfil the statutory responsibilities associated with our Section 151 and Monitoring Officer roles. For that reason, the intention is to delete both of the existing roles from the organisation and restructure the relevant areas to bring that into effect.

**Actions Required:** The Employment Committee is recommended to:

- 1. Agree the overall revised structure following the deletion of the posts of Executive Director, Finance & Commercial Services and Director of Governance.**
- 2. Agree to the establishment of an Appointments Panel for a replacement Section 151 Officer with the recommendation to be put forward to full council for approval.**

## 1. **Background and Purpose**

As part of the Strategic Review, we have revised our organisational design principles to increase our operational efficiency and identify duplication of activity. This will enable us to reduce the number of management layers and improve spans of control. As part of this process, it has been concluded that the Director of Governance and Executive Director of Finance and Commercial Services posts could be deleted from our Senior Management structure, yielding a material and ongoing cost-saving without any reduction in service.

This also removes a layer from the Senior Management team and creates an opportunity to use our succession plan for these roles with our own talent.

The organisation design principles are used to help business leaders design their structures in a consistent way across the organisation. They build on NCC's current principles which recommend team structures are designed with management reporting lines that have at least a two-grade gap. The strategic review principles are based on organisational design best-practice and inform how many direct reports a manager should have and how many work levels there should be from the most junior role to the most senior role in the organisation. Where there are too many management layers, decision making accountability can be challenging and with too few layers decision making can become overly centralised.

The principles that have been followed for the Strategic Review are:

1. Spans of control: Managers should aim to have between 6-8 direct reports.
2. Management layers: Activities are organised into 6 work levels across NCC.
3. Decision making: Managers are at a higher work level than their direct reports, taking full accountability for performance and hiring decisions. Supporting supervisory roles may be needed in certain areas to break large spans of control.

## 2. **Monitoring Officer and Governance Services**

The Council is required by s5 Local Government & Housing Act 1989 to designate one of its officers as the Monitoring Officer. On 13 December 2022, Full Council agreed to transfer the MO responsibilities to the Assistant Director Governance (Legal Services).

The line management for the Assistant Director Governance (Legal Services) and the Assistant Director Governance (Democratic & Regulatory Services) transferred to the Executive Director of Strategy & Transformation with effect



from 1 January 2023. Overall, these governance services are considered to sit well with other central functions that cut across the directorates and will provide opportunities for collaboration and service improvements.

### **3. Proposal for Finance and Commercial Services**

- 3.1 It is recommended that Section 151 responsibilities previously held by the Executive Director Finance and Commercial Services be designated to a new role of Director of Strategic Finance. This role will also encompass the existing responsibilities of the post of Director of Financial Management.
- 3.2 It is proposed to create a stand-alone Finance service, headed by the Director of Strategic Finance, who will report directly to the Head of Paid Service. The existing leads for Norfolk Pension Fund, Exchequer Services and Internal Audit will report directly to the Director of Strategic Finance. (See Fig 3 below)
- 3.3 Information Management and Technology will move to Strategy & Transformation, reporting to the Executive Director (See Fig 7) and both Corporate Property and Procurement will sit under CES reporting to Executive Director, CES & Head of Paid Service. (See Fig 5)
- 3.4 The structure change will be fully implemented from April 2023.
- 3.5 Members will be aware that our Director of Public Health (Dr Louise Smith) has resigned and is due to leave Norfolk County Council in early March. Recruitment for this role has commenced. It is proposed that line management for the Director of Public Health should shift to the Executive Director for Adult Services, but with a dotted line to the Head of Paid Service. Moving the DPH into Adults is considered to better align with much of our work with the new Integrated Care Board; it picks up alignment of the Health and Wellbeing Board with the Integrated Care Partnership; the wider integration that already exists between health and social care teams; and the emerging work at place level where public health activity is already closely aligned to that of the ICB.

Please see below organisation charts for further reference:

Figure 1

### Existing Chief Officer Structure

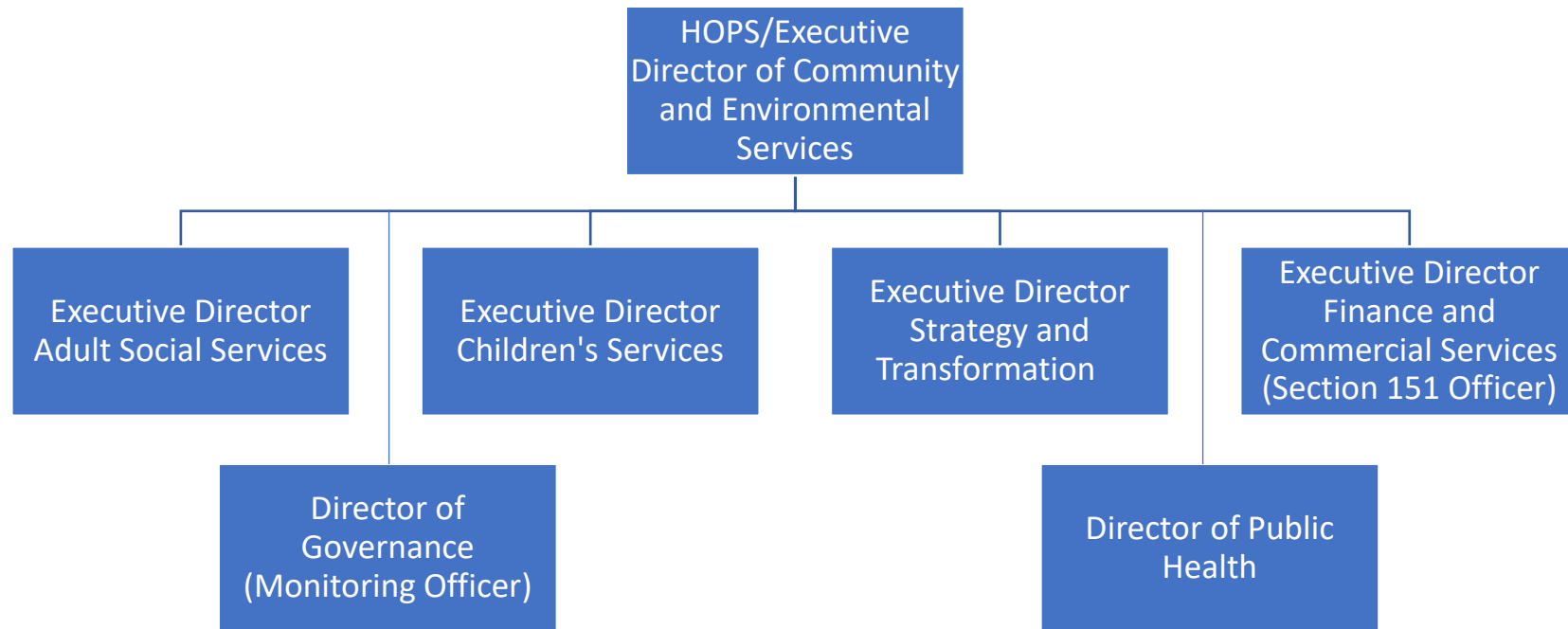


Figure 2

### Proposed Chief Officer Structure

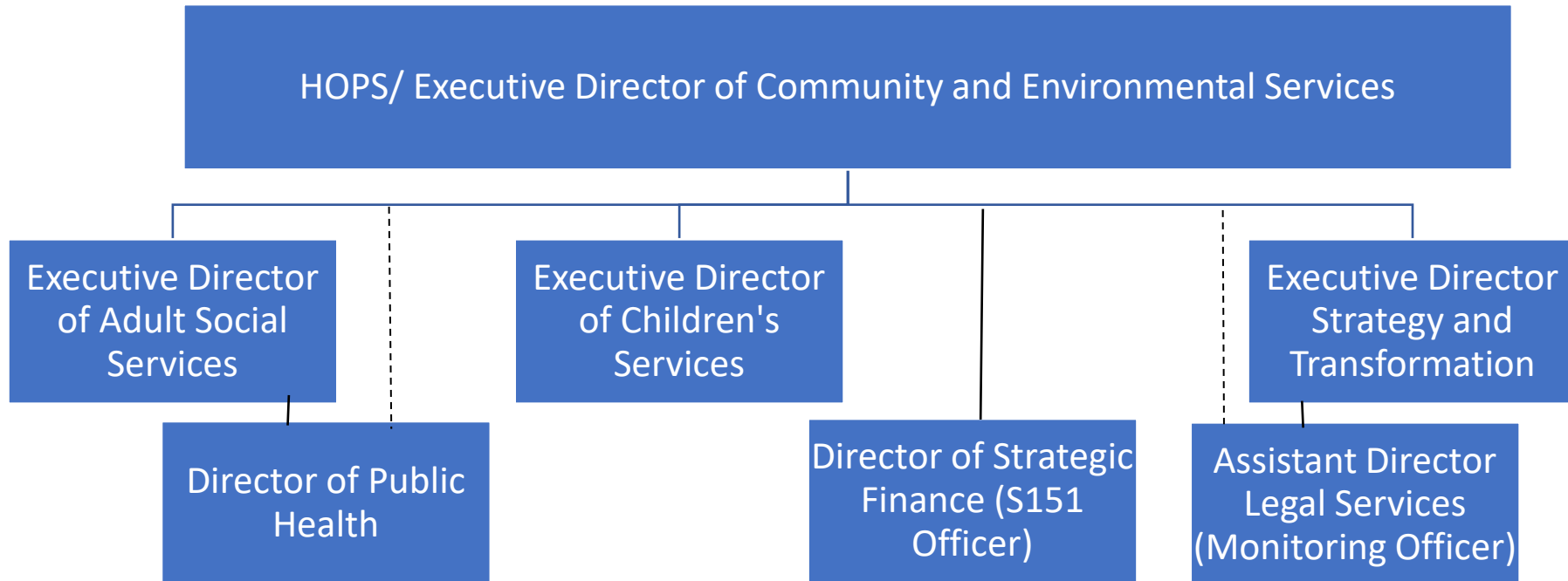


Figure 3

Proposed Finance Management Structure

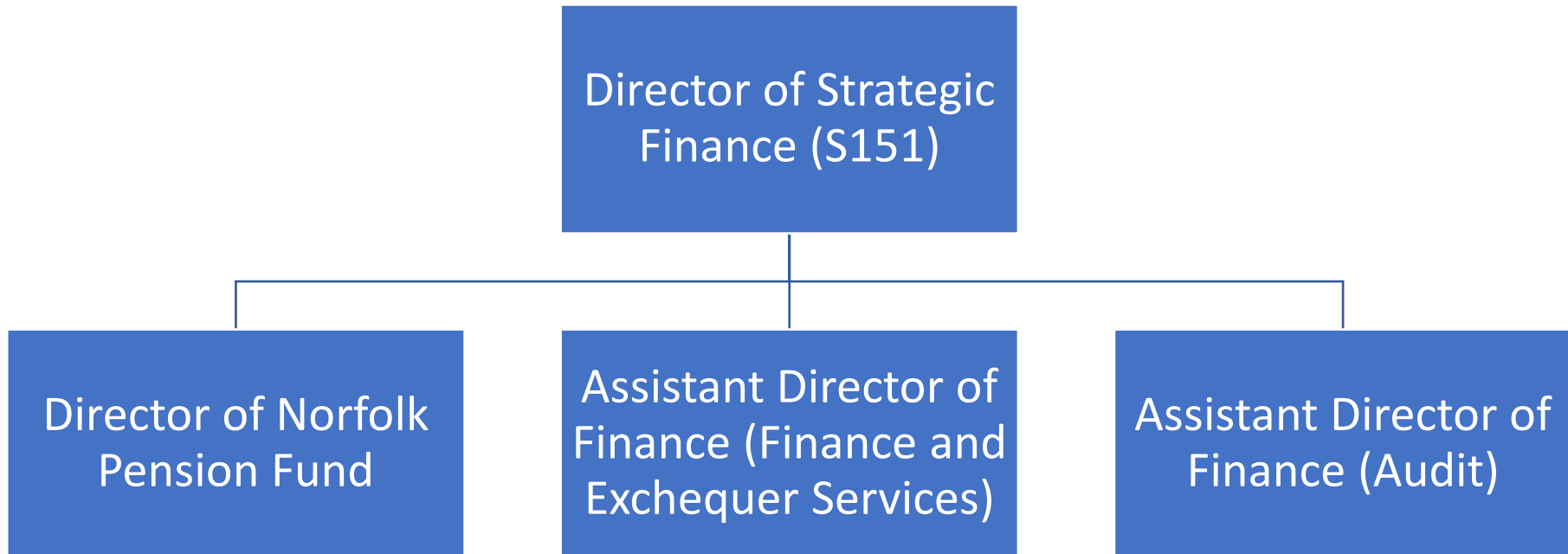


Figure 4

### Existing CES Management Structure



Figure 5

### Proposed CES Management Structure



Figure 6

## Existing Strategy and Transformation Management Structure

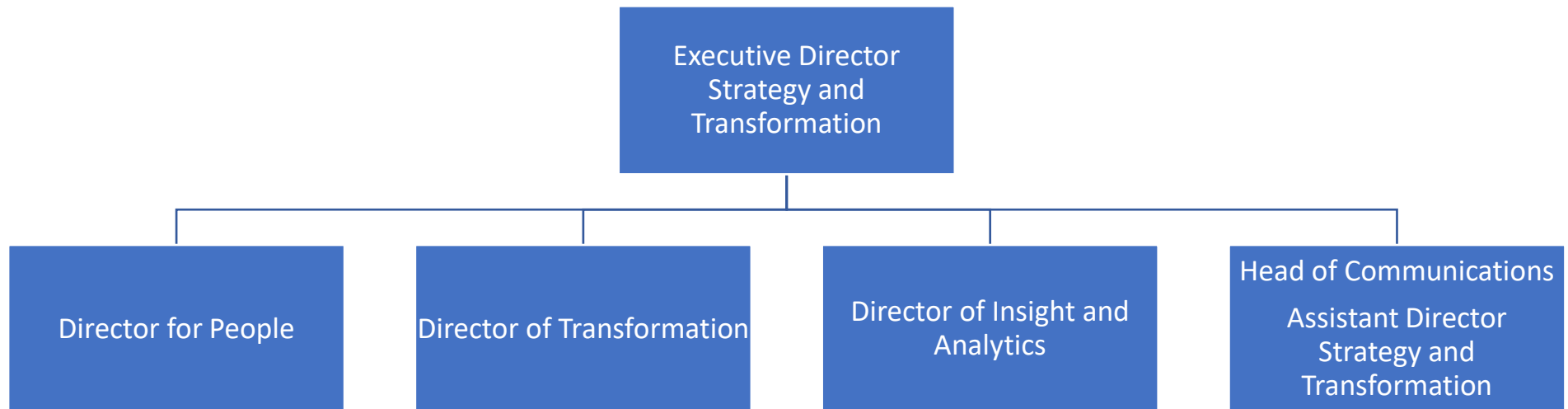


Figure 7

## Proposed Strategy and Transformation Management Structure





#### **4. Impact of the Proposal**

The proposal delivers savings to the overall budget, whilst putting into practice succession plans for statutory and senior roles within the organisation.

#### **5. Financial Implications**

There is a permanent saving of approximately £250,000 in salary and on-costs from the deletion of the two posts. There will be a modest cost for regrading of current roles.

#### **6. Resource Implications**

There are no significant resource implications to implement the proposal.

#### **7. Staff:**

Both the Director of Strategic Finance and Assistant Director of Legal Services roles have revised job descriptions which have been submitted to our external provider for review of grade as per our usual process.

#### **8. Other Implications**

##### **8.1 Legal Implications:**

The Council must designate both a Monitoring Officer and a Section 151 Officer – which this report addresses.

##### **8.2 Human Rights Implications:**

None

##### **8.3 Equality Impact Assessment (EqIA)**

The proposal does not impact on the demographic of the teams involved.

#### **9. Data Protection Impact Assessments (DPIA):**

No new data protection impacts arise from these proposals.

## 10. Sustainability implications (where appropriate):

No sustainability implications arise from this report.

## 11. Recommendations

**Actions Required:** The Employment Committee is recommended to:

1. **Agree the overall revised structure following the deletion of the posts of Executive Director, Finance & Commercial Services and Director of Governance**
2. **Agree to the establishment of an Appointments Panel for a replacement Section 151 Officer with the recommendation to be put forward to full council for approval.**

### Officer Contact

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

**Officer name: Tom McCabe**

**Email: [tom.mccabe@norfolk.gov.uk](mailto:tom.mccabe@norfolk.gov.uk)**



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