

Employment Committee

Date: **Monday 18 March 2024**

Time: **1pm**

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

Membership

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

Cllr Steve Morpew
Cllr Saul Penfold
Cllr Carl Smith

Advice for members of the public:

This meeting will be held in public and in person.

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

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

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

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

Agenda

1. To receive any apologies.

2. Minutes

To agree the minutes of the meeting held on 5 October 2023

Page 4

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

5. Senior Management Structure

Page 7

Report by the Chief Executive

6. Employee Severance Packages over £100,000

Page 13

Report by the Chief Executive

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 item below on the grounds that it involves the likely disclosure of exempt information as defined by paragraphs 3 and 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.

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

8. Exempt minutes of the meeting held on 5 October 2023

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

Date Agenda Published: 8 March 2024



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Employment Committee

Minutes of the Meeting Held on 5 October 2023 at
12 noon in the Council Chamber, County Hall

Present:

Cllr Kay Mason Billig (Chairman)
Cllr Andrew Jamieson (Vice-Chairman)
Cllr Bill Borrett
Cllr Stuart Dark

Substitutes present:

Cllr Chrissie Rumsby substituted Cllr Steve Morphey

Also Present:

Derryth Wright	Interim Director for People
Kat Hulatt	Director Legal Services & Monitoring Officer
Sally Albrow	HR Senior Consultant - Policy and Reward team
Maisie Coldman	Trainee Committee Officer

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Saul Penfold, Cllr Carl Smith and Cllr Steve Morphey (substituted by Cllr Chrissie Rumsby)

2. Minutes

- 2.1 The minutes of the meeting held on 12 July 2023 were **agreed** as an accurate record and signed by the Chair.

3. Declarations of Interest

None.

4 Urgent Business

None.

5 Senior Fire Roles – salary review

- 5.1 Derryth Wright, Interim Director for People introduced the report to the committee. The report provided the pay reviews of the three senior roles in the Norfolk Fire and Rescue Service and the recommendations ensured that there was a reasonable

difference between the pay boundaries. She highlighted the differences between Grey, Gold and Green book pay awards and terms. Grey referred to operational officers, gold referred to senior officers and green referred to the Director of Norfolk Fire & Rescue Service and non-operational employees.

5.2 The following points were discussed and noted:

- Members offered their recognition of the work that the Norfolk Fire Service does. All staff contribute to the success of the service and particular praise was given to Ceri Summer, Chief Fire Officer at Norfolk Fire and Rescue Service.
- A member of the committee felt that all Norfolk Fire and Rescue Service staff should be rewarded with a bonus to recognise their contributions to the services. It was confirmed that the Norfolk Fire and Rescue Service do have means to recognise exceptional service and the Chief Fire Officer could decide where to apply this. The report brought to the committee did not relate to recognition and focused specifically on senior officer pay. Another member questioned the appropriateness of awarding one department at Norfolk County Council (NCC) with recognition when there are many extraordinary departments.
- The content and layout of the report was praised, and authors were thanked for making it an easy read.
- It was felt that the pay increases would provide benefits to NCC by safeguarding the council by ensuring the recruitment of the senior staff.

5.3 The Committee

1. **AGREED** that with effect from 1 July 2022, allowances are included when determining the minimum salary for the Assistant Chief Fire Officer (ACFO) and Deputy Chief Fire Officer (DCFO).
2. **AGREED** that with effect from 1 July 2022 the salary level of the Director of Fire (Chief Fire Officer (CFO)) will be set at 25% above that of the Deputy Chief Fire Officer to reflect national benchmarks for the role. This will be achieved by applying a market pay supplement. The market supplement will be reviewed annually to ensure the pay for this post remains in line with national benchmarks and does not go below the minimum differential of 22.5%.
3. **AGREED** to give the Chief Executive in consultation with the Director for People discretion to amend the pay for these roles to maintain the minimum differential levels of salary and reflect national benchmarks when future pay awards are agreed, with any decisions to go outside these agreed parameters reserved for the Employment Committee.

6 Exclusion of the Public

- 6.1 The Committee **agreed** to exclude the public from the meeting under section 100A of the Local Government Act 1972 for consideration of “ Senior Fire Roles - salary review: Appendix A and Appendix B” on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 and 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.

7 Senior Fire Roles - salary review: Appendix A and Appendix B

- 7.1 The Committee **NOTED** Appendix A and Appendix B.

The meeting concluded at 12:16

Chair

Employment Committee

Item No: 5

Report Title: Senior management structure

Date of Meeting: 18 March 2024

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

Responsible Director: Tom McCabe, Chief Executive

Is this a Key Decision? Yes / No

Executive Summary / Introduction from Cabinet Member

Following the re-establishment of a Chief Executive role for the Council and deletion of two senior management posts last year, the Chief Executive has undertaken a further senior management structure review. This report provides the latest proposed iteration of the structure.

Norfolk County Council, like all local authorities, continues to face significant financial challenges. We have a good track record of meeting that challenge through transforming our services to focus on preventative approaches that promote and enable service user independence and self-service. This approach will take time to realise full benefits and in the light of increasing pressures the authority has also sought to identify available shorter-term savings. It is important that we continue to explore all opportunities to identify ongoing savings.

The Executive Director for Community and Environmental Services (CES) post has been filled on an interim basis since the recreation of the Chief Executive role. It is therefore appropriate to consider the future of this post in the light of the ongoing financial environment, service pressures and opportunities to deliver new ways of working.

CES represents a collection of broad services, with varying degrees of synergy. The Chief Executive considers that this proposal will build on the achievements of the department and Service Directors to date, creating a more devolved operating model and enabling similar services to work more closely together.

Recommendations:

- 1. To delete the post of Executive Director for CES**
- 2. To approve the proposed operating model and reporting structure**

1. Background and Purpose

- 1.1 Norfolk County Council, like all local authorities, continues to face significant financial challenges. We have a good track record of meeting that challenge through transforming our services to focus on preventative approaches that promote and enable service user independence and self-service. This approach will take time to realise full benefits and in the light of increasing pressures the authority continues to explore other avenues that could create savings.
- 1.2 The Executive Director for Community and Environmental Services (CES) post has been filled on an interim basis since the recreation of the Chief Executive role. When any post becomes vacant it is good practice to review the need for the role and what is the optimum way to deliver the function – considering prevailing internal and external financial and service conditions.
- 1.3 The existing management structure is provided at appendix 1 and the proposed structure is at appendix 2.
- 1.4 This report seeks Employment Committee approval of these proposals.

2. Proposal

- 2.1 Norfolk County Council has sought to reduce the number of departments over a number of years, leading them to be consolidated into fewer, bigger portfolios which much broader areas of accountability. Research by the Association of Public Service Excellence has shown that senior officers with wider portfolios were increasingly finding the time they had to interact with employees and members was reducing. Whilst the research shows there are advantages to this model such as embedding a more corporate model across organisations, it also suggests this can leave authorities looking to generalists to fill roles and dilute the skills available to the council at senior levels meaning there is greater reliance on advice from others or third parties.
- 2.2 It is proposed to delete the current post of Executive Director for CES and to create two portfolio areas covering Infrastructure and Communities. These areas will be led by one of the two service directors within the portfolio on a first amongst equals basis.
- 2.3 The proposal is to bring together services where there are synergies, resulting in the Communities Portfolio encompassing the current service areas of 'Culture and Heritage', and 'Community, Information and Learning', and the Infrastructure Portfolio encompassing the current service areas of 'Highways, Transport and Waste', and 'Property'.
- 2.4 The accountabilities and scope of the Director of Norfolk Fire and Rescue post is greater than other Directors currently within CES and therefore the proposal is for this post to report directly to the Chief Executive.

2.5 The Director of Procurement and Sustainability post is a recent addition to the CES Directorate, following the Director for Procurement taking on accountability for sustainability. The post holder has had significant impact in this important area for NCC in a relatively short space of time. However, it is not considered necessary for the role to be part of the proposed new portfolio areas for the sustainability strategy to be delivered. As part of the decoupling of CES, Procurement and Sustainability will therefore move to the Finance Directorate with the Director of Procurement and Sustainability reporting to the Director for Strategic Finance.

2.6 The Lead Directors of Infrastructure and Communities will be responsible for:

- Providing assurance to the Chief Executive on the organisation and discharge of the portfolio services (Communities or Infrastructure)
- Performance development and management of other Directors within that portfolio
- Facilitation of joint working within and across the portfolios of Communities and Infrastructure
- Representing the portfolio at ELT as appropriate

2.7 Directors at this level are paid at a grade P or Q depending on the accountabilities. In recognition of the additional responsibilities, it is proposed that an allowance of 7% of the post holder's basic salary be paid to both Lead Directors. This equates as outlined below:

Salary scale	Annual salary	7% allowance
Scale P (min)	£92,814	£6,497
Scale P (max)	£107,277	£7,509
Scale Q (min)	£107,277	£7,509
Scale Q (max)	£121,644	£8,515

*Values exclude on costs

2.8 Engagement with CES Service Directors, Unison and HR and organisational design specialists has taken place. Feedback received shows broad agreement with the proposal and recognition of the benefits it will bring.

2.9 Service Directors recognised that further work is needed to consider how some aspects of the proposal will work in practice to enable efficient and effective working across services and they will work together over the coming weeks to operationalise the proposal.

2.10 Risks relating to the capacity of the Lead Director and distribution of duties of the former Executive Director post were raised as well as those relating to the Chief Executive. The Chief Executive will work with Service Directors to ensure that areas of duplication are identified and addressed, responsibilities are

clarified and working practices are developed to ensure any such risks are minimised and mitigated against.

3. Alternative Options

- 3.1 An alternative option is to maintain the post of Executive Director for CES and to instigate the permanent recruitment process for this post.

4. Financial Implications

- 4.1 The proposal will create a net revenue saving of £175,249

5. Other Implications

5.1 Legal Implications:

Changes to the constitution will be required to reflect the removal of the Executive Director post. The Monitoring officer will address these in due course. However, this proposal does not result in additional Chief Officers as defined by the constitution.

6. Recommendations

- 1. To delete the post of Executive Director for CES**
- 2. To approve the proposed operating model and reporting structure**

Officer Contact

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

Officer name: Derryth Wright, Interim Director for People

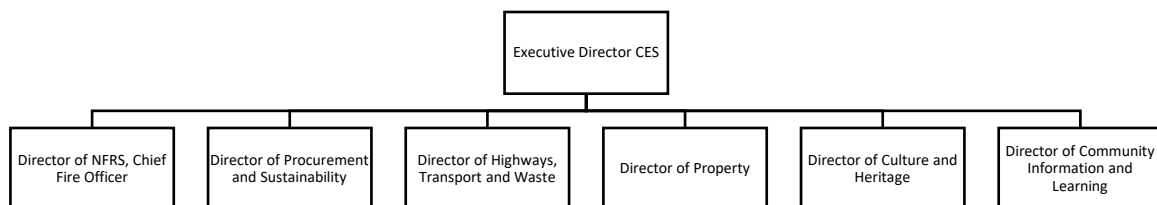
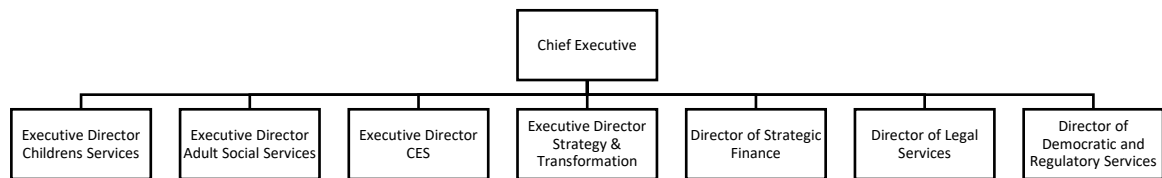
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Appendix 1: Current management structure



Appendix 2: Proposed management structure



Employment Committee

Item No: 6

Report Title: Employee Severance Packages over £100,000

Date of Meeting: 18th March 2024

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

Responsible Director: Chief Executive, Tom McCabe

Is this a Key Decision? NO

Executive Summary / Introduction from Cabinet Member

This report is to inform the Committee of employee severance packages over £100,000 agreed on 25 April 2023 by the then Deputy Leader, Graham Plant (in the absence of the Leader) and the then Head of Paid Service, Tom McCabe in accordance with NCC agreed approval processes for such payments. These costs arose following consultations undertaken as a result of the 2023 Strategic Review and Annual Budget Challenge. The Employment Committee is asked to:

Recommendations:

- 1. Note the number and amounts of severance packages over £100,000.**

Background and Purpose

Part of the £17m of savings aligned to the Strategic Review were achieved by organisational redesign of services resulting in FTE changes.

- 1.2 The strategic review identified proposals to disestablish 205 posts which included 71 vacant posts. NCC operate a redeployment policy that helps to reduce compulsory redundancies through supporting employees to find suitable alternative employment in the organisation. As a result, redundancies were minimised totalling 36.
 - 1.3 Of the 36 redundancies, 6 exceeded the £100,000 limit set out in the council's Pay Policy.

- 1.4 This report fulfils the duties set out in the Annual Pay Policy Statement, under Section 8 Termination of Employment para. 8.6 “Where severance payments costing the County Council over £100,000 are due, (including pension strain costs) these will be approved by the Head of Paid Service in consultation with the Leader and the Employment Committee will be advised. In addition, any statutory requirements for additional levels of authorisation will be followed.”
- 1.5 The final phase of restructures under the Strategic Review went live in December 2023 and therefore officers are now able to bring the complete list of severance packages over £100,000 to committee.

2. Severance costs over £100,000

2.1

Person	Severance package cost (Redundancy and Pension strain)
1	£ 169,958.16
2	£ 107,682.26
3	£ 163,823.02
4	£ 129,495.99
5	£ 124,084.33
6	£ 102,750.08
Total	£ 797,793.84

3. Evidence and Reasons for Decision

- 4.1 The packages were agreed after a review of the business case presented for each person. In summary, without agreeing these redundancies the services would not be able to achieve their restructures and committed budget savings.
- 4.2 Whilst some of these costs represent voluntary redundancy packages it is likely that the costs would have been similar if a compulsory selection process had been utilised to identify redundancies.

4. Other Implications

- 8.1 Legal Implications:
Not applicable to this paper
- 8.2 Human Rights Implications:
Not applicable to this paper

- 8.3 Equality Impact Assessment (EqIA) (this must be included):
The Strategic Review EqIA was considered by Cabinet on 6 March 2023 and is referenced with the Cabinet Agenda papers page 414 para 8.3 and Appendix 1 page 416.
- 8.4 Data Protection Impact Assessments (DPIA):
Not applicable to this paper
- 8.5 Health and Safety implications (where appropriate):
Not applicable to this paper
- 8.6 Sustainability implications (where appropriate):
Not applicable to this paper
- 8.7 Any Other Implications:
Not applicable to this paper

5. Risk Implications / Assessment

- 9.1 Not applicable to this paper

6. Select Committee Comments

- 10.1 Not applicable to this paper

7. Recommendations

- 1. Note the number and amounts of severance packages over £100,000.**

8. Background Papers

Not applicable to this paper

Officer Contact

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

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