

Extraordinary Meeting of the Personnel Committee

Date: **Monday 15th April 2019**
Time: **3pm***
Venue: **Conference Room, Ground Floor, South Wing
County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Mr A Adams
Mr G Nobbs
Mr G Plant
Mr A Proctor (Chairman)
Dr M Strong

*** Or on the rise of full Council whichever is the latest**

**For further details and general enquiries about this Agenda
please contact:**

Karen Haywood on 01603 228913
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.



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Agenda

1 Apologies

To receive any apologies.

2. 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.

3. Appointment of Head of Paid Service.

Report by the Head of HR.

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Chris Walton

Head of Democratic Services

County Hall

Martineau Lane

Norwich

NR1 2DH

Date Agenda Published: 5 April 2019

Personnel Committee

Item No 3

Report title:	Appointment of Head of Paid Service
Date of meeting:	15 April 2019
Responsible Executive Director:	Head of Human Resources
Strategic impact It is a statutory obligation for Norfolk County Council to appoint a Head of Paid Service (HOPS).	

Executive summary

This report sets out proposed arrangements for the appointment to the role of Head of Paid Service and seeks approval of the proposed role description, terms and conditions, pay, appointment process and for nominations for an appointment panel.

The Committee is recommended to approve the:

- proposed role description (Annex A), terms and conditions of employment and pay for HOPS.
- establishment of an Appointment Panel of five members, consisting of three members of the Conservative Group; one member of the Labour Group and one member of the Liberal Democrat Group.
- appointment process and timetable as outlined in Annex B.

1. Background and proposal

- 1.1 This proposal follows the departure of the former Managing Director and decision at Full Council on 10 December 2018 to delete that post and then to appoint an interim Head of Paid Service.
- 1.2 It is now proposed to appoint to the role of HOPS on a permanent basis, from within those who hold a substantive role of Executive Director at Norfolk County Council.

2. Role Profile and Terms and Conditions

- 2.1 The Committee is asked to consider the attached role profile for HOPS (Annex A)
- 2.2 The candidates will remain on JNC for Chief Officer of Local Authorities terms and conditions of employment, unless referred to specifically in the role profile (e.g. six months' notice period).
- 2.3 The Head of HR will advise the Committee on the potential market pay rate for the proposed additional responsibilities for consideration.

3. Establishment of Appointment Panel

- 3.1 The terms and conditions for the Personnel Committee set out its responsibility for establishing an Appointment Panel to carry out the appointment of any senior officer. In terms of the most senior role in the Council, Appendix 15 of the Constitution provides that the full Council will approve the appointment following the recommendation of such an appointment by an Appointment Panel appointed for this purpose by the Personnel Committee.
- 3.2 The Appointment Panel normally consists of five members, to support an effective interview process. It may comprise some or all of the members of the Personnel Committee. The Panel must be politically balanced.
- 3.3 An Appointment Panel of five members would consist of three members of the Conservative Group; one member of the Labour Group and one member of the Liberal Democrat Group.
- 3.4 An Appointment Panel larger than five is not recommended, since a panel of that size would be too large to support a meaningful interview process.
- 3.5 The Committee is asked to consider the proposed timetable and appointment process as outlined in Annex B.

4. Financial Implications

- 4.1 The current allowance (in addition to salary as an Executive Director) for the HOPS is £10,000 p.a., plus 'oncosts' of approximately to 28.5% at current rates.
- 4.2 Any increase in this allowance based on the market pay information provided by the Head of HR, will increase the cost of the arrangement accordingly.
- 4.3 No other implications have been identified.

5. Recommendations

- 5.1 The Committee is recommended to agree the proposed role description, terms and conditions of employment and pay for HOPS.
- 5.2 The Committee is recommended to appoint an Appointment Panel of five members, consisting of three members of the Conservative Group; one member of the Labour Group and one member of the Liberal Democrat Group.
- 5.3 The Committee is recommended to agree the appointment process and timetable as outlined in Annex B.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, or if you have any questions about matters contained in this paper please get in touch with:

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Email: sarah.shirtcliff@norfolk.gov.uk



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Role Description

Head of Paid Service

Context

The Head of Paid Service is a statutory role with defined statutory accountabilities set out in the Council's Constitution.

Whilst the detail of the role of Head of Paid Service and delegated authorities is set out in full within the Constitution, together with general responsibilities as an Executive Director, the following profile is designed to bring together a broad outline of the key accountabilities.

Within the context of a member-led Authority, the Head of Paid Service is accountable to the Council for the corporate and strategic management and operational decisions of the County Council, including overall management responsibility for all employees including Executive Directors.

Key responsibilities

Overall corporate management and operational responsibility (including overall management responsibility for all staff)

As lead officer:

- To provide assurance to the Council on the organisation and discharge of Council services through the organisation, recruitment and management of staff
- To receive assurance from other Executive Directors that they have discharged their delegated functions in accordance with the provisions of the Constitution and at all times lawfully, reasonably and proportionately
- To manage the performance development of Executive Directors
- To meet statutory accountabilities for health and safety at work
- To enable joint consensual decision-making of the Executive Directors, with overarching decision-making authority if required

Provision of professional advice to all parties in the decision-making process (as part of the executive, scrutiny, full Council and other committee functions)

Responsibility for a system of record keeping for all the local authority's decisions with the Chief Legal Officer (executive or otherwise)

Representing the Council on partnership and external bodies (as required by statute or the Council)

Meeting the provisions of the "proper officer" provisions

Representing the Council on the Health and Wellbeing Board

Providing assurance on the performance of the Joint Safeguarding Board

Head of Paid Service – delegated powers

In accordance with the strategies, policies and priorities of the Council:

To do, or authorise to be done, any act or thing necessary to effect any decision of the Council.

To exercise any powers where necessary in the event of a civil emergency, consulting where practicable with the Group Leaders and Chair of the Scrutiny

Committee.

To determine the list of politically restricted posts within the Council and to issue certificates under Section 3 of the Local Government and Housing Act 1989.

To give permission for the use of the County Council's Coat of Arms.

To divide electoral divisions into polling districts at local government elections.

To make appointments to Committees in consultation with the relevant Group Leaders.

Person Specification:

Essential Criteria:

- Currently holds a substantive role of Executive Director at Norfolk County Council
- Does not hold the statutory role of Monitoring Officer
- Significant experience of leading a complex set of public services or organisation
- Strength in building relationships and confidence with Norfolk stakeholders in partnerships, public service, political roles
- Strength in leading organisations and building trust and confidence as an inspirational leader
- Strength in building corporate governance and resilience and distributed model of leadership

To maintain the 'golden triangle' of statutory roles charged with governance, the Council's preference will be that three different individuals will hold the roles of HOPS, Monitoring Officer and s.151 Officer to ensure appropriate robustness of governance. Similar concerns apply to Executive Directors who hold a directorship of any company of which NCC is the major stakeholder. Where Executive Directors hold a statutory role or directorship of a company of which NCC is the major stakeholder and wish to undertake the role of HOPS, they would be expected to explain and satisfy the Council about how they will discharge their responsibilities effectively.

Other:

This role will be undertaken in addition to the substantive role of Executive Director of a service/portfolio

The contractual arrangement will allow for a 6- month notice period by either party to bring the specific responsibilities of Head of Paid Service to an end.

The combined accountabilities will be evaluated by Hay to determine a salary range – from which an allowance will be calculated and payable in respect of the HOPS accountabilities

HOPS Appointment Process – Outline Timetable

15.04.19	Personnel Committee agrees Role description, terms and conditions/pay
16.04.19	Email Executive Directors in scope asking for expressions of interest with supporting information by 9am on 23 April 2019
23.04.19 (9am)	Closing date for expressions of interest with supporting information
25.04.19	Appointment Panel meets to interview and consider candidates
25.04.19	If agreed Personnel Committee makes recommendation on the proposed appointment to Full Council on 07.05.19