

Employment Committee

Date: **Wednesday 31 May 2023**

Time: **11am**

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.

A g e n d a

1. To receive any apologies.

2. Minutes

To agree the minutes of the meeting held on 17 February 2023

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3 Members to Declare any Interests

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

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

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

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

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

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

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

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

5. Appointment of a Chief Executive Officer

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Report by the Director of Legal Services and Monitoring Officer and the Director of People

6. Exclusion of the Public

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

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

7. Appointment of a Chief Executive Officer – process

Report by the Director of Legal Services and Monitoring Officer and the Director of People

Tom McCabe
Head of Paid Service
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Date Agenda Published: 22 May 2023



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Employment Committee

**Minutes of the Meeting Held on 17 February 2023 at
3pm in the Council Chamber, County Hall**

Present:

Cllr Andrew Proctor (Chairman)
Cllr Graham Plant (Vice-Chairman)

Cllr Tony Adams
Cllr Carl Smith

Cllr Steve Morpew

Also Present:

Hazel Enright
Kat Hulatt
Tom McCabe

Head of HR Services
Assistant Director of Governance (Legal Services)
Head of Paid Service

1. Apologies for Absence

1.1 Apologies were received from Cllr Saul Penfold and Cllr Stuart Clancy.

2. Minutes

2.1 The minutes of the meeting held on 30 November 2022 were agreed as an accurate record and signed by the Chairman.

3. Declarations of Interest

No interests were declared.

4. Urgent Business

4.1 None

5. Corporate Structure Review

5.1.1 The Employment Committee received the report setting out proposals for deletion of the roles of Executive Director of Finance and Commercial Services and Director of Governance and restructure the relevant areas.

- 5.1.2 The Chairman introduced the report by noting that the terms of reference for the Committee stated that Employment Committee were “To be responsible for the establishment of the Chief Officer structures of the Council and advise on the appointment of the Head of Paid Service* and those officer roles defined in the appendix to the Officer Employment Procedure Rules together with pay arrangements if not in line with national negotiation procedures and current policy.” An overall structure was needed for the senior officer team, as set out in the report brought to the Committee. The section 151 officer changes would be taken to council in due course.
- 5.1.3 The Head of Paid Service introduced the report to the Committee; figure one of the report showed the current chief officer structure and figure two showed the proposed chief officer structure following removal of the posts of Executive Director of Finance and Commercial Services and Director of Governance. The additional figures were included for context to show what was happening beneath the chief officer structure level.
- 5.2 The following points were discussed and noted
- Cllr Morpew raised concerns about recommendation 1 of the report; he agreed with the proposal to delete the posts of Executive Director of Finance and Commercial Services and Director of Governance however was concerned that the Committee were being asked to agree the overall revised management structure rather than just those of the Chief Officers. The Chairman noted that the recommendation related to the changes to Chief Officer structure out in figures 1 and 2 of the report; this change fell within the remit of the Committee. The Head of Paid Service confirmed this was the case and that any other changes to management structure would flow through the appropriate management processes.
 - The Chairman proposed an amendment to recommendation 1 as follows: “~~agree the overall revised structure~~ **agree the revised chief officer structure as shown at figure 2** following the deletion of the posts of Executive Director, Finance & Commercial Services and Director of Governance”. Cllr Morpew agreed with this amendment.
 - The Chairman noted that the director of Public Health was also leaving, and this vacancy would be dealt with in other recruitment processes.
- 5.3 The Committee **RESOLVED** to
1. Agree the revised chief officer structure as shown at figure 2 of the report, 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.

6 Christmas Eve – Concessionary Half Day

- 6.1 The Employment Committee received the report setting out proposals to formalise leave arrangements in relation to Christmas.

6.2 The Committee **RESOLVED** to agree to formalise the current practice of employees receiving time off on Christmas Eve (half a day) by incorporating it into policy, as detailed in option 3 in the report.

7 Exclusion of the Public

7.1 The Committee agreed to exclude the public for discussion of the exempt minutes.

8 Exempt Minutes of 30 November 2022

8.1 The exempt minutes of the meeting held on 30 November 2022 were agreed as an accurate record and signed by the Chairman.

The meeting concluded at 15:14

Chair

Employment Committee

Item No: 5

Report Title: Appointment of a Chief Executive Officer

Date of Meeting: 31 May 2023

Responsible Cabinet Member: N/A

Responsible Director: Kat Hulatt Director of Legal Services and Monitoring Officer and Jane Naumkin Director of People

Executive Summary

It is appropriate for Council to keep its officer structures under review, changes in political leadership have created an opportunity for such a review. Drawing on resources such as leadership 360 degree appraisals; staff survey and other sources as well as assessing future issues facing the council it is considered appropriate to consider a Chief Executive at this point.

Recommendations:

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

1. Background

- 1.1 The Council moved to a non-Chief Executive/ Managing Director model some years ago (2018). The statutory Head of Paid Service role was moved to the Executive Director of Community and Environmental Services.
- 1.2 This was clearly considered to be the correct change at the time and a number of councils took this approach in and around 2011 as a response to various pressures. However, Councils should keep their governance (which, in the widest sense includes the discharge of their services and staffing structure) continually under review.

- 1.3 As a result this report has been prepared and an Employment Committee has been called to consider the benefits of a Chief Executive role.

2. Proposal

2.1 Essentially the Chief Executive would hold the role of the Head of Paid Service, with the statutory responsibility for the staffing of the authority but also stronger leadership of how the authority discharges its functions in line with a management structure.

2.2 The benefits to having a chief executive with a wider role than Head of Paid Service are:

- Can build on the strong departmental identity created over the last few years
- Single point of whole authority accountability and clarity of priorities for elected members and staff
- Clear management line between Executive Directors and the Chief Executive which simplifies accountability
- Moving to the Chief Executive model will support the cultural direction of the organisation and respond to the issues faced by the council that are likely to increasingly require more than single Directorate solutions
- A Chief Executive is a more orthodox structure and its absence is a topic commented on by staff who often expect a single figurehead and point of escalation
- In the event of a Directly Elected Leader this structure is also likely to support more effective implementation of a County Deal

2.3 The disadvantages of this approach are:

- Potential additional costs subject to wider structure However, there is the opportunity in phase two of the strategic review to mitigate any additional costs.

2.4 The job description is attached at annex a.

Remuneration & Grading

2.5 HR have conducted salary research in respect of the role of Chief Executive for NCC. The research took in to account the Korn Ferry Job Evaluation Scheme data and undertook analysis of other Chief Executive roles across 13 County Councils in England. This included the comparison of salaries, estimated population size (data from mid 2021) and employee numbers within Councils (data from Q4 2022). Data was also drawn from the 6 district councils in Norfolk.

- 2.6 The grading for the role will remain the same, at S. The role is responsible for the management of Executive Directors and will also act as Head of Paid Service.
- 2.7 Our recommendation, given the size of Norfolk is a salary range via market supplement of £192,000 - £200,000 and would be in line with the similar size Councils. This would give a clear distinction between this role and the highest paid Executive Director and reflect the increase of responsibilities from the current Head of Paid Service.

2.8 Pay Reviews for the role of Chief Executive

The Employment Committee may wish to retain a spot salary where there is no requirement to review annually to maintain the position in the market and differentials with other employees. Regardless of how regular reviews will be undertaken a mechanism for these is needed.

3. Alternative Options

- 3.1 Not adopt a Chief Executive model and retain the status quo

4. Financial Implications

- 4.1 As this is a new role, the salary is a potential financial implication, however any new Chief Executive could be asked to consider savings after taking post.

5. Other Implications

- 5.1 Legal Implications: The Head of Paid service role is a statutory role and must be held by an officer of the authority. Other legal implications are contained in the exempt annex.

6. Risk Implications / Assessment

- 6.1 Risk implications are contained in the exempt annex

7. Recommendations:

That the Committee agree to an appointment process being progressed to move to a Chief Executive Model.

Officer Contact

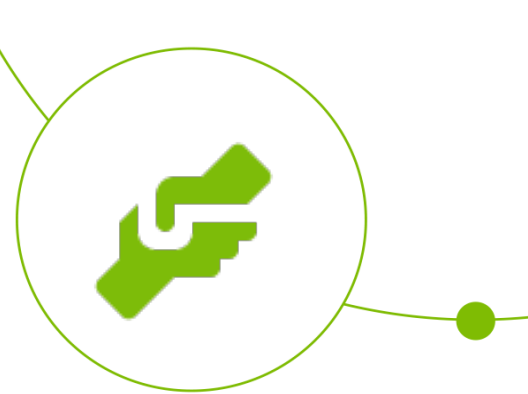
If you have any questions about matters contained within this paper, please get in touch with:

Officer name: Katrina Hulatt

Email: Katrina.Hulatt@norfolk.gov.uk



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Job description

Chief Executive Officer

Job purpose

Overall corporate management and operational responsibility, providing strategic leadership to the management team, ensuring the workforce delivers the Council's objectives and priorities in a business-like, innovative and adaptable organisation focused on outcomes for Norfolk people.

Provision of professional advice and support to Members of the council so that the Council meets its objectives and complies with financial and legal requirements. Representing the council on external and partnership bodies.

Delivering the Council's key corporate and partnership priorities, leading on organisational change to ensure plans and policies are delivered effectively and sustainably.

Context

Norfolk is an innovative, successful and sustainable place, with a proud heritage and ambitions for the future – well positioned to create jobs, growth and prosperity for local people and to make a mark on the world stage.

Much has been achieved over the last four years – a better quality of life for local people, major programmes delivered to secure future growth and jobs, and substantial changes to how we operate, ensuring we can continue to deliver what local people need at a cost we can afford.

With a proposed County Deal, giving more powers and funding to Norfolk, a commitment to net zero carbon emissions on our estates by 2030 and a strategic review of services under way, the chief executive will have ample opportunity to make our county a better place to live and work.

Accountabilities

Deliver the Council's strategic aims and objectives, considering the diverse needs of our community and with a customer focus, employee engagement, accountability and innovation.

Lead an effective senior management team to achieve a coordinated approach to provision of Council services and effective working across committees and services in line with Council values and objectives.

Act as the head of the Council's paid service, responsible for overall corporate and operational management of the Council including the provision of the highest quality advice to elected members in their various roles.

Work with elected Members to ensure effective governance of the Council, maintaining high standards and ensuring the correctness and integrity of decisions made, the legality of operations and ethical standards.

Develop effective external working relationships with key influential people in government and across all sectors and communities in Norfolk, creating partnership working to influence views and decisions for the benefit of Norfolk communities. In particular to shape

and influence public sector spend and best use of resources in Norfolk. Drive partnership working to ensure the development of joint agendas, to support the Council's aims and promote its profile.

Ensure that the Council oversees excellent public services that make a difference to Norfolk's communities.

Lead fundamental reviews of the Council's services to secure efficiency, economy and effectiveness in service provision; encourage business-like thinking, innovation and the adoption of appropriate commercial practices to reduce costs and increase income while managing demand.

Provide inspirational leadership to all managers and employees, developing an organisation culture that embraces and delivers change and raises the ambition of Norfolk. Ensure the development of the workforce so that its expertise, skills and potential is realised and that high levels of performance are achieved and maintained and areas of under-performance are addressed.

Ensure that the Council's aspirations, strategies and plans are communicated internally and externally.

Support the delivery of the Council's companies

Ensure effective safeguarding policies and practices are in place and followed in services for children and young people and vulnerable adults and more widely across the Council and partner organisations.

Person specification

Skills and abilities:

Visible leadership skills with the ability to inspire others and in a partnership context, ensuring the delivery of effective cross-organisational outcomes.

Strategic vision and focus on delivery with the ability to set and achieve challenging objectives and targets in a supportive way.

Lead by example, promoting equality, respecting diversity and fostering an inclusive culture.

Display and promote commercial/business awareness and the ability to gain and sustain community/customer confidence.

Exceptional influencing, persuasion and negotiation skills with the ability to relate to and communicate with people at all levels within the County Council and externally, including the media, partners, government and other outside agencies.

Foster a culture of openness and honesty and challenge inappropriate behaviour from others.

Demonstrate probity, integrity and ethics.

Understand and respond to the needs of the local community and people who use our services and to focus delivering services around their needs.

Knowledge, experience and qualifications

Significant and successful leadership and senior management experience in a large complex public, private or voluntary sector organisation and of building organisational effectiveness and creativity.

Clear understanding of the working of local government including the legal, financial and political context of public sector management.

An intellectual grasp of political developments and current thinking on policy and service provision within local government and more widely across UK businesses.

A proven track record of delivery of strategic objectives, innovation and change.

Substantial record of giving advice to and building relationships at senior levels with Elected Members and/or Board Members.

Significant experience of strategic resource and financial management, monitoring and control in a large and complex organisation.

Evidence of having developed and delivered an effective performance culture that achieved objectives and continually raised standards.

Evidence of achieving equality, diversity and inclusion in both employment and service delivery within a large and complex organisation.

Significant and successful involvement with the media in the promotion and maintenance of the reputation of a large and complex organisation

The Council's values and strengths

- Take accountability (Do what we say we will)
- Make strategy happen (Take action which makes Norfolk a better place)
- Be evidence based (Target our work to make the biggest difference)
- Be business-like (Think smarter to ensure value for money)
- Be collaborative (Work together to find a better way)

Other Job Information (special factors or constraints and physical requirements or environmental conditions that the job holder will encounter, including how long they last and how often they occur)

You will be required to work out of hours including attending meetings and participating in on-call rota for escalation purposes, including weekends and evenings.

General Information

- The job description details the main outcomes of the job and will be updated if these outcomes change.
- All work performed/duties undertaken must be carried out in accordance with relevant County Council and Departmental policies and procedures, within legislation, and with regards to the needs of our customers and the diverse community we serve.
- Job holders will be expected to understand what is meant by safeguarding vulnerable groups (children, young people and adults) and how to raise concerns.

- Job holders will be expected to be flexible in their duties and carry out any other duties commensurate with the grade and falling within the general scope of the job, as requested by management.