



Employment Committee

Minutes of the Meeting Held on 18 March 2024 at
13:00 in the Council Chamber, County Hall

Present:

CLlr Kay Mason Billig (Chairman)
CLlr Andrew Jamieson (Vice-Chairman)
CLlr Bill Borrett
CLlr Stuart Dark
CLlr Steve Morphew
CLlr Carl Smith

Also Present:

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| Tom McCabe | Chief Executive |
| Derryth Wright | Director for People |
| Kat Hulatt | Director Legal Services & Monitoring Officer |
| Hazel Enright | Assistant Director OE, Workforce & Talent |
| Maisie Coldman | Trainee Committee Officer |

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Brian Watkins.
- 1.2 The Chair clarified that there was a mistake regarding the membership on the published agenda. Cllr Brian Watkins was now the member for the Liberal Democrat Group on the Employment Committee.

2. Minutes

- 2.1 The minutes of the meeting held on 5 October 2023 were **agreed** as an accurate record and signed by the Chair.

3. Declarations of Interest

None.

4. Urgent Business

None.

5. Senior Management Structure

- 5.1 Tom McCabe, Chief Executive, introduced the Senior Management Structure report

to the Employment Committee. The report provided the latest proposed Senior management structure which would see the deletion of the Executive Director for CES post, and in its place would be two portfolio areas covering Infrastructure and Communities. Additionally, the Director of Norfolk Fire and Rescue Service would report directly to the Chief Executive, and the Director of Procurement and Sustainability would move to the Finance Directorate and report to the Director for Strategic Finance.

5.2 The following points were discussed and noted:

- Members were generally comfortable with the proposed changes.
- Members heard that Community portfolio covered culture and heritage, which included museums, the records office, libraries, adult learning, and community resilience functions. Property, highways, transport, and waste would be included within the scope of the Infrastructure portfolio.
- Work would continue to explore opportunities to deliver new ways of working that reduce duplication and overlap of work. Community activity was currently being mapped to identify any areas where there was overlap.
- In response to a question, Tom McCabe noted that there was a plan to develop a Community Strategy to align activity in that space. Cllr Jamieson shared with members that whilst significant savings were required to be achieved, NCC was a well-managed, well-run organisation and opportunities to transform the way work happened would always be explored.
- The plan to drive the organisation forward was driven by the skills and expertise of the in-house employees. Members felt that employees were capable of providing the necessary skills and that external consultancy support was not always necessary.
- Derryth Wright, Director for People, confirmed that there was an agreed set of design principles that are used to ensure a rigorous approach to the plan.
- Members felt that the ongoing transformation needed to be at a pace that matched the needs of Norfolk residents.
- The Chair felt that the work that the Chief Executive was carrying out to look at the authority and what changes were required was positive. She also congratulated Derryth Wright on her recent appointment to Director for People.

5.3 Cllr Jamieson **proposed** that the title of the proposed “Lead Director for Communities” was amended to “Lead Director for Communities and Environment”. This was seconded by Cllr Borret, the committee **agreed**, and the amendment was **carried**.

5.4 The Committee **RESOLVED** to:

1. **DELETE** the post of Executive Director for CES.

2. APPROVE the proposed operating model and reporting structure.

6. Employee Severance Packages over £100,000

6.1 Derryth Wright, Director for People, introduced the Employee Severance Packages over £100,000 report which was the final people update following the strategic review in 2023. The report was to provide the committee with information and transparency.

6.2 The following points were discussed and noted:

- A member raised a concern that with the removal of higher-level roles, there was a potential to reduce the capacity within the organisation, and for an increased need to use consultants. In response to this, Derryth Wright clarified that the Employment Severance Package amount was not necessarily indicative of the seniority of the role. It could also reflect longevity in the role.
- It was felt that the 36 redundancies, in comparison to the 205 posts that were disestablished, represented a successful redeployment policy which allowed the experience and skill of employees to be retained.

6.3 The Employment Committee **RESOLVED** to **NOTE** number and amounts of severance packages over £100,000.

7. Exclusion of the Public

7.1 The Committee **agreed** that the exempt minutes of the meeting held on 5 October would remain exempt.

The Committee **RESOLVED** not to exclude the public.

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

8.1 The Committee **agreed** the exempt minutes of the meeting held on 5 October 2023.

The meeting concluded at 13:23

Chair