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Northumberland County Council

Your ref:

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Enquiries to:

Email: karon.hadfield@northumberland.gov.uk

Tel direct:

Date: 12 December 2022

Dear Sir or Madam,

Your attendance is requested at a meeting of the **STAFF AND APPOINTMENTS COMMITTEE** to be held in **COUNCIL CHAMBER - COUNTY HALL** on **TUESDAY, 20 DECEMBER 2022** at **9.00 AM**.

Yours faithfully

Rick O'Farrell
Interim Chief Executive

To Staff and Appointments Committee members as follows:-

G Sanderson (Chair), R Wearmouth (Vice-Chair), B Flux, M Purvis, E Simpson, I Hunter, J Watson, A Dale and S Dickinson



Rick O'Farrell, Interim Chief Executive
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AGENDA

PART I

It is expected that the matters included in this part of the agenda will be dealt with in public.

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 1
- 4)

Minutes of the meeting of the Committee held on Wednesday 2 November 2022, as circulated, to be confirmed as a true record and signed by the Chair.

3. DISCLOSURES OF MEMBERS' INTERESTS

Unless already entered in the Council's Register of Members' interests, members are required where a matter arises at a meeting;

a. Which directly relates to Disclosable Pecuniary Interest ('DPI') as set out in Appendix B, Table 1 of the Code of Conduct, to disclose the interest, not participate in any discussion or vote and not to remain in room. Where members have a DPI or if the matter concerns an executive function and is being considered by a Cabinet Member with a DPI they must notify the Monitoring Officer and arrange for somebody else to deal with the matter.

b. Which directly relates to the financial interest or well being of a Other Registrable Interest as set out in Appendix B, Table 2 of the Code of Conduct to disclose the interest and only speak on the matter if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain the room.

c. Which directly relates to their financial interest or well-being (and is not DPI) or the financial well being of a relative or close associate, to declare the interest and members may only speak on the matter if members of the public are also allowed to speak. Otherwise, the member must not take part in discussion or vote on the matter and must leave the room.

d. Which affects the financial well-being of the member, a relative or close associate or a body included under the Other Registrable Interests column in Table 2, to disclose the interest and apply the test set out at paragraph 9 of Appendix B before deciding whether they may remain in the meeting.

e. Where Members have or a Cabinet Member has an Other Registerable Interest or Non Registerable Interest in a matter being considered in exercise of their executive function, they must notify the

Monitoring Officer and arrange for somebody else to deal with it.

NB Any member needing clarification must contact monitoringofficer@northumberland.gov.uk. Members are referred to the Code of Conduct which contains the matters above in full. Please refer to the guidance on disclosures at the rear of this agenda letter.

4. REPORT OF THE INTERIM HEAD OF HR/OD

(Pages 5
- 62)

Proposed Appointment Process – Executive Directors

This report sets out the proposed appointment process of a team of permanent Executive Directors to replace the interim arrangements currently in place. Approval was given to implement a revised executive structure for the Council at Staff and Appointment Committee held on 20 September 2022 (see background information).

This report aims to set out the structure of the permanent appointment processes and remind the committee of the requirements under the Officer Appointment Procedure Rules in relation to the appointment of all Chief and Deputy Chief Officers (Appendix A) - REPORT TO FOLLOW

5. REPORT OF THE INTERIM CHIEF EXECUTIVE

(Pages
63 - 82)

Proposed Appointment Process – Interim Management Arrangements and Permanent Recruitment of Director of Workforce and Organisational Development

This report sets out the interim management arrangements that have been put in place following the departure of Leanne Furnell, Interim Service Director for HR/OD, on 31 October 2022 and reminds the Committee of the requirements to follow the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief Officers and Deputy Chief Officers. Sarah Farrell has been asked to act up into the role, pending the approval of this Committee. If approved, it is proposed that the interim appointment remains in place until a full-time substantive appointment is made to the post of Director of Workforce and OD.

It is intended that the newly created role of Director of Workforce and OD be created and will replace the role of Service Director for HR/OD. This report seeks approval of the job description for the role of Director of Workforce and OD and remuneration for this role. The report also seeks approval for proposed selection methodology and an associated recruitment timeline (Appendix B)- REPORT TO FOLLOW

6. REPORT OF THE INTERIM CHIEF EXECUTIVE

(Pages
83 - 86)

Interim Management Arrangements – Service Director – Adults Assessment and Safeguarding

This report sets out the interim management arrangements that have been put in place following a review of the pressure currently on the interim

Director of Adult Social Services role having regard to the current structure and incumbents in post. This is in the context of the current restrictions on amending the structure permanently pending the outcome of the PENNA supported review of the top four tiers of management within the Council. This report also reminds the Committee of the requirements to follow the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief Officers and Deputy Chief Officers (Appendix C) – REPORT TO FOLLOW

7. URGENT BUSINESS (IF ANY)

To consider such other urgent business as, in the opinion of the Chair, should, by reason of special circumstances, be considered as a matter of urgency.

8. EXCLUSION OF PRESS AND PUBLIC

The Committee is invited to consider passing the following resolution:

(a) That under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the agenda as they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the 1972 Act, and

(b) That the public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons-

Agenda Item - 9

Paragraph of Part I of Schedule 12A – 1 Information relating to any individual.

AND The public interest in maintaining the exemption outweighs the interest in disclosure because disclosure would adversely affect the Authority's interests.

9. REPORT OF THE INTERIM CHIEF EXECUTIVE

Application for Voluntary Redundancy

To consider a report on the above (Appendix D) – REPORT TO FOLLOW.

IF YOU HAVE AN INTEREST AT THIS MEETING, PLEASE:

- Declare it and give details of its nature before the matter is discussed or as soon as it becomes apparent to you.
- Complete this sheet and pass it to the Democratic Services Officer.

Name:		Date of meeting:	
Meeting:			
Item to which your interest relates:			
Nature of Interest i.e. either disclosable pecuniary interest (as defined by Table 1 of Appendix B to the Code of Conduct, Other Registerable Interest or Non-Registerable Interest (as defined by Appendix B to Code of Conduct) (please give details):			
Are you intending to withdraw from the meeting?		Yes - <input type="checkbox"/>	No - <input type="checkbox"/>

Registering Interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest.

Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in **Table 1**) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
- a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative or close associate; or
 - c. a financial interest or wellbeing of a body included under Other Registrable Interests as set out in **Table 2** you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied
9. Where a matter (referred to in paragraph 8 above) **affects** the financial interest or well- being:
- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Where you have an Other Registerable Interest or Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

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NORTHUMBERLAND COUNTY COUNCIL STAFF AND APPOINTMENTS COMMITTEE

At a meeting of the **Staff and Appointments Committee** held in Conference Room 2, County Hall, Morpeth on Wednesday 2 November 2022 at 9.00 am.

PRESENT

Councillor G. Sanderson
(in the Chair)

MEMBERS

Flux, B.
Grimshaw, L.
Hunter, E.I.
Purvis, M.

Simpson, E.
Watson, J.G.
Wearmouth, R.

OFFICERS IN ATTENDANCE

Binjal, S.

Farrell, S.
Hadfield, K.

O' Farrell, R.
Sample, C.
Willis, J.

Interim Director of Governance and
Monitoring Officer
Acting Head of HR/OD
Democratic and Electoral Services
Manager
Interim Chief Executive
Lawyer
Interim Executive Director for
Finance / Section 151 Officer

38. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Dale.

39. MINUTES

RESOLVED that the minutes of the meeting of the Committee held on 20 September 2022, as circulated, be confirmed as a true record and signed by the Chair.

40. DISCLOSURE OF MEMBERS' INTERESTS

The Leader asked the Monitoring Officer to clarify that those members who had taken part in the recruitment process could take part in the meeting. The MO confirmed this was the case. The Leader explained that he had wanted all group leaders to be involved in the recruitment process. Councillor Kennedy had

Ch.'s Initials.....

nominated Councillor Dale to take his place in this process as he could not attend, and Mr O'Farrell had advised this was not possible due to Councillor Dale being a member of the Staff and Appointments Committee. He had been invited to nominate another member but a further nomination had not been made.

Mr O'Farrell apologised for the confusion which had led from his comments. This had been a genuine mistake in a fast moving situation.

41. REPORT OF THE INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

Appointment of the Preferred Candidate as the Head of Paid Service, Chief Executive and Returning Officer

The report sought approval from the Staff and Appointments Committee for the appointment of the preferred candidate as the full-time Head of Paid Service, Chief Executive and Returning Officer and requested that the Committee make a recommendation to full Council to appoint the preferred candidate. The report also reminded the Committee of the requirements under the Officer Appointment Procedure Rules in relation to the appointment (or dismissal) of all Chief and Deputy Chief Officers.

The report also confirmed and set out the process undertaken during the exercise to recruit to the permanent position of Head of Paid Service, Chief Executive and Returning Officer.

Mr O'Farrell spoke to this and informed members that the recruitment process had been very comprehensive and robust. 15 applications had been received and 7 candidates were longlisted. A short list of 5 attended the assessment centre and he provided some detail for members on what this had entailed. Two candidates had then been invited back for Day 2.

A number of member comments were made:

- Councillor Watson commented that he was very impressed with the candidate. The scores had been very close and he asked if the decision had been unanimous. Mr O'Farrell confirmed this was the case. The member panel had met with HR staff and Penna to consider the performance at interview and the qualitative feedback. It was not just about the scores but how well the candidate would fit in with the Authority's culture.
- Councillor Hunter asked about a likely start date. Mr O'Farrell advised that three months' notice had to be given so the end of January could be an indicative timescale and the new Chief Executive would be involved in the recruitment of the new Executive Team. Mrs Willis informed members that adverts for the Executive Team would go out after the Council meeting, with longlisting possibly taking place before Christmas and concluding in January with interviews after that, but further discussions were needed about the recruitment process. Mr O'Farrell

reported that adverts for the Executive Team, the MO and the Head of HR would be in next week's MJ.

- With regard to the proposed salary, the MO reminded members that they had received benchmarking information on this in August and had approved the salary range then. The Leader was keen that the candidate should be offered the higher end of the range, which was of a similar level to the current and previous postholder.
- Councillor Watson referred to the staff who were currently acting up at director level and their concerns that their substantive jobs would be lost in the restructure. Mr O'Farrell acknowledged that there would be a different structure and lots of jobs would look different. He was talking to the Executive Team about this.
- Councillor Purvis asked whether there was an obligation to find equivalent jobs for those members of staff who may not have a job to go back to in the restructure. Mr O'Farrell advised that when there were significant differences in the new structure there would be a process for getting staff into positions. Mrs Willis confirmed this would be done through the management of change policy whereby an offer of alternative employment would be made. This might not be of the same grade, but a generous level of protection was offered and suitable roles would need to be identified for the level of staff involved. "Suitable" could be one band below the current role. Councillor Purvis asked if a copy of this policy could be sent to all members of the Committee, which was agreed.

Councillor Flux the proposed the report's recommendations which was seconded by Councillor Simpson.

It was therefore **RESOLVED** that:

- (a) the report be received and it be noted that the recruitment process has been conducted in a fair and transparent way;
- (b) the Committee accept the findings of the Interview Panel that Dr Helen Paterson is the preferred candidate to be appointed to the role of Head of Paid Service, Chief Executive and Returning Officer;
- (c) it be noted that the appointment is subject to no substantial and well-founded objection being notified to the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Appointment Procedure Rules), that Dr Helen Paterson be appointed as the full-time Head of Paid Service, Chief Executive and Returning Officer;
- (d) it be agreed that in the event that any objection is received from the Leader or Cabinet, that the appointment in question be referred back to this Committee for urgent consideration;
- (e) subject to there being no objection from the Leader or Cabinet to the appointment, full Council be recommended to appoint Dr Helen Paterson as the Council's Head of Paid Service, Chief Executive and Returning Officer;

- (f) it be noted that the offer of employment will be subject to all necessary pre-employment checks;
- (g) it be noted that the effective date of commencement of employment will be confirmed following all the necessary pre-employment checks; and
- (h) it be agreed that the remuneration for the post of Head of Paid Service and Chief Executive will be at the rate of £199k per annum with access to staff benefits in line with all Council employees. In addition, as Returning Officer for the Council, in the event of an election an additional fee of £12,145 will be payable.

CHAIR.....

DATE.....



Northumberland County Council

STAFF & APPOINTMENTS COMMITTEE

20th December 2022

PROPOSED APPOINTMENT PROCESS – EXECUTIVE DIRECTORS

Report of the Interim Chief Executive

Purpose of the Report

This report sets out the proposed appointment process of a team of permanent Executive Directors to replace the interim arrangements currently in place. Approval was given to implement a revised executive structure for the Council at Staff and Appointments Committee held on 20 September 2022 (see background information).

This report aims to set out the structure of the permanent appointment processes and remind the committee of the requirements under the Officer Appointment Procedure Rules in relation to the appointment of all Chief and Deputy Chief Officers.

Recommendations

To agree the following recommendations:

1. Approve the proposed Job Descriptions for 5 Executive Director roles: Executive Director - Children and Young People (DCS); Executive Director - Adults, Ageing and Wellbeing (DASS); Executive Director – Public Health, Inequalities and Stronger Communities (DPH); Executive Director – Place and Regeneration; Executive Director – Transformation and Resources (s151). All Job Descriptions appear at Appendix 1 of this report
2. To approve the continued engagement of Penna Executive Recruitment in line with the previous procurement process
3. Approve the proposed outline timetable and methodology for the recruitment process for all the Executive Directors attached as Appendix 2 to this report.
4. Approve the remuneration for exceptional Executive Director candidates at the top of Band 18 (£162,285).
5. Extend interim arrangements for those acting up into roles that meet the definition of Chief Officer and Deputy Chief Officer until such time as permanent appointments are made – schedule attached at Appendix 3.

6. As a result of Rick O'Farrell leaving the Council in February 2023, approve the interim appointment of Janice Rose as interim Executive Director – Regeneration until such time as the permanent appointment to the role of Executive Director – Place and Regeneration is made.
7. If the above interim appointment is approved, approve the backfilling of Janice Rose's interim post of Service Director – Regeneration by Sarah MacMillan until such time as a permanent appointment to the role of Executive Director – Place and Regeneration is made.
8. As a result of Liz Morgan's retirement in January 2023, approve the interim appointment of Gill O'Neill as Interim Executive Director - Public Health, until such time as the permanent appointment is made to the role.
9. All Chief Officer and Deputy Chief Officer roles whether permanent or interim are approved subject to no substantial and well-founded objections being notified by the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure Rules).
10. Note the re-advertisement of the previously approved Director of Corporate Law and Governance (MO).

Link to Corporate Plan

This report is relevant to all areas of the Corporate Plan as it relates to ensuring that the Council is compliant with the constitution and fulfilling its legal duties and requirements to ensure that there is an effective and fit for purpose staffing establishment.

Key Issues and Background

- It was recommended by this committee on the 27th July 2022 to Full Council, that Mr Rick O'Farrell be appointed on an interim basis as Chief Executive and Head of Paid Service until a permanent appointment could be made. The interim job description aligned to Mr O'Farrell's appointment sets out that one of the primary roles will be to restructure the Executive Team and recruit permanent roles including a permanent Head of Paid Service and Chief Executive.
- A Head of Paid Service and Chief Executive was selected in October 2022; this committee recommended to Full Council that Dr Helen Paterson be appointed. Full Council approval of the appointment was agreed on 2 November 2022. Dr Helen Paterson is due to assume her role on 8 February 2022. The appointment of Head of Paid service and Chief Executive has been finalised, and it is now necessary to appoint a permanent executive team.
- In late summer of 2021 the Council carried out a procurement process and appointed Penna PLC - who provide Executive search services. Given that a procurement exercise had previously been carried which awarded Penna the contract to review the Senior Council Officer structure, and within that made provisions for the necessary recruitment of Executive roles to be undertaken by Penna, the timetable within appendix 2 has been drawn up based on their involvement and the need to progress at pace.
- In order to secure the best field of quality candidates these roles have been advertised nationally via Penna. Adverts closed on 12 December 2022.
- The Council has been without a stable Leadership Team for some time and the proposed methodology of recruitment is aimed at ensuring longevity of appointments going forward.
- The vacant roles within the executive team have been filled using acting up arrangements and postholders have been designated 'interim' on this basis. These arrangements are proposed to be extended for 6 months, or until such time that permanent appointments are made. It is anticipated that all Executive appointments will assume their roles by the end of 31 July 2023.

- Rick O'Farrell has held a dual interim role of Chief Executive and Executive Director of Regeneration. When Mr O'Farrell leaves his interim Chief Executive post on 7 February 2023 he will also relinquish his Executive Director of Regeneration role. It is proposed that Janice Rose act up into this role on an interim basis until such time that the Executive Director – Place and Regeneration role is appointed to.
- If the above interim proposal is approved, Janice Rose will vacate the role of Service Director – Regeneration which she has been undertaking on an interim basis since February 2022. It is proposed that Sarah MacMillan instead acts up into the role of Service Director – Regeneration on an interim basis until such time that a permanent appointment to the role of Executive Director – Place and Regeneration is made.
- Liz Morgan has indicated her intention to retire at the end of January 2023. It is proposed that Gill O'Neill act up into the role on an interim basis until such time that the Executive Director – Public Health, Inequalities and Stronger Communities is appointed.
- The roles of Executive Director of Regeneration and Executive Director – Public Health are both Chief Officer roles. Therefore, the Officer Employment Procedure Rules apply. This means that this Committee must approve the interim appointments of Janice Rose and Gill O'Neill. Following approval by the Committee, the Proper Officer designated for this purpose, who is the Chief Executive, notifies the Leader and every member of the Cabinet of the intention to make the appointment, the name, salary and other relevant particulars of the post, and allows the Leader and Cabinet an opportunity to make any substantial or well-founded objections to that appointment, before the appointment is made.

Benchmarking

Salary benchmarking information was requested via Penna. The full entirety of their findings is available at appendix 4. Considering the findings of this exercise, the suggested salary band for Executive Director roles is Band 18 and band 17 for the Director of Law and Corporate Governance (MO).

Band 18 currently consists of 2 pay points - £150,820 and £162,285. The intention is to make offers at the lower pay point but, in circumstances that warrant it and due to candidate salary expectations, we require the ability to offer up to the higher pay point in order to secure an exceptional candidate.

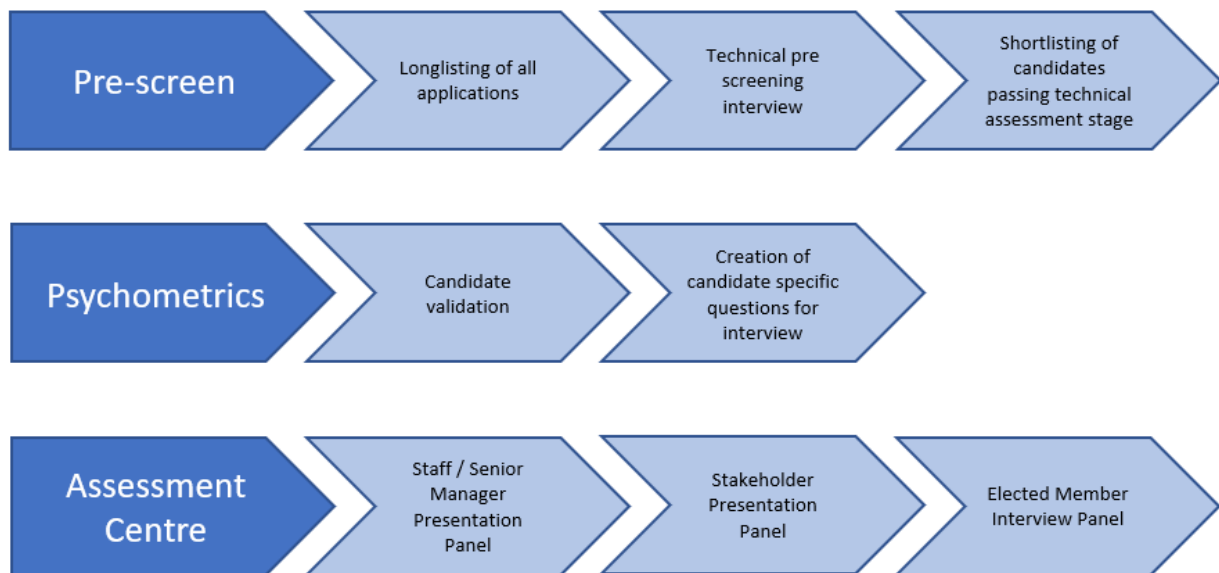
Outline Recruitment timeline and process/methodology

1. Recruitment Foundations

The first step is to be very clear on what a good Executive Director looks like, so there is a clear and common understanding of the fundamental criteria of these leadership positions. This includes a :

- Review of the values, code of conduct and Nolan Principles to ensure that they are 'operationalised' to give clear, simple, selection criteria.
- Review of Job descriptions, person specifications and candidate packs – are they inclusive, unambiguous and inviting

2. Process



- First stage pre-screening interview to check for initial suitability against the essential criteria. This will be conducted by Penna accompanied by technical experts specific to the role.
- Psychometric Assessment to gain information on candidate personality and potential suitability against the role profile. Psychometric assessment will also allow the mapping of desirable values and behaviours against personality attributes and traits. Candidates will be asked to devise a presentation to the interview panel based on their individual profile.

The tool that is proposed to be used is called 'Lumina' and will be administered by a company called 'Odyssey'. An example lumina report is available at appendix 5.

The report will be written with specific emphasis on the Nolan Principles/code of conduct and the council's values.

In addition, it is proposed that we use the 'Leadership Judgement Indicator' or 'LJI'. This is a judgement test that seeks to demonstrate the quality of decisions taken by a leader and identify their preferred leadership style.

- Creation of an Executive Director Assessment Centre. This will be designed to be delivered in-person, using a combination of in-house assessors and co-ordinators and external support from Penna. For each role this will include:
 - A presentation to a comprehensive panel of staff / senior managers
 - A presentation to a comprehensive panel of key stakeholders*
 - A Structured interview conducted by a cross-party panel comprising group leaders and portfolio holders**.

* The assessment for the role of Director of Corporate Law and Governance will not include a stakeholder panel due to its predominantly internal focus.

** The structured interview for the Executive Director of Public Health, Inequalities and Stronger Communities (DPH) will also include a faculty representative and regional Director of Public Health as this is a DoH requirement.

3. Timeline

The draft timeline is available in Appendix 2. The process has been structured to keep to very tight timelines, keeping candidate interest and momentum, while affording the opportunity to ensure all constitutional approval requirements are fully adhered to.

4. The next steps

For all roles, once a preferred candidate has been identified, the Staff and Appointments Committee will meet and consider approval of the appointment. For the roles of Executive Director – Transformation and Resources (s151) and Director of Corporate Law and Governance (MO) the Staff and Appointments Committee will meet and consider approval of the appointment before making a recommendation to Full Council.

Statutory Obligations and Pay Policy

There are certain statutory appointments which must be made. The Local Government and Housing Act 1989 section 4 requires that the Council designate one of its officers as Head of the Paid Service (usually the Chief Executive) who is responsible for preparing reports on the way the local authority's staff is organised, on the authority's staffing needs and on the coordination of the way in which the authority's functions are discharged.

In addition, by section 38 of the Localism Act 2011 the Council is required to produce a Pay Policy each financial year. Approval of the Pay Policy is a matter for full Council and cannot be delegated. The Council's current Pay Policy is 2022/2023 and sets out details, amongst other things, of the payment to chief officers.

The Staff & Appointments Committee is therefore required to consider and approve the appointments of the roles of Executive Director - Children and Young People (DCS); Executive Director - Adults, Ageing and Wellbeing (DASS); Executive Director – Public Health, Inequalities and Stronger Communities (DPH); Executive Director – Place and Regeneration; Executive Director – Transformation and Resources (s151) and Director of Corporate Law and Governance (MO) on a salary of over £100,000 in line with the Councils agreed Pay Policy 2022/23 as follows,

“Notwithstanding any other requirement of the Constitution, any appointment within the Council that attracts a salary package of £100,000 or more will be considered and approved by the Staff & Appointments Committee. Salary package in this respect includes salary and any other fees, allowances, bonuses and benefits in kind that the post holder would routinely be entitled to”.

Officer Appointment Procedure Rules

The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) requires that, where a Council is operating a Cabinet and Leader model of governance, before any offer of appointment is made to a Chief or Deputy Chief Officer, the Proper Officer designated for that purpose, notifies the Leader and every member of the Cabinet of the intention to make the appointment, the name, salary and other relevant particulars of the post, and allows the Leader and Cabinet an opportunity to make any substantial or well-founded objections to that appointment, before the appointment is made. These provisions apply irrespective of whether the appointment is made by the full council, a committee, or by an officer of the council delegated to do so. The provisions are broadly set out in Part 4.3 of the Northumberland County Council Constitution. These provisions also apply whether the appointment is permanent or interim.

Implications

Policy	Oversight of HR Policies and Procedure
Finance and value for money	Permanent appointments are deemed to be appropriate in relation to finance and value for money. The cost of the appointments can be met from existing budgets. Contingency funding is available to meet the cost of interim arrangements pending appointments to the new structure.
Legal	<p>The functions of the Staff and Appointments Committee are as follows:</p> <ul style="list-style-type: none"> a. To discharge the Council's functions of the employer in relation to the Chief and Deputy Chief Officers. Chief Officer is defined as the Head of Paid Service, the Monitoring Officer and any officer as defined in S.2 (1) (b) (c) and (d) of the Local Government and Housing Act 1989. b. To consider, approve, or make recommendations to the County Council, in relation to any changes to the overall structure of the Council's workforce, and the number and designation of Chief Officer and Deputy Chief Officer posts. c. To determine the terms and conditions relating to employees of the County Council to include the remuneration and terms and conditions of employment for the Head of Paid Service and Chief and Deputy Chief Officers.
Procurement	Agreed via procurement process through Full Council for Penna PLC
Human Resources	The appointments will be made in line with appropriate employment recruitment processes. Relevant legal implications have been set out in the body of this report.
Property	N/A
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A X	The recruitment process for these posts will be in line with best practice in relation to promoting equality and diversity within the Council's recruitment processes.
Risk Assessment	Consistent with Independent Corporate Governance Review (Caller Report)
Crime & Disorder	N/A
Customer Consideration	N/A
Carbon reduction	N/A
Health and Wellbeing	The recommendations will support the health and wellbeing of Council Employees at varying levels within the organisation
Wards	The recommendations not related to any particular ward but cover the whole of Northumberland.

Report sign off.

Authors must ensure that officers and members have agreed the content of the report:

	Full Name of Officer
Monitoring Officer / Interim Director of Governance	Suki Binjal
Executive Director of Finance & S151 Officer	Jan Willis
Interim Chief Executive	Rick O'Farrell in conjunction with the Interim Service Director for HR/OD
Portfolio Holder(s)	Staff & Appeals Committee

Linked reports

- 20th of September 2022 Staff and Appointments Committee report details of the revised executive management structure.
- 15th of August 2022 Staff and Appointments Committee report details proposed appointment process for the Director of Law & Corporate Governance.

Background information

N/A

Authors and Contact Details

This report has been prepared by Sarah Farrell, Interim Service Director of HR/OD

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NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
JOB TITLE:	Executive Director Children, Young People and Education
GRADE:	Band 18 (£150,149)
JD REF:	H174
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise resources across the Council.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to all Children's Services including Social Care, Education and Skills.
Employees:	Service Directors, Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities.
Budget:	Accountability for the effective management of Council finances within the Directorate and supporting the Chief Executive and other colleagues to make the best use of the total budget available.
Ot	As required to ensure that all normal and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, develop and manage services relating to Children, Young People and Education in order to deliver the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan - a council that works for everyone, to benefit the people of Northumberland.

Lead the commissioning, provision and delivery of services and initiatives that understand and address the needs of children, young people and their families and carers, including vulnerable children and young people. These activities will be on behalf of the Council and with partners across the Health, Care, regulatory and education sectors.

As the Council's Statutory Director of Children's Services to advise the Chief Executive Leader, relevant Cabinet Members, Senior Management Team and Council on Children's safeguarding and social care arrangements.

To lead work with key partners across the care, education and health sectors to ensure efforts are aligned and operating cohesively to maximise the opportunities and life chances of all children and young people across the County.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality. The postholder will be expected to deputise for the Chief Executive if requested and there will be a rota devised to provide cover if needed amongst the Executive Management Team.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individuals' strengths and foster collaboration across the whole organisation.

Ensure, as a senior executive, that effective governance and assurance processes are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council’s Chief Executive be the principal adviser on matters relating to Children’s Services (including Social Care), Education and Skills (acting as the statutory DCS) and ensure timely advice to relevant Council bodies on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice relation to the functions within the Directorate and effecting the changes required from the regulatory frameworks affecting Children’s Social Care, skills and Education. The lead responsibility for Early Help, Prevention and intervention also sits within this Directorate and needs to cover all services especially Public Health and Adults Social Care.

Manage well the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council’s priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council’s commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council’s reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

There are also a number of statutory responsibilities such as the Caldecott Guardian and SIRO which will be assigned to members of the team based on experience and skills.

PRINCIPAL ACCOUNTABILITIES

Act as the Council’s principal adviser on all Children’s Services, Education and Skills ensuring that the Council implements all national and professional standards and requirements in a timely manner while recognising the interests of local communities.

Oversee the provision of timely and accurate advice to the Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high quality professional support and advice on matters which will secure growth and prosperity across the County and ensure services are sustainable.

Act as a role model and exemplar in achieving a people-centred, collaborative, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve services.
Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.
Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.
Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer.
Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to place shaping and regeneration and position the Council as a decisive and influential organisation to maximise all available assets .
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.
Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect children and young people working closely with all Education establishments such as Schools, colleagues and early years facilities to secure the best possible quality of services.

Take a lead role within the Council’s Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are be carried out in accordance with Council’s Constitution, governance arrangements, policies, and procedures.
Special Conditions:
This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none"> • Work collaboratively across services and departments to deliver corporate excellence. • Work collaboratively with external partners to deliver excellent service. • Seek opportunities for partnership working at a local, regional, national level. • Clarify expectations, objectives and working arrangements of partnerships. • Contribute effectively to multi-partner projects. 	

Serving our Community	
<ul style="list-style-type: none"> • Promote the Community Plan. • Seek and act on feedback from the community. • Influence Service and Corporate plans to reflect community needs • Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community • Promote equality of opportunity in service delivery 	

Working within the Political Arena	
<ul style="list-style-type: none"> • Understand and actively support the role of Councillors. • Understand and actively support the democratic process within Northumberland Council. • Recognise the impact of Government and legislation on Council strategy and services. • Consult, support, and keep Councillors informed. 	

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Children, Young People and Education
JOB TITLE:	Executive Director Children, Young People and Education
GRADE:	Band 18

Qualifications/Professional Development
Relevant professional and general management qualification or an equivalent demonstrable portfolio of experience.
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success across Childrens Services with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens especially vulnerable adults.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

On the microsite you will see the Executive Director Structure agreed by Council earlier this year and the proposed service alignment. The actual detail of this structure at the next tier is currently under review and the operating model options will be discussed and agreed by the end of December 2022. During the recruitment process we will be able to update you on this.

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
SERVICE:	Northumberland County Council
JOB TITLE:	Executive Director Adults, Ageing and Wellbeing
GRADE:	Grade 18 (£150,419)
JD REF:	H173
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise resources across the Council.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to Adults' Social Care, Ageing and Wellbeing.
Employees:	Service Directors, Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities.
Budget:	Accountability for the effective management of Council finances within the Directorate and supporting the Chief Executive and other colleagues to make the best use of the total budget available.
Other Resources	As required to ensure that all normal and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, develop and manage services relating to Adults, ageing and wellbeing in order to deliver the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan - a council that works for everyone, to benefit the people of Northumberland.

Lead the commissioning, provision and delivery of services and initiatives that understand and address the needs of vulnerable adults, their families and carers. These activities will be directly on behalf of the Council and with partners across the Health Care and regulatory sectors.

As the Council's statutory DASS to advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and the Council on Adults' safeguarding and social care arrangements.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality especially to maximise the Council's role in place shaping and creating the best opportunities for Adults' and communities, especially those needing additional support, advice or guidance. The postholder will be expected to deputise for the Chief Executive if requested and there will be a rota system devised to provide cover if needed across the Executive Management Team.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individuals' strengths and help foster collaboration across the whole organisation.

There are also a number of Statutory responsibilities such as the Caldecott Guardian and SIRO which will be assigned to members of the team based on experience and skills.

Ensure, as a senior executive, that effective governance and assurance processes are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council's Chief Executive be the principal adviser on matters relating to Adults' Social Care, Ageing and Wellbeing (acting as the statutory DASS) and ensure timely advice to relevant Council bodies on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice relation to the functions within the Directorate and effecting the changes required from the new regulatory framework affecting Adults' Social Care.

Manage well the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council's priorities and provision of high-quality, cost-effective services based on community needs. Work closely with colleagues within the organisation and without to develop the best possible arrangements for early help, prevention and intervention.

Participate and develop the Council's commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council's reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

PRINCIPAL ACCOUNTABILITIES

Act as the Council's principal adviser on Adults' Social Care, Ageing and Wellbeing ensuring that the Council implements all national and professional standards in a timely manner and recognising the interests of local communities

Oversee the provision of timely and accurate advice to the Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high quality professional support and advice on matters which will secure growth and prosperity across the County and ensure services are sustainable.

Act as a role model and exemplar in achieving a people-centred, collaborative, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve

services.

Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.

Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.

Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.

Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer.

Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to place shaping and regeneration and position the Council as a decisive and influential organisation to maximise all available assets .

Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.

Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.

Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect vulnerable adults and other activities that support wellbeing and ageing well.

Take a lead role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).

To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.

Special Conditions:

This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none"> • Work collaboratively across services and departments to deliver corporate excellence. • Work collaboratively with external partners to deliver excellent service. • Seek opportunities for partnership working at a local, regional, national level. • Clarify expectations, objectives and working arrangements of partnerships. • Contribute effectively to multi-partner projects. 	

Serving our Community	
<ul style="list-style-type: none"> • Promote the Community Plan. • Seek and act on feedback from the community. • Influence Service and Corporate plans to reflect community needs • Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community • Promote equality of opportunity in service delivery 	

Working within the Political Arena	
<ul style="list-style-type: none"> • Understand and actively support the role of Councillors. • Understand and actively support the democratic process within Northumberland Council. • Recognise the impact of Government and legislation on Council strategy and services. • Consult, support, and keep Councillors informed. 	

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Adults, Ageing and Wellbeing
JOB TITLE:	Executive Director Adults, Ageing and Wellbeing
GRADE:	Grade 18

Qualifications/Professional Development
Relevant professional and general management qualification or an equivalent demonstrable portfolio of experience.
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success across Adults Social Care and wellbeing activities with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens especially vulnerable adults.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.

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Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

On the microsite you will see the Executive Director Structure agreed by Council earlier this year and the proposed service alignment. The actual detail of this structure at the next tier is currently under review and the operating model options will be discussed and agreed by the end of December 2022. During the recruitment process we will be able to update you on this.

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
SERVICE:	Public Health, Inequalities and Stronger Communities
JOB TITLE:	Executive Director Public Health, Inequalities and Stronger Communities
GRADE:	Grade 18 £150,820
JD REF:	H176
RESPONSIBLE TO:	Council Chief Executive Professionally accountable to the Secretary of State for Health via OHID/DHSC
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise capacity and resources across the Council. Due to the unique nature of this role this post is responsible for system leadership functions and activities as described throughout this document.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to Public Health, Inequalities and activities to create stronger communities. The exact functions to be part of the post's remit are under review but likely to include Libraries, Archives and Northumberland Communities Together.
Employees:	Service Directors, Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities.
Budget:	Accountability for the effective management of Council finances within the Directorate and supporting the Chief Executive and other colleagues to make the best use of the total budget available. This includes the Public Health grant and funding associated with specific functions as prescribed by central government and the reporting of spend.
Other Resources	As required to ensure that all normal and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council Vision and Corporate plan.

JOB PURPOSE:

To lead, develop, manage and influence services to improve the health and wellbeing of Northumberland residents, reduce inequalities and deliver healthier and stronger communities as part of the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan - a council that works for everyone,

The Director of Public Health is the system leader for improving the health and wellbeing of residents, reducing inequalities in health outcomes and protecting local communities from public health hazards (infectious diseases and environmental threats). As such, the Director of Public Health is a statutory chief officer of the authority and the principal adviser on all health matters to elected members, officers and partners, with a leadership role spanning health improvement, health protection and healthcare public health. The Public Health Act 2006, amended by the Social Care Act 2012, makes provision for the Director of Public Health to be responsible for:

- All of the Council's duties to improve public health
- Any of the functions delegated to local authorities by the Secretary of State for Health, either by arrangement or regulations, relating to health protection or improvement including those services mandated in Section 6c of the 2006 Act and inserted by Section 18 of the 2012 Act. This includes other public health functions specified in regulations by the Secretary of State
- Exercising the Council's functions in planning for and responding to emergencies that present a risk to public health.
- Co-operating with the Police, Probation Service and Prison Service to assess the risks posed.
- Producing an independent annual report on the health of the County's communities.

In order to deliver these requirements, the postholder will be an active and visible leader in health and wellbeing partnership arrangements in order to be able to use all resources at their disposal which are needed to tackle the full range of health determinants. This partnership ethos will extend to work with local communities while maintaining the confidence of Elected members and government.

To lead and deliver on commissioning activities which fall within the remit of the whole portfolio of this post operating collaboratively with colleagues in the Council, broader health and care system and other partners across the County, to ensure that all initiatives and programmes support effort to improve the health of the population and reduce inequalities. These programmes will be both transformational and innovative and continue to support communities, partners and businesses rebuild following the pandemic using the full range of resources at the disposal of the post and broader partnership.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality especially to maximise the Council's role in place shaping and creating the best possible conditions to protect public health, reduce inequalities and support local communities to operate as strong, cohesive neighbourhoods.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations.

There are also a number of Statutory responsibilities such as the Caldecott Guardian and SIRO which will be assigned to members of the Team based on experience and skills.

Ensure, as a senior executive, that effective governance and assurance processes are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision making framework and arrangements for both the Council and the Secretary of State for Health.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council's Chief Executive, as well as being accountable to the Secretary of State for Health, be the principal adviser on matters relating to health (acting as the statutory Director of Public Health) and ensure timely advice to relevant Council bodies and partners on all health and wellbeing matters of local and national policy and statutory requirements to enable the Council to make informed decisions.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice in relation to the functions within the Directorate and effecting the changes required from the regulatory framework affecting Public Health and other functions which support reduction of inequalities.

Manage well the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery, maximising the key role the postholder has in the wider system leadership and amongst Health and Care partners to provide leadership, direction, and management of the Senior team within the Directorate and ensure the delivery of the Council's priorities and provision of high-quality, cost-effective services based on community needs. This includes working with the

Integrated Care Board and having regard to the ICS/ICP Strategy in order to provide public health advice as part of the core offer to the ICB to support the commissioning of appropriate, effective (based on evidence), and equitable health services.

Work closely with colleagues within the organisation and without to develop the best possible arrangements for early help, prevention and intervention.

Participate and develop the Council's commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth, improve public health and reduce inequalities as well as other front line services that communities and resident's need to lead healthy and productive lives.

Contribute to successful management of the Council's reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

Develop key relationships with:

- Cabinet/Portfolio holder and elected members
- Senior Management Team
- Local NHS bodies including the NENC Integrated Care Board
- UK Health Security Agency/Office for Health Improvement and Disparities
- Relevant Boards within the Council and wider system
- Local Resilience Forum
- NHS England/Improvement/Health Education England
- VCSE organisations
- Communities and the press

PRINCIPAL ACCOUNTABILITIES

Act as the Council's principal adviser on health and inequalities ensuring that the Council implements all national and local professional standards and requirements in a timely manner while recognising the interests of local communities.

Oversee the provision of timely and accurate data and advice to the Chief Executive, Council, Cabinet, Committees, and all Members on matters which will secure high levels of health and wellbeing across the County while ensuring services are sustainable. Delivery of a system to support surveillance, monitoring and evaluation of health and wellbeing and inequalities in health outcomes of local communities (including an easily accessible Joint Strategic Needs Assessment System)

Act as a role model and exemplar in achieving a people-centred, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve services.

<p>Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements. Ensure quality improvement (and clinical governance) programmes are an integral component of the public health approach in the Council.</p>
<p>Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.</p>
<p>Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources. These programmes will be mindful of national requirements relating to health and wellbeing and reducing inequalities.</p>
<p>Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer. This includes undertaking an independent annual report to be published by the Local Authority on the health of local communities to stimulate debate and action by the Council and partners. The postholder will work alongside colleagues in the LHRF, UKHSA and NHSE as part of the co-ordinated approach to assurance in order to address public health challenges such as environmental hazards and infectious diseases.</p>
<p>Oversee the scrutiny and advise on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to health and wellbeing in supporting place shaping and regeneration in order to position the Council as a decisive and influential organisation that can maximise all available assets and use these to improve the health and life chances of all residents.</p>
<p>Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and maintain effective communication and engagement strategies are applied to support delivery of services and change activities.</p>
<p>Ensure equality, diversity and inclusion principles are embedded across all services. Provide leadership around equality, diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.</p>
<p>Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect vulnerable communities and other activities that support health and wellbeing.</p>

Take a lead role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
Support the Health and Wellbeing Board to fulfill its statutory duty to promote integration for the benefit of local communities and work with partners to promote a coherent and cohesive plan for population health.
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures. Oversee the professional obligations of staff and peers
Contribute actively to the training programme for Foundation Year Doctors/Specialty Registrars in Public Health as appropriate, and to the training of practitioners and primary care professionals within the locality.
Pursue a programme of CPD, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation or other measures required to remain on the GMC/GDC Specialist Register with a license to practice or the UK Public Health (Specialist) Register or other specialist register as appropriate.
Practise in accordance with all relevant sections of the General Medical Council's Good Medical Practice (if medically qualified).
Agree any external professional roles (Educational Supervisor, Appraiser, etc.) and the time required to deliver those roles with the Council.

Special Conditions:

This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none"> • Work collaboratively across services and departments to deliver corporate excellence. • Work collaboratively with external partners to deliver excellent service. • Seek opportunities for partnership working at a local, regional, national level. • Clarify expectations, objectives and working arrangements of partnerships. • Contribute effectively to multi-partner projects. 	

Serving our Community	
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- Promote the Community Plan.
- Seek and act on feedback from the community.
- Influence Service and Corporate plans to reflect community needs
- Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community
- Promote equality of opportunity in service delivery

Working within the Political Arena

- Understand and actively support the role of Councillors.
- Understand and actively support the democratic process within Northumberland Council.
- Recognise the impact of Government and legislation on Council strategy and services.
- Consult, support, and keep Councillors informed.

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Public Health, Inequalities and Stronger Communities
JOB TITLE:	Executive Director Public Health, Inequalities and Stronger Communities
GRADE:	Grade 18

<p>Qualifications</p> <ul style="list-style-type: none"> • In line with legislation, inclusion in the GMC Full and Specialist Register with a license to practice/GDC Specialist List or inclusion in the UK Public Health Register (UKPHR) for Public Health Specialists at the point of application • <i>If included in the GMC Specialist Register/GDC Specialist List in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health practice</i> • If an applicant is non-UK trained, they will be required to show evidence of equivalence to the UK CCT MFPH by examination, by exemption or by assessment or equivalent • Must meet minimum CPD requirements (i.e. be up to date) in accordance with the Faculty of Public Health requirements or other recognised body <p>Evidence of relevant up to date leadership and management training.</p>
<p>Experience, Knowledge, and Skills</p> <p>Proven achievement of leadership success across Public Health and related activities to reduce inequality with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact e.g. Population Health Management, Immunisation, understanding of epidemiology and health economics.</p> <p>Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.</p> <p>Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens especially vulnerable adults.</p> <p>Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.</p>

Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

APPENDIX

FACULTY OF PUBLIC HEALTH: COMPETENCIES EXPECTED OF ALL PUBLIC HEALTH CONSULTANTS

This postholder, irrespective of background is expected to be proficient in the competencies set out below in order to assure the Faculty of Public Health and these are set out here for clarity but are consistent with the expectations set out in the job description/ person specification.

- i. **Use of Public Health intelligence to survey and assess a population's health and wellbeing**
To be able to synthesise data into information about the surveillance or assessment of a population's health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.
- ii. **Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations**
To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.
- iii. **Policy and strategy development and implementation**
To influence and contribute to the development of policy and lead the development and implementation of a strategy
- iv. **Strategic leadership and collaborative working for Health**
To use a range of effective strategic leadership, organisational and management skills in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.
- v. **Health Improvement, Determinants of Health and Health Communication**
To influence and act on the broad determinants of Health at a system, community and individual level.
- vi. **Health Protection**
To identify, assess and communicate risks associated with hazards relevant to health protection, and to lead and co-ordinate the appropriate Public Health response.
- vii. **Health and Care Public Health**
To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of Health and Care Services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.
- viii. **Academic Public Health**
To add an academic perspective to all public health work undertaken. Specifically to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer-reviewed journals, and demonstrate competence in teaching and learning across all areas of public health practice.

- ix. **Professional, personal and ethical development**
To be able to shape, pursue actively and evaluate own personal and professional development using insight into your behaviours and attitudes and their impact to modify behaviour and practice within the framework of the GMC's Good Medical Practice (as used for appraisal and revalidation for consultants in Public Health) and the UKPHR's Code of Conduct.

- x. **Integration and application for consultant practice**
To be able to demonstrate consistent use of sound judgement to select from a range of advanced public health expertise and skills, and to use them effectively, working at senior organisational levels to deliver improved population health in complex and unpredictable environments.

The Executive Director of Public Health, Inequalities and Stronger Communities is expected to have the technical expertise as well as the ability to use those techniques to lead and support the development of complex solutions to improve the health and wellbeing of local communities. In addition, they are expected to have the skills and ability to present the results of applying their technical expertise so that they are understandable and stimulate actions from a range of individuals and organisations.

On the microsite you will see the Executive Director Structure agreed by Council earlier this year and the proposed service alignment. The actual detail of this structure at the next tier is currently under review and the operating model options will be discussed and agreed by the end of December 2022. During the recruitment process we will be able to update you on this.

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
SERVICE:	Northumberland County Council
JOB TITLE:	Executive Director Place and Regeneration
GRADE:	Band 18 (£150,415)
JD REF:	H172
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise resources and capacity across the Council.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to Place-shaping, growth and regeneration.
Employees:	Service Directors, Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities.
Budget:	Accountability for the effective management of Council finances within the Directorate and supporting the Chief Executive and other colleagues to make the best use of the total budget available.
Other Resources	As required to ensure that all normal and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, manage and direct services relating to Place shaping and regeneration in order to deliver the Council's key corporate and partnership priorities that fall within the portfolio and in line with the corporate plan - a council that works for everyone, to benefit theatre and people of Northumberland.

To act as the lead commissioner of services which will deliver the Council's ambition for the regeneration of the County and continue to build a place where people want to live and work.

Represent the Council in partnership activities across the public, private and voluntary sector in initiatives and programmes which promote inward investment and generate growth across the County for the benefit of residents. These activities will also help the Council proactively address climate change and create physical spaces that people value and enjoy. The postholder will be expected to deputise for the Chief Executive if requested and there will be a rota system devised to provide cover amongst the Executive Management Team.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individuals strengths and foster collaboration across the whole organisation.

There are also a number of statutory responsibilities such as the Caldecott Guardian which will be assigned to members of the team based on experience and skills.

Ensure, as a senior executive, that effective governance and assurance processes are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council’s Chief Executive be the principal adviser on matters relating to place shaping and regeneration and ensure timely advice to relevant Council bodies on all related matters of policy and statutory requirements to enable the Council to make informed decisions.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice relation to the functions within the Place and Regeneration portfolio.

Manage well the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council’s priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council’s commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council’s reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

PRINCIPAL ACCOUNTABILITIES

Act as the Council’s principal adviser on Place Shaping and Regeneration activities.

Oversee the provision of timely and accurate advice to the Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high quality professional support and advice on matters which will secure growth and prosperity across the County and ensure services are sustainable.

Act as a role model and exemplar in achieving a people-centred, values based collaborative and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve services.

Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the organisation to deliver successfully against the Council's ambitions and priorities.
Actively demonstrate commitment and action to develop a collaborative, inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.
Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead officer .
Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to place shaping and regeneration and position the Council as a decisive and influential organisation to maximise all available assets.
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.
Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, national, and international levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need for inward investment and other activities that support economic growth and the Council's climate change ambitions.
Take a lead role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.

Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.

Special Conditions:

This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners

- Work collaboratively across services and departments to deliver corporate excellence.
- Work collaboratively with external partners to deliver excellent service.
- Seek opportunities for partnership working at a local, regional, national level.
- Clarify expectations, objectives and working arrangements of partnerships.
- Contribute effectively to multi-partner projects.

Serving our Community

- Promote the Community Plan.
- Seek and act on feedback from the community.
- Influence Service and Corporate plans to reflect community needs
- Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community
- Promote equality of opportunity in service delivery

Working within the Political Arena

- Understand and actively support the role of Councillors.
- Understand and actively support the democratic process within Northumberland Council.
- Recognise the impact of Government and legislation on Council strategy and services.
- Consult, support, and keep Councillors informed.

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future	
<ul style="list-style-type: none"> • Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term. • Lead the development and implementation of corporate policy at a strategic level. • Challenge what we do and how we do it. • Influence relevant national and regional organisations and partners. • Connect plans, policies, strategies, and services to provide consistent service delivery. • Generate innovative ideas. • Translate strategy into action. • Consider the implications of decisions across the Council and act in the overall interests of Council performance. 	
Building Shared Vision and Values	
<ul style="list-style-type: none"> • Scan the internal environment and engage employees in compelling visions of the future. • Create an environment in which a culture embracing our Vision and Values can thrive. • Involve all stakeholders in building a vision for the future. • Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision. • Translate the Council's vision into practical and achievable plans. 	
Strengthening Corporate Leadership Capacity	
<ul style="list-style-type: none"> • Continuously develop the political leadership and managerial interface. • Operate with others as a cohesive senior managerial team. • Create time with staff and other managers for discussion about their development rather than firefighting. • Coach and mentor staff and other managers. • Lead, delegate and empower others at a strategic level. • Identify and develop potential senior managerial successors. 	
Promoting and Facilitating Change	
<ul style="list-style-type: none"> • Critically evaluate the reasons that prompt change and take appropriate action. • Proactively steer internal change. • Proactively manage the exchange of information between the public and the organisation. • Consider the resource implications of change. • Anticipate and respond to emotional and morale issues brought about by change. • Monitor and evaluate the change process to ensure aims are met. 	

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Place and Regeneration
JOB TITLE:	Executive Director Place and Regeneration
GRADE:	Grade 18

Qualifications/Professional Development
Relevant professional and general management qualification or an equivalent demonstrable portfolio of experience.
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success across Place shaping and regeneration activities within a complex setting with the ability to show broad scope of public purpose, social impact, resource, and accountability.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence.
Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

On the microsite you will see the Executive Director Structure agreed by Council earlier this year and the proposed service alignment. The actual detail of this structure at the next tier is currently under review and the operating model options will be discussed and agreed by the end of December 2022. During the recruitment process we will be able to update you on this.

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
JOB TITLE:	Executive Director Transformation and Resources
GRADE:	Band 18 (£150,419)
JD REF:	H175
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise capacity and resources across the Council.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to key corporate services including Finance, Commissioning and Procurement.
Employees:	Service Directors, Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities within the Transformation programme.
Budget:	Operating as the Council's S151 Officer take accountability for the effective management of Council finances and support the Chief Executive and other colleagues to make the best use of the total resource available through maximisation of income as well as expenditure and holding responsibility for the corporate approach to Transformation.
Other Resources	As required to ensure that all normal and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council's Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, develop and manage services relating to transformation and resources which deliver the Council's key corporate and partnership priorities that fall within the portfolio and in line with the corporate plan – a Council that works for everyone, to benefit the people of Northumberland.

This post leads on a number of key corporate services which will ensure the Council has in place robust and viable plans to manage the budget as well as ensure all transformation activities put the organisation in the best possible position to be sustainable in the medium and long term.

Some activities will require activities to take place with local, regional or national partners to maximise joint resources and the post holder will be both a lead commissioner and a participant in shaping and delivering activities which make the best use of the capacity at the Council's disposal.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) and use of prioritisation to secure the delivery of public services across the locality and maximise the Council's role in finding ways of delivering services which provide best value for money. The postholder will be expected to deputise for the Chief Executive if requested and there will be a rota system devised to provide cover if needed amongst the Executive Management Team.

As the Council's Statutory S151 Officer to advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and Council in order to protect the Council's interests and uphold best practice.

Lead by example and foster a culture, both within the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individual strengths and help foster collaboration across the whole organisation.

Ensure, as a senior executive and Council's S151 Officer, that effective governance and assurance processes, including Audits are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision-making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council's Chief Executive be the principal adviser on matters relating to Transformation and Resources (acting as the statutory S151 Officer) and ensure timely advice to relevant Council bodies on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions taking account of the resources available.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice relation to the functions within the Directorate and effecting the changes required from the regulatory frameworks and local and national policies.

Manage well the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council's priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council's commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council's reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

There are a number of statutory responsibilities such as the Caldecott Guardian and SIRO which will be assigned to the team based on experience and skills.

PRINCIPAL ACCOUNTABILITIES

Act as the Council's principal adviser on use of Resources and the approach to Transformation ensuring that the Council implements all national and professional standards and requirements in a timely manner while recognising the interests of local communities. This will include ensuring that the major change effort embraces opportunities created by digital solutions for both residents and the organisation.

Oversee the provision of timely and accurate advice to the Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high quality professional support and advice on matters which will ensure services are sustainable.

Act as a role model and exemplar in achieving a collaborative, people-centred, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximising the potential of the workforce to improve services.
Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.
Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.
Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer.
Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to place shaping, regeneration and care for people in need and position the Council as a decisive and influential organisation to maximise all available assets in order to provide the best possible services.
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.
Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect the Council's finances.
Take a lead role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).

To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
Special Conditions:
This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none"> • Work collaboratively across services and departments to deliver corporate excellence. • Work collaboratively with external partners to deliver excellent service. • Seek opportunities for partnership working at a local, regional, national level. • Clarify expectations, objectives and working arrangements of partnerships. • Contribute effectively to multi-partner projects. 	

Serving our Community	
<ul style="list-style-type: none"> • Promote the Community Plan. • Seek and act on feedback from the community. • Influence Service and Corporate plans to reflect community needs • Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community • Promote equality of opportunity in service delivery 	

Working within the Political Arena	
<ul style="list-style-type: none"> • Understand and actively support the role of Councillors. • Understand and actively support the democratic process within Northumberland Council. • Recognise the impact of Government and legislation on Council strategy and services. • Consult, support, and keep Councillors informed. 	

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Executive Director Transformation and Resources
JOB TITLE:	Executive Director Transformation and Resources
GRADE:	Grade 18

Qualifications/Professional Development
Relevant professional qualification e.g. CIPFA and a demonstrable portfolio of experience.
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success in managing large complex budgets and budget strategies with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
Experience of devising and implementing frameworks to transform services and leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens especially vulnerable adults.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

On the microsite you will see the Executive Director Structure agreed by Council earlier this year and the proposed service alignment. The actual detail of this structure at the next tier is currently under review and the operating model options will be discussed and agreed by the end of December 2022. During the recruitment process we will be able to update you on this.

Appendix 2 – Indicative timetable for recruitment of Tier 2 Roles – as at November 2022

NB – dates and time are subject to change dependent on candidate response levels per vacancy. Broad holds have been placed on diaries and actual dates and time will be advised in due course. This timetable is provided for illustrative purposes only.

Role	Closing date	Longlist	Initial Interviews	1:1 Teams with Helen/Rick	Technical Assessor	Shortlist	Assessment and Stakeholders	Final Interview
Executive Director Place and Regeneration	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	George Manson, South Tyneside Council or Tom Stannard, CEX Salford	16 or 17 January Assessments: Lumina LJI	23 January (am) Staff Panel Partner Panel Helen 1:1	23 January (pm)
Executive Director Children, Young People and Education	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	Jill Colbert Sunderland DCS and CEX of Sunderland Children's Trust	16 or 17 January Assessments: Lumina LJI	24 January (am) Staff Panel Partner Panel CYP Panel Helen 1:1	24 January (pm)
Executive Director Adults, Ageing and Wellbeing	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	Phil Porter, LBC Brent or Richard Webb, North Yorkshire CC	16 or 17 January Assessments: Lumina LJI	24 January (pm) Staff Panel Partner Panel Service User Panel? Helen 1:1	25 January (am)
Executive Director Public Health, Inequalities and Stronger Communities	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	Faculty to provide	16 or 17 January Assessments: Lumina LJI	25 January (am) Staff Panel Partner Panel Faculty? Helen 1:1	25 January (pm)

Appendix 2 – Indicative timetable for recruitment of Tier 2 Roles – as at November 2022

Executive Director Resources and Transformation	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	Eugene O’Sullivan, Sheffield City Council or Rob Whiteman CIPFA	16 or 17 January Assessments: Lumina LJ	26 January (am) Staff Panel Partner Panel Helen 1:1	26 January (pm)
Director of Law and Corporate Governance	12 December	w/c 19 December	w/c 2 & 9 January	w/c 2 & 9 January	Suki Binjal, NCC interim and /or Gillian Marshall of Wakefield Council	16 or 17 January Assessments: Lumina LJ	27 January (am) Staff Panel Helen 1:1	27 January (pm)

Sample day schedule with 5 elements and 5 candidates – worst case scenario (also option to reduce candidates down at lunch time)

Time	Staff Panel	Partner Panel	Member Panel	CYP Panel	1:1 with CEX
9.00 – 9.40 am	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5
9.50 – 10.30 am	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Candidate 1
10.40 – 11.20 am	Candidate 3	Candidate 4	Candidate 5	Candidate 1	Candidate 2
11.30 – 12.10 am	Candidate 4	Candidate 5	Candidate 1	Candidate 2	Candidate 3
12.20 – 1.00 pm	Candidate 5	Candidate 1	Candidate 2	Candidate 3	Candidate 4
1.00 – 1.45 pm	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
	CANDIDATE REVIEW	CANDIDATE REVIEW	CANDIDATE REVIEW	CANDIDATE REVIEW	CANDIDATE REVIEW
	FINAL INTERVIEW				
2.00 – 3.00 pm	Candidate 1				
3.00 – 4.00 pm	Candidate 2				
4.00 – 5.00 pm	Candidate 3				
5.00 – 6.00 pm	Candidate 4				
6.00 – 7.00 pm	Candidate 5				

Appendix 3 – Schedule of Interim arrangements

Existing interim arrangements to be extended until 31st July 2023 or until such time that a permanent appointment is made.

Name	Interim Job Title	Arrangement to be continued pending appointment to:
Neil Bradley	Director of Adult Social Services	Executive Director - Adults, Ageing and Wellbeing (DASS)
Graham Reiter	Director of Children Services (joint)	Executive Director - Children and Young People (DCS)
Audrey Kingham	Director of Children Services (joint)	Executive Director - Children and Young People (DCS)
Rob Murfin	Executive Director of Planning & Local Services	Executive Director – Place and Regeneration
Kelly Gardner	Senior Service Director	N/A – backfilling duties of interim execs
Philip Hunter	Senior Service Director	N/A – backfilling duties of interim execs

New interim arrangements required following resignations. To be in place until 31 July 2023 or until such time that a permanent appointment is made.

Name	Interim Job Title	Arrangement to be initiated pending appointment to:
Gill O'Neill	Executive Director for Public Health and Community Services	Executive Director – Public Health, Inequalities and Stronger Communities (DPH)
Janice Rose	Executive Director of Regeneration	Executive Director – Place and Regeneration
Sarah MacMillan	Service Director – Regeneration	N/A – backfilling duties of Janice Rose, interim exec

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Appendix 5 – Example report

[Name] – Lumina Summary

Outcome Focus – People Focus

[Name] has a preference for being Outcome Focused over being People Focused. He is as tough as he is accommodating. This means there are times when he is likely to hold his line if he believes he is right, even if it means it may upset people. Then in other situations he is likely to be accommodating focusing more on the relationship rather than the outcome. His report suggests he is slightly more competitive than collaborative which means, at times he will absolutely want to ensure he wins. Having said this there will also be situations where he will drive for win-win solutions wanting to engage and involve those around him. On an underlying basis his report shows he has a greater preference for being rigorous, objective and applying reason, however on a daily basis he appears not to rely on this quality very much. His reports indicates that he prefers to put himself in other's shoes, seeing things from their perspective.

Overextended.

[Name] does report some overextended behaviour in this continuum. Under pressure he may well be seen to be someone who;

- Seeks conflict.
- Becomes overly compliant.
- Wants to win whatever the cost.

Thoughts

- When things don't go his way and he is under pressure, will his overly competitive side become a problem? If the negative side of his tough (seeking conflict) also comes into play this may compound the impact of his behaviour. His report also suggests that when under pressure he can become overly compliant. Is he aware of what drives his converse reactions?
- Why does he not rely on his logical self to any great extent on a daily basis?

Discipline Driven – Inspiration Driven

[Name]'s report suggests he has a preference for being Discipline over Inspirationally Driven. He indicates a clear preference for setting ambitious goals and work diligently towards them, rather than letting his direction of travel emerge. However, he also shows some comfort in the latter. His report suggests that on an underlying basis he prefers to plan and work in an orderly way however, on a daily basis he shows more interest in working flexibly, letting plans emerge. Overall, he shows a clear preference for wanting to ensure he delivers on his commitments. However, he also appears to be very comfortable in making quick decisions.

Overextended.

[Name] reports very little overextended behaviour, the only element of significance is at times he may become goal fixated when under pressure.

Thoughts

Overall he fits well with what you are looking for, the only potential area of concern is, why doesn't he pull upon his natural preference for working in a structured and planned way on a daily basis?

Down to Earth – Big Picture Thinking

[Name]'s report suggests he has a very clear preference for Big Picture Thinking. He is likely to be very happy to work in an ambiguous environment, seeing patterns and trends and solving complex problems. He shows no interest in ensuring suggestions being made are realistic and will work in practice. He appears to be much more interested in generating ideas and being creative rather being focussed on observable facts and being attentive to detail. He shows a very clear preference for enjoying change rather than sticking to the tried and tested ways of doing this.

Overextended.

[Name] reports no significant over extended behaviour on this continuum.

Thoughts

- How practical is he?
- Will he place sufficient emphasis on the detail to ensure ideas and plans become a reality?
- Will he be as interested in scanning for what is working well as much as he will what needs to change?
- He will certainly be an instigator of change.

Extraversion – Introversion

[Name]'s report indicates he has a preference for Extraversion over Introversion. He appears to be as comfortable in relying on himself to be energised and motivated as he is in being energised from being around others. His report suggests he prefers to share what he is thinking and feeling with those around him rather than keeping his thoughts and feeling to himself. He shows a much greater interest in seizing the initiative in a group and gravitating towards authority positions over listening first before making his contribution.

Overextended.

[Name] reports one overextended behaviour on this continuum which is becoming overbearing.

Thoughts

Only concern is his overextended Demonstrative – when he under pressure everyone may well know about it.



Northumberland
County Council



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STAFF & APPOINTMENTS COMMITTEE

20th December 2022

PROPOSED APPOINTMENT PROCESS – INTERIM MANAGEMENT ARRANGEMENTS AND PERMANENT RECRUITMENT OF DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT

Report from the Interim Chief Executive

Purpose of report

This report sets out the interim management arrangements that have been put in place following the departure of Leanne Furnell, Interim Service Director for HR/OD, on 31 October 2022 and reminds the Committee of the requirements to follow the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief Officers and Deputy Chief Officers. Sarah Farrell has been asked to act up into the role, pending the approval of this Committee.

If approved, it is proposed that the interim appointment remains in place until a full-time substantive appointment is made to the post of Director of Workforce and OD.

It is intended that the newly created role of Director of Workforce and OD be created and will replace the role of Service Director for HR/OD. This report seeks approval of the job description for the role of Director of Workforce and OD and remuneration for this role. The report also seeks approval for proposed selection methodology and an associated recruitment timeline.

Recommendations

The Committee is recommended to:

- Approve the interim arrangements as set out in this report.
- Subject to no substantial and well-founded objection being notified by the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure

- Rules), approve the interim appointment of Sarah Farrell as Interim Service Director for HR/OD (Band 16) until 31 July 2023 or until a permanent appointment is made to the role.
- Approve the job description (appendix 1) and remuneration for the permanent Director of Workforce and Organisational Development as Band 16.
 - Approve the proposed selection methodology and timescales as set out in the appendices 2 and 3 for the permanent recruitment to the role of Director of Workforce and Organisational Development

Link to Corporate Plan

This report is relevant to all areas of the Corporate Plan as it relates to ensuring that the Council is compliant with the constitution and fulfilling its legal duties and requirements to ensure that there is an effective and fit for purpose staffing establishment.

Key issues and Background

The former Interim Service Director for HR/OD, Leanne Furnell, submitted her notice of resignation and her last day of employment was on 31 October 2022. Ms Furnell's role was at Band 16. With effect from 1 November 2022, Ms Furnell's Deputy, Ms Farrell, has been acting up pending approval from Staff and Appointments Committee (StAC). Ms Furnell's role was at Band 16, Director level. Ms Farrell has been asked to act up as Service Director - HR/OD, Band 16 and the associated salary will be £96,416.

Consideration was given to recruiting externally for a temporary Director of HR. However, as the Council was due to advertise for a permanent Director of HR within the next few months, it is considered more sensible and cost effective for someone internally to act up into the role on a temporary basis. It is therefore recommended that Ms Farrell acts up as Ms Furnell's replacement until a permanent replacement is recruited. The permanent appointment will be made subject to approval of this Committee.

Ms Farrell will report directly to the Chief Executive, making the role a Chief Officer, as defined by the Localism Act 2011.

The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) requires that, where a Council is operating a Cabinet and Leader model of governance, before any offer of appointment is made to a Chief or Deputy Chief Officer, the Proper Officer designated for that purpose, notifies the Leader and every member of the Cabinet of the intention to make the appointment, the name, salary and other relevant particulars of the post, and allows the Leader and Cabinet an opportunity to make any substantial or well-founded objections to that appointment, before the appointment is made.

These provisions apply irrespective of whether the appointment is made by the full Council, a Committee, or by an officer of the Council delegated to do so. The provisions are broadly set out in Part 4.3 of the Northumberland County Council Constitution, in the Officer Employment Procedure Rules. These rules apply whether the appointment is permanent or interim.

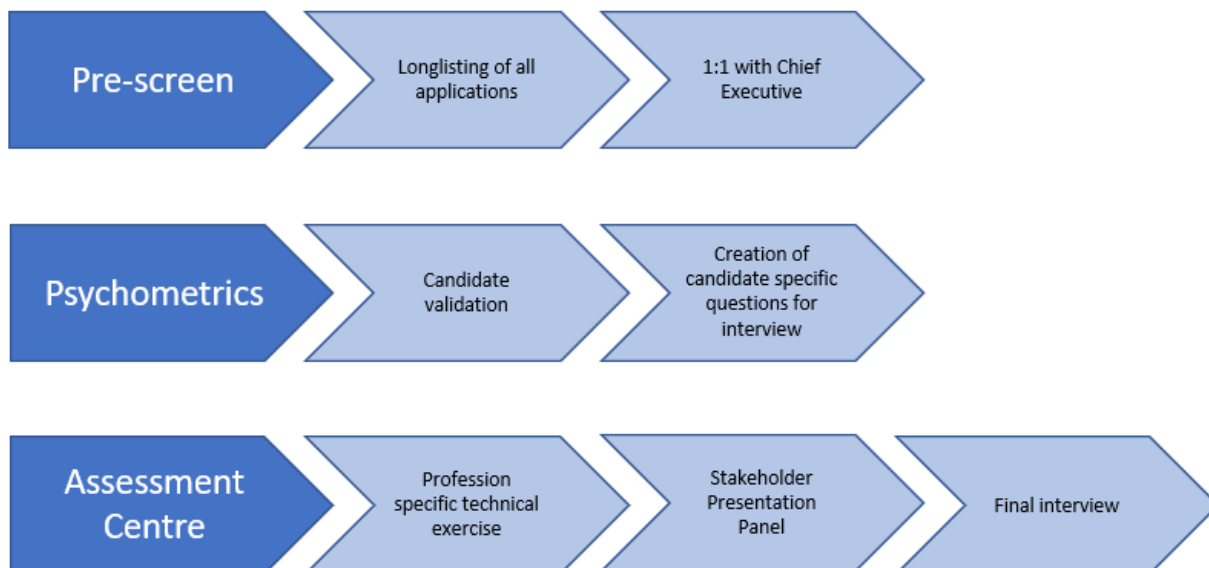
In the event that the Committee approves this recommendation, the Proper Officer, who is the interim Chief Executive, will give the necessary notice to the Leader and Cabinet and will confirm

whether any objections have been received within the relevant period. In the event that any objections are raised, the matter will be referred back to this Committee for further consideration.

In the event that Ms Farrell wishes to be considered for the permanent position of Director of Workforce and Organisational Development, she will be required to apply for the position. The successful candidate will need the approval of this Committee before appointment.

Recruitment process for appointment of permanent Director of HR/OD

- Process



- First stage pre-screening interview to check for initial suitability against the essential criteria. This will be conducted by Penna accompanied by technical experts specific to the role. Longlisted candidates will have an initial 1:1 with the Chief Executive prior to being considered for shortlisting.
- Psychometric Assessment to gain information on candidate personality and potential suitability against the role profile. Psychometric assessment will also allow the mapping of desirable values and behaviours against personality attributes and traits. Candidates will be asked to devise a presentation to the interview panel based on their individual profile.

The tool that is proposed to be used is called 'Lumina' and will be administered by a company called 'Odyssey'. An example lumina report is available at appendix 2.

The report will be written with specific emphasis on the Nolan Principles/code of conduct and the council's values.

In addition, it is proposed that we use the 'Leadership Judgement Indicator' or 'LJI'. This is a judgement test that seeks to demonstrate the quality of decisions taken by a leader and identify their preferred leadership style.

1. Creation of a Director Assessment Centre. This will be designed to be delivered in-person, using a combination of in-house assessors and co-ordinators and external support from Penna. To include:
 - a. A presentation to a comprehensive panel of staff / senior managers / stakeholders

- b. A Structured interview conducted by a cross-party panel comprising group leaders and portfolio holders.

- Timeline

The draft timeline is available in Appendix 3. The process has been structured to keep to very tight timelines, keeping candidate interest and momentum, while affording the opportunity to ensure all constitutional approval requirements are fully adhered to.

- The next steps

Once a preferred candidate has been identified, the Staff and Appointments Committee will meet and consider approval of the appointment.

Implications

Policy	An efficient, fit for purpose Senior Management structure is essential to fulfil the County Council's statutory functions and to discharge specific legal obligations set out under the Local Government and Housing Act and other relevant legislation.
Finance and value for money	Senior Management arrangements must be delivered within the agreed budget envelope set by full council as part of the annual budget setting process. These arrangements must deliver value for money, ensuring economic, efficient and effective arrangements are in place. It is not expected that the interim management arrangements will be at any additional costs to the council.
Legal	Legal responsibilities are set out within the main body of the report. The Officer Employment Procedure Rules are set out in part 4.3 of the Constitution. Chief Officer and Deputy Chief officer is defined in s43 of the Localism Act 2011.
Procurement	Not applicable
Human Resources	Relevant HR policies and employment legislation will be adhered to at all stages.
Property	Not applicable
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	Not applicable
Risk Assessment	A risk assessment will be undertaken and regularly maintained.

Crime Disorder &	Not applicable.
Customer Consideration	Although not directly applicable, the interim executive structure must be capable of fulfilling our duties regarding service delivery to all of our residents.
Carbon reduction	Not applicable.
Health and Wellbeing	Not applicable
Wards	All wards

Report sign off.

Authors must ensure that officers and members have agreed the content of the report:

	Full Name of Officer
Monitoring Officer / Interim Director of Governance	Suki Binjal
Executive Director of Finance & S151 Officer	Jan Willis
Interim Chief Executive	Rick O'Farrell
Portfolio Holder(s)	Staff & Appeals Committee

Authors and Contact Details

This report has been prepared by Clare Sample, Lawyer, and Sarah Farrell, Interim Service Director of HR/OD

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NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
JOB TITLE:	Director of Workforce and Organisational Development
GRADE:	TBA
JD REF:	TBA
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise capacity and resources across the Council.
Service/ Functions:	Provide the highest level of strategic Human Resources, Organisational Development and workforce advice to ensure the Council can deliver on its ambitions while ensuring it is a great place to work.
Employees:	Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities within the Transformation programme.
Budget:	Operating as the Council's lead on all workforce matters taking accountability for the design and delivery of a workforce strategy which ensures the organisation has the right capacity and capability to meet current and future needs. This will mean ensuring that all organisational development initiatives provide value for money and meet corporate expectations. The postholder will hold responsibility for managing directorate budgets relating to staff and other assets.
Other Resources	As required to ensure that all transactional and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council's Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, and implement workforce strategies which deliver the Council's key corporate and partnership priorities that fall within the portfolio and in line with the corporate plan – a Council that works for everyone, to benefit the people of Northumberland.

This is a critical post as the Council embarks on a major programme of transformation where having a workforce which is highly engaged and productive is critical to deliver overall success. It will therefore be necessary for the postholder to lead on the design, delivery and assurance of both business as usual and transformation activities which will ensure the current workforce, as well as the future workforce, feel they are working for an innovative and caring organisation which invests in their skills and experience and wants to engage and involve them in decisions which will deliver continuous improvement for local people. In so doing the Council will build a culture centred around positive behaviours and personal responsibility and be an employer of first choice across the region and beyond.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) and use of prioritisation to secure the delivery of public services across the locality and maximise the Council's role in finding ways of delivering services which provide best value for money.

As the Council's lead adviser on all HR and OD activities support the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and other colleagues in creating and maintaining positive and productive initiatives which support workforce development to maximise talent and improve both retention of existing and attraction of new expertise.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations and supports staff development.

Maintain and develop the partnership with Trade Unions and other staff representatives.

Ensure, as a senior executive and the lead adviser on matters relating to the workforce , that effective governance and assurance processes, including audits and reviews are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision-making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council’s Chief Executive (and Head of Paid Service) be the principal adviser on matters relating to the workforce and ensure timely advice to relevant Council bodies and colleagues on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions taking account of the capacity and capability available.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change particularly relating to workforce needs. This will involve providing specific advice in relation to the functions across different Directorates and working with colleagues to understand and address the changes required from the regulatory frameworks and local and national policies.

Manage positively the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council’s priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council’s commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council’s reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

PRINCIPAL ACCOUNTABILITIES

Lead the design, development and assurance of all workforce strategies and organisational development initiatives to maximise the contribution employees can make to the Council’s success and create a positive culture based on personal responsibility and empowerment.

Provide leadership of the HR and OD function ensuring the team provide both operational and strategic services that deliver high quality professional advice and demonstrate best practice in living the desired culture and values

Lead the design and delivery of major change programmes that will ensure the workforce is well equipped to deliver on organisational priorities. This will involve understanding of ‘smart’ ways of working including use of digital tools that will improve the efficiency and

productivity of the workforce.
Reshape and improve the skills of the workforce, expanding opportunities to introduce new talent through creation of new and expanded opportunities e.g. apprenticeships, graduate and intern schemes, work placements and other programmes. This reshaping will also involve raising the standard of leadership and management behaviours and competencies to ensure they can inspire and motivate their teams as well as deliver on professional expectations.
Act as a role model and exemplar in achieving a people-centred, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximising the potential of the workforce to improve services.
Create innovative opportunities for career development to improve retention of talent and competitiveness in challenging candidate markets.
Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.
Promote and deliver effective performance management across the organisation ensuring that employees and managers are accountable for performance and empowered to make decisions.
Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications. This will include ensuring that the right workforce strategies, policies and practices are in place and applied with purpose and discipline.
Lead the development of initiatives that support and encourage employee engagement with a focus on wellbeing, listening and responding to issues in order to deliver changes that will enable employees to deliver the best possible outcomes for local residents and feel valued. As part of this the partnership with the Trade Unions will be embraced as part of the framework for understanding and engaging with the workforce.
Ensure that all HR policies, procedures and systems are up to date to comply with legislative requirements and scan national and regional trends in order to apply best practices and create the best possible ways of working for all staff.
Provide advice and guidance to the Chief Executive and colleagues on Organisational Design in order to maximise opportunities for clear accountability and responsibility and to minimise the likelihood of duplication and inefficiency.

Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to the workforce and position the Council as a decisive and influential organisation to maximise all available assets and attract and retain the best possible talent.
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.
Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will involve understanding the workforce challenges across the region in order to maximise collaboration.
Take a supporting role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
Take a lead role in advising Council bodies on matters relating to appointments, disciplinary and grievances to ensure all advice follows legislative requirements and Council policies and procedures.
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
Special Conditions:
This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none">• Work collaboratively across services and departments to deliver corporate excellence.• Work collaboratively with external partners to deliver excellent service.• Seek opportunities for partnership working at a local, regional, national level.• Clarify expectations, objectives and working arrangements of partnerships.• Contribute effectively to multi-partner projects.	
Serving our Community	
<ul style="list-style-type: none">• Promote the Community Plan.• Seek and act on feedback from the community.• Influence Service and Corporate plans to reflect community needs• Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community• Promote equality of opportunity in service delivery	
Working within the Political Arena	
<ul style="list-style-type: none">• Understand and actively support the role of Councillors.• Understand and actively support the democratic process within Northumberland Council.• Recognise the impact of Government and legislation on Council strategy and services.• Consult, support, and keep Councillors informed.	
Delivering Excellence	
<ul style="list-style-type: none">• Understand how corporate performance is measured.• Monitor and evaluate services in relation to objectives and performance indicators.• Establish a culture that embraces the agreed Vision and Values.• Be positive ambassadors for the organisation.• Contribute to strengthening corporate leadership capacity.• Identify opportunities where organisational performance could be improved.	
Focusing on the Future	
<ul style="list-style-type: none">• Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.• Lead the development and implementation of corporate policy at a strategic level.• Challenge what we do and how we do it.• Influence relevant national and regional organisations and partners.• Connect plans, policies, strategies, and services to provide consistent service delivery.• Generate innovative ideas.• Translate strategy into action.• Consider the implications of decisions across the Council and act in the overall interests of Council performance.	
Building Shared Vision and Values	

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	?
JOB TITLE:	DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT
GRADE:	TBC

Qualifications/Professional Development
Evidence of a proven and consistent track record as a successful HR/ OD leader at a senior level in a large and complex organisation
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Membership of CIPD is preferable but not essential if there is evidence of alternative CPD.
Experience, Knowledge, and Skills
Proven achievement of leadership success in managing large complex workforce strategies and change programmes with the ability to show in depth understanding of how to design and develop a workforce culture which is overwhelmingly positive and productive.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging environment.
Experience of devising and implementing frameworks, policies and practices which enable transformation of services and supports implementation of major change which challenges and alters ways of working allowing different service delivery models to provide better outcomes for residents and service users.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.
Ability to influence and persuade different stakeholders in order to promote the importance of supporting and investing in a culture that will bring out the best in people and deliver the Council's ambitions with pace and purpose.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.

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Appendix 5 – Example report

[Name] – Lumina Summary

Outcome Focus – People Focus

[Name] has a preference for being Outcome Focused over being People Focused. He is as tough as he is accommodating. This means there are times when he is likely to hold his line if he believes he is right, even if it means it may upset people. Then in other situations he is likely to be accommodating focusing more on the relationship rather than the outcome. His report suggests he is slightly more competitive than collaborative which means, at times he will absolutely want to ensure he wins. Having said this there will also be situations where he will drive for win-win solutions wanting to engage and involve those around him. On an underlying basis his report shows he has a greater preference for being rigorous, objective and applying reason, however on a daily basis he appears not to rely on this quality very much. His reports indicates that he prefers to put himself in other's shoes, seeing things from their perspective.

Overextended.

[Name] does report some overextended behaviour in this continuum. Under pressure he may well be seen to be someone who;

- Seeks conflict.
- Becomes overly compliant.
- Wants to win whatever the cost.

Thoughts

- When things don't go his way and he is under pressure, will his overly competitive side become a problem? If the negative side of his tough (seeking conflict) also comes into play this may compound the impact of his behaviour. His report also suggests that when under pressure he can become overly compliant. Is he aware of what drives his converse reactions?
- Why does he not rely on his logical self to any great extent on a daily basis?

Discipline Driven – Inspiration Driven

[Name]'s report suggests he has a preference for being Discipline over Inspirationally Driven. He indicates a clear preference for setting ambitious goals and work diligently towards them, rather than letting his direction of travel emerge. However, he also shows some comfort in the latter. His report suggests that on an underlying basis he prefers to plan and work in an orderly way however, on a daily basis he shows more interest in working flexibly, letting plans emerge. Overall, he shows a clear preference for wanting to ensure he delivers on his commitments. However, he also appears to be very comfortable in making quick decisions.

Overextended.

[Name] reports very little overextended behaviour, the only element of significance is at times he may become goal fixated when under pressure.

Thoughts

Overall he fits well with what you are looking for, the only potential area of concern is, why doesn't he pull upon his natural preference for working in a structured and planned way on a daily basis?

Down to Earth – Big Picture Thinking

[Name]'s report suggests he has a very clear preference for Big Picture Thinking. He is likely to be very happy to work in an ambiguous environment, seeing patterns and trends and solving complex problems. He shows no interest in ensuring suggestions being made are realistic and will work in practice. He appears to be much more interested in generating ideas and being creative rather being focussed on observable facts and being attentive to detail. He shows a very clear preference for enjoying change rather than sticking to the tried and tested ways of doing this.

Overextended.

[Name] reports no significant over extended behaviour on this continuum.

Thoughts

- How practical is he?
- Will he place sufficient emphasis on the detail to ensure ideas and plans become a reality?
- Will he be as interested in scanning for what is working well as much as he will what needs to change?
- He will certainly be an instigator of change.

Extraversion – Introversion

[Name]'s report indicates he has a preference for Extraversion over Introversion. He appears to be as comfortable in relying on himself to be energised and motivated as he is in being energised from being around others. His report suggests he prefers to share what he is thinking and feeling with those around him rather than keeping his thoughts and feeling to himself. He shows a much greater interest in seizing the initiative in a group and gravitating towards authority positions over listening first before making his contribution.

Overextended.

[Name] reports one overextended behaviour on this continuum which is becoming overbearing.

Thoughts

Only concern is his overextended Demonstrative – when he under pressure everyone may well know about it.

Appendix 3 – draft timeline for recruitment

Advertising	Closing date	Longlist	Initial Interviews	1:1 Teams with Helen	Shortlist	Assessment and Stakeholders	Final Interview
w/c 6 January 2023	3 February	w/c 6 February	w/c 13 February	w/c 13 February	w/c 20 February Assessments: Lumina LJI	w/c 27 February or 6 March	w/c 27 February or March

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Northumberland County Council

STAFF & APPOINTMENTS COMMITTEE

DATE: 20TH DECEMBER 2022

Interim Management Arrangements – Service Director – Adults Assessment and Safeguarding

Report of: Interim Chief Executive

Purpose of report

This report sets out the interim management arrangements that have been put in place following a review of the pressure currently on the interim Director of Adult Social Services role having regard to the current structure and incumbents in post. This is in the context of the current restrictions on amending the structure permanently pending the outcome of the PENNA supported review of the top four tiers of management within the Council.

This report also reminds the Committee of the requirements to follow the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief Officers and Deputy Chief Officers. Karen Martin has been asked to act up into the role of Interim Service Director – Adult Assessment and Safeguarding, pending the approval of this Committee.

If approved, it is proposed that the interim appointment remains in place until the new structure agreed by Executive Team and Penna towards the end of this calendar year is implemented and either this post (if it still exists in that structure) or any revised posts are permanently filled.

Recommendations

The Committee is recommended to:

1. Approve the interim arrangements as set out in this report.
2. Approve the interim appointment of Karen Martin as Interim Service Director – Adults Assessment and Safeguarding, subject to no substantial and well-founded objection being notified by the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure Rules), for a period of 12 months

or until a permanent appointment is made to the role or any new post following the PENNA review and restructure.

Link to Corporate Plan

This report is relevant to all areas of the Corporate Plan as it relates to ensuring that the Council is compliant with the constitution and fulfilling its legal duties and requirements to ensure that there is an effective and fit for purpose staffing establishment.

Key issues and Background

Since the departure of the previous Executive Director of Adults and Children's Services in April 2022, the interim Director of Adult Social Services has been operating with at any point in time between 11-14 direct reports. Having regard to the level of strategic and operational responsibility on this post and individual, this position has become gradually untenable over that period. The situation is a legacy of the current structure whereby, back in late 2020, the direct reports were shared between 3 senior posts. In this interim period, they are all reporting directly to the single post pending further restructure.

The new position has been created to remove some of the pressure on the Director of Adult Social Services, remembering his substantive post of Service Director is currently vacant pending the PENNA review and restructure to be agreed with the Executive Team. It was felt that, having regard to operational need and demands, to fill this revised role above social work and care management functions and to move some direct reports under this new role was more sensible and achievable at speed than trying to find someone with the wider skills to fill the interim Director's substantive role.

With effect from 21st November 2022, Karen Martin has been acting up into the role of Service Director – Adults Assessment and Safeguarding pending approval from StAC. The Interim role is a Band 15 and the salary is £85,283. The role reports to a Chief Officer post, making this a Deputy Chief Officer role as defined by the Localism Act.

The Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) requires that, where a Council is operating a Cabinet and Leader model of governance, before any offer of appointment is made to a Chief or Deputy Chief Officer, the Proper Officer designated for that purpose, notifies the Leader and every member of the Cabinet of the intention to make the appointment, the name, salary and other relevant particulars of the post, and allows the Leader and Cabinet an opportunity to make any substantial or well-founded objections to that appointment, before the appointment is made.

These provisions apply irrespective of whether the appointment is made by the full council, a committee, or by an officer of the council delegated to do so. The provisions are broadly set out in Part 4.3 of the Northumberland County Council Constitution, in the Officer Employment Procedure Rules. These rules apply whether the appointment is permanent or interim.

The interim appointment of Karen Martin has been approved by the Chief Executive, subject to approval by this committee. The recommendation is that this period of acting up

will be for a maximum of 12 months, or until a permanent appointment is made as part of the wider restructure, whichever comes first.

In the event that the Committee approves this recommendation, the Proper Officer, who is the Chief Executive, will give the necessary notice to the Leader and Cabinet and confirm whether any objections have been received within the relevant period. In the event that any objections are raised, the matter will be referred back to this Committee for further consideration.

Implications

Policy	An efficient, fit for purpose Executive Management structure is essential to fulfil the County Council's statutory functions and to discharge specific legal obligations set out under the Local Government and Housing Act and other relevant legislation.
Finance and value for money	Executive Management arrangements must be delivered within the agreed budget envelope set by full council as part of the annual budget setting process. These arrangements must deliver value for money, ensuring economic, efficient and effective arrangements are in place. It is not expected that the interim management arrangements will be at any additional costs to the council.
Legal	Legal responsibilities are set out within the main body of the report. The Officer Employment Procedure Rules are set out in part 4.3 of the Constitution. Chief Officer is defined in s43 of the Localism Act
Procurement	Not applicable
Human Resources	Relevant HR policies and employment legislation will be adhered to at all stages.
Property	Not applicable
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	Not applicable
Risk Assessment	A risk assessment will be undertaken and regularly maintained.
Crime Disorder &	Not applicable.

Customer Consideration	Although not directly applicable, the interim executive structure must be capable of fulfilling our duties regarding service delivery to all of our residents.
Carbon reduction	Not applicable.
Health and Wellbeing	Not applicable
Wards	All wards

Report sign off.

Authors must ensure that officers and members have agreed the content of the report:

	Full Name of Officer
Monitoring Officer/Legal	Suki Binjal
Executive Director of Finance & S151 Officer	Jan Willis
Relevant Executive Director	Neil Bradley
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Portfolio Holder(s)	Wendy Pattison

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