

# Public Document Pack



## Northumberland County Council

**Your ref:**

**Our ref:**

**Enquiries to:** Karon Hadfield

**Email:** [karon.hadfield@northumberland.gov.uk](mailto:karon.hadfield@northumberland.gov.uk)

**Tel direct:**

**Date:** 25 October 2022

Dear Sir or Madam,

Your attendance is requested at a meeting of the **STAFF AND APPOINTMENTS COMMITTEE** to be held in **CONFERENCE ROOM 2 - COUNTY HALL** on **WEDNESDAY, 2 NOVEMBER 2022** at **9.00 AM**.

Yours faithfully

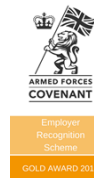
Rick O'Farrell  
Interim Chief Executive

**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**  
County Hall, Morpeth, Northumberland, NE61 2EF  
T: 0345 600 6400  
[www.northumberland.gov.uk](http://www.northumberland.gov.uk)



## **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  
- 6)

Minutes of the meeting of the Committee held on Tuesday 20 September 2022, as circulated, to be confirmed as a true record and signed by the Chair

#### **3. DISCLOSURE 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](mailto: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 CHIEF EXECUTIVE AND HEAD OF PAID SERVICE**

(Pages 7  
- 26)

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

The purpose of this report is to seek 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 to request that the Committee makes a recommendation to full Council to appoint the preferred candidate. This report also reminds 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 confirms and sets out the process undertaken during the exercise to recruit to the permanent position of Head of Paid Service, Chief Executive and Returning Officer

**5. 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.

**6. 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 - 7

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.

**7. REPORT OF THE INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE**

(Pages  
27 - 34)

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

To consider the attached Appendix 5 under Agenda item 4 in part 1.

**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.

<b>Name:</b>		<b>Date of meeting:</b>	
<b>Meeting:</b>			
<b>Item to which your interest relates:</b>			
<b>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):</b>			
<b>Are you intending to withdraw from the meeting?</b>		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.

This page is intentionally left blank



**NORTHUMBERLAND COUNTY COUNCIL**  
**STAFF AND APPOINTMENTS COMMITTEE**

At a meeting of the **Staff and Appointments Committee** held in the Council Chamber, County Hall, Morpeth on Tuesday 20 September 2022 at 12.30 pm.

**PRESENT**

Councillor G. Sanderson  
(in the Chair)

**MEMBERS**

Dale, A.  
Flux, B.  
Hunter, E.I.  
Purvis, M.

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

**OFFICERS IN ATTENDANCE**

Binjal, S.

Farrell, S.  
Furnell, L.  
Hadfield, K.

O' Farrell, R.  
Willis, J.

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

One member of the press was present.

**30. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Dickinson

**31. MINUTES**

**RESOLVED** that the open minutes of the meeting of the Committee held on Monday 15 August 2022, as circulated, be confirmed as a true record and signed by the Chair.

Ch.'s Initials.....

## 32. REPORT OF THE INTERIM HEAD OF PAID SERVICE AND LEADER OF THE COUNCIL

### Revised Executive Management Structure

The report sought approval for the implementation of the revised executive arrangements for Council (copy attached to the signed minutes).

A number of questions were asked:-

- Councillor Dale queried whether a deputy Chief Executive would be appointed and whether it would be more appropriate for the new Chief Executive to decide on their structure once they were in place. The Leader responded that this was the structure which the Administration wanted, however, it was important for the new Chief Executive to have a role in the selection of staff. Mr O'Farrell added that a deputy Chief Executive role had been considered, but it was not felt that there was a need for a dedicated role. A six directorate structure was proposed and if it was felt that there was a need at some point to deputise for the Chief Executive, then they would nominate someone. An assistant chief executive role had also been considered, but this had been decided against as it was felt that the Chief Executive would be able to handle the full portfolio and this would also limit costs.
- Councillor Wearmouth commented that the deputy chief executive question had been raised and feedback was that this was no longer common practice. He also referred to the Caller report and the need for the Authority to be a member led organisation.
- Councillor Watson felt it was important to get the Chief Executive in as soon as possible in order to end the current temporary arrangements for staff.
- Councillor Hunter agreed that there was a need to make progress with a permanent structure asap.
- Councillor Dale asked whether the intention was to put the interim positions out to the market now. Mr O'Farrell replied that once the structure had been approved by Council, work would be finalised on the job descriptions and then the recruitment process would begin. Until new appointments were in place in about 4-6 months, then the interims would remain in place.
- Mr O'Farrell further advised members that no Chief Executive expected to have completely free rein. The Management Structure had been designed around the Administration's three key priorities, in conjunction with the Executive Team, and the Authority did need to move to a permanent structure asap following the Caller report.

**RESOLVED** that:-

- (a) the revised Tier 1 & 2 structure as detailed in Appendix 1 to the report be approved. The structure will be led by a Chief Executive who will also be the Council's statutory role of Head of Paid service and will also encompass the role of Electoral Returning Officer. As agreed at the

Council's Staff and Appointments Committee on 15<sup>th</sup> August 2022, this role was currently being externally recruited to;

- (b) the Executive Director roles as below be established at Band 18. This is an equivalent number of Executive Directors that were in place prior to the current interim arrangements that came into force in September 2021. All roles below will be subject to external recruitment processes as there were no officers currently occupying substantive Executive Director roles.
- Executive Director Place & Regeneration
  - Executive Director Transformation & Resources (S 151 Officer)
  - Executive Director Adults, Ageing & Wellbeing (DAS)
  - Executive Director Children, Young People & Education (DCS)
  - Executive Director Public Health, Inequalities & Stronger Communities (DPH);
- (c) the remuneration for all the identified roles as detailed above be agreed. The salaries for these posts are set at over £100,000 and need the formal approval of the Committee and that of the full Council in line with the Council's Pay Policy Statement; and
- (d) Council be recommended to approve the revised Tier 1 & 2 structure as detailed in Appendix 1 to the report.

Councillor Dale abstained from the vote on this matter.

### **33. REPORT OF THE INTERIM DIRECTOR OF HR/OD**

#### **Appraisal Process for the Chief Executive and Chief Officers**

The report sought approval to implement an appraisal process for the Chief Executive and Chief Officers in line with the guidance laid out within the JNC Handbooks for both Chief Executives and Chief Officers. (Appendix 2 & 1 respectively) (copy attached to the signed minutes).

Councillor Purvis suggested that this should be done by the Committee as a whole, which was generally supported by members. This was formally proposed by Councillor Flux and seconded by Councillor Hunter.

**RESOLVED** that:-

- (a) the appraisal process laid out within the JNC handbooks for both Chief Executives and Chief Officers Appendix 1 & 2 be agreed;
- (b) In the case of the Chief Executive, the Committee agree to the cyclical use of the 360 Chief Executive 360 Framework. A sample report was attached in appendix 3 at a cost of £1,200 per exercise;

- (c) in the case of other Executive Directors, the Committee agree to further investigation into the cyclical use of a cost effective 360 feedback tool within the appraisal process to be reported back at a future date for agreement;
- (d) the Committee agree to the annual publication of the objectives of the Chief Executive (example in appendix 4) and request that appropriate documentation be drawn up for consideration at a future meeting of the Committee. These objectives should be challenging and measurable and aligned to the Council's Corporate Plan;
- (e) the full Staff and Appointments Committee take responsibility for the appraisal for the Chief Executive as per 2.2 of the 'JOINT GUIDANCE ON APPRAISAL OF THE CHIEF EXECUTIVE' (appendix 2);
- (f) in the case of Chief Officers, the Committee agree that the responsibility for the appraisal sits with the Line Manager of each officer; and
- (g) documentation to support the appraisal process for both the Chief Executive and senior officers be drawn up for future agreement by the Committee.

#### **34. REPORT OF THE: INTERIM EXECUTIVE DIRECTOR FOR COMMUNITIES AND BUSINESS DEVELOPMENT AND SENIOR HR MANAGER**

##### **Voluntary Redundancy of the Director of Transformation**

The report provided the Committee with an update on the position since the last meeting on 15 August 2022 (copy attached to the signed minutes).

Mrs Taylor confirmed to members that the agreement had now been signed and Council would therefore be recommended to approve the application.

**RESOLVED** that Council be recommended at its meeting on 21<sup>st</sup> September 2022 to approve Mrs Joynton's application for voluntary redundancy.

#### **35. Any Other Business**

Further details regarding the proposed recruitment and assessment process for the permanent Chief Executive and Head of Paid Service.

Members attention was drawn to the further details of the proposed process which had been circulated in advance of the meeting. This was a report from the interim Director of HR/OD.

**36. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

- (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 Paragraph of Part I of Schedule 12A**

9	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.

**37. MINUTES**

With regard to Minute No. 28 (Voluntary Redundancy of the Director of Transformation), Councillor Dale queried whether Mrs Joynson had begun employment with the Authority after the International business began trading as stated in the minutes. The S151 Officer advised members that the first commercial contract had been signed in December 2017 which was after she had been appointed, though there was some debate about when trading actually started. She had been appointed in April 2017.

**RESOLVED** that the confidential minutes of the meeting held on Monday 15 August 2022 be confirmed as a true record and signed by the Chair, subject to this clarification.

**CHAIR**.....

**DATE**.....

This page is intentionally left blank



## Northumberland County Council

### **Staff and Appointments Committee**

**2<sup>nd</sup> November 2022**

---

### **PREFERRED CANDIDATE APPOINTMENT PROCESS - HEAD OF PAID SERVICE, CHIEF EXECUTIVE & RETURNING OFFICER**

Report of the Interim Chief Executive and Head of Paid Service

---

#### **Purpose of the Report**

The purpose of this report is to seek 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 to request that the Committee makes a recommendation to full Council to appoint the preferred candidate. This report also reminds 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 confirms and sets out the process undertaken during the exercise to recruit to the permanent position of Head of Paid Service, Chief Executive and Returning Officer.

#### **1. Recommendations**

**To agree the following recommendations:**

- I. To receive the report and note that the recruitment process has been conducted in a fair and transparent way.
- II. To 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.

- III. To note 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.
- IV. To agree that in the event that any objection is received from the Leader or Cabinet that appointment in question be referred back to this Committee for urgent consideration.
- V. Subject to there being no objection from the Leader or Cabinet to the appointment, to recommend to full Council that Dr Helen Paterson be appointed as the Council's Head of Paid Service, Chief Executive and Returning Officer.
- VI. To note that the offer of employment will be subject to all necessary pre-employment checks.
- VII. To note that the effective date of commencement of employment to be confirmed following all the necessary pre-employment checks.
- VIII. To agree the remuneration for the post of Head of Paid Service and Chief Executive 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.

## **2. Process and Timeline**

- On the 15th of August the Staff and Appointments Committee (StAC) agreed the appointment process of a permanent Head of Paid of Service and Chief Executive which included the Job Description (and salary range), the timetable for the recruitment process, the selection methodology and to set up the various recruitment panels. It also agreed to include the role of Returning Officer to form part of the post of Head of Paid Service and Chief Executive.
- The Committee also agreed to nominate the Chair of StAC to provide the Director of HR and OD with the names of Councillors that would form part of the recruitment and assessment process.
- At the 20th of September 2022 StAC meeting, Members attention was drawn to the further details of the proposed recruitment process (which had been circulated in advance of the meeting), in that the process will be undertaken by the Chair and Vice Chair of StAC and Cllr Pattison, supported by Penna PLC, the Interim Head of Paid Service, the Interim Director of Governance and Monitoring Officer and the Interim Director of HR/OD.
- The external recruitment campaign ended on 21<sup>st</sup> September 2022 with a total of 15 applications being received.
- All prospective candidates were offered informal discussions with both the Leader of the Council and Interim Head of Paid Service.
- Assessment of applications was conducted by Penna PLC which resulted in applications being ranked into A, B and C categories in order of suitability for the post.



- A Long listing exercise took place on 26<sup>th</sup> September 2022 to consider all the applications and the assessment was undertaken by Penna. 7 Candidates were longlisted.
- Between 27<sup>th</sup> September and 6<sup>th</sup> October 2022, the 7 longlisted candidates were then invited for technical interviews with both Penna PLC and Mrs Pat Richie, ex-Chief Executive of Newcastle City Council and the Chair of the independent Governance Challenge Board. Further informal sessions with the Leader and Deputy Leader were offered to all longlisted candidates.
- On 7<sup>th</sup> October 2022 a shortlisting meeting was held to consider the findings of the technical assessments. This process was undertaken by the Chair, Vice Chair of StAC and Cllr Pattison (invited by the Chair of StAC), supported by Penna PLC, the Interim Head of Paid Service, the Interim Director of Governance and Monitoring Officer and the Interim Director of HR/OD. A total of 5 candidates were shortlisted.
- All 5 shortlisted candidates were required to undertake psychometric assessments prior to the assessment centre which was held on 18<sup>th</sup> October 2022.
- During the assessment centre all 5 candidates completed the following;
  1. A presentation and question & answer session with a panel of Elected Members (panel list is attached as appendix 1)
  2. A presentation and question & answer session with Heads of Service/Service Directors (panel list is attached as appendix 1)
  3. A presentation and question & answer session with a selection of staff (panel list at appendix 1)
  4. A presentation and question & answer session with external stakeholder partners (panel list is attached as appendix 1)
  5. Complete a written exercise
  6. 1:1 meetings with the Leader and
  7. 1:1 meetings with the Interim Head of Paid Service

The marking criteria and guidelines used by each panel in bullets 1-4 above are available in attached to this report marked as appendix 2 and appendix 3. The ranking of candidates is included at appendix 4.

- Once all the activities comprising the assessment centre on 18<sup>th</sup> October 2022 as outlined above were concluded, a session was convened to agree which candidates should be selected to be brought forward for a final interview on 19<sup>th</sup> October 2022. This involved Members who had been selected to conduct the interviews on 19<sup>th</sup> October 2022 (see below), apart from Cllr Pattinson who was unable to attend the assessment day but participated in the interview panel the following day. All the available information was evaluated and the following pre-agreed weightings were applied;
  - Head of Service/Service Director panel - Medium multiplier score x 2
  - Members panel - High multiplier score x 3
  - Staff panel - Medium multiplier score x 2
  - Stakeholder panel - Medium multiplier score x 2

- written exercise - low multiplier score x 1
- Following the convened summary session on 18 October 2022, two candidates were invited to attend a final interview on 19<sup>th</sup> October 2022. These candidates were deemed to be technically competent to undertake the role, with the final interview being held in line with the guidelines in appendix 3. The areas of assessment as with the previous days assessment panels were against 3 Principles;
  - Being
  - Supporting
  - Doing

These were devised by the Council's Strategic Organisational Development Lead in partnership with an external Chartered Psychologist to bring together into a framework the principles of;

- The Council's Values,
- The Living Leader – the Council's Leadership Development Programme; and
- The Nolan principles – otherwise known as The Seven Principles of Public Life
- The final interview panel on 19<sup>th</sup> October 2022 consisted of the following Councillors;
  - Cllrs Glen Sanderson
  - Cllrs Richard Wearmouth
  - Cllrs Wendy Pattison
  - Cllrs Scott Dickinson
  - Cllrs Jeff Reid
  - Cllrs Nick Morphet

Cllr Kennedy was also invited to participate for both days (the 18<sup>th</sup> and 19<sup>th</sup> October 2022) however, due to unforeseen circumstances he was unable to attend.

The final interview panel were supported by

- Penna PLC
- The Interim Head of Paid Service and
- The Interim Director of HR/OD

### **3. The Preferred Candidate**

On the 19<sup>th</sup> October 2022, the final interview panel concluded that from the assessments laid out above, the preferred candidate is Dr Helen Paterson. This conclusion was reached following a comprehensive recruitment process and assessment of her extensive experience. The final interview panel concluded that Dr Paterson has the requisite skills to successfully undertake the role of Head of Paid Service, Chief Executive and Returning Officer. Dr Paterson's CV is attached as the confidential appendix 5.

Dr Paterson has been informed she is the preferred candidate and has indicated she would accept the appointment, should a formal offer of appointment subject to the recommendation of this Committee and full Council's approval be made.

#### **4. 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 Head of Paid Service and Chief Executive on a salary of £199k 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".*

In addition, one of the three roles of the Staff & Appointments Committee as set out within its terms of reference in the Councils Constitution is *"To make recommendations to Council on the appointment of the Head of Paid Service"*

#### **5. 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.

The Proper Officer designated for this purpose is the Chief Executive/Head of Paid Service. Accordingly, the Council's current interim Chief Executive and Head of Paid Service will discharge the legal functions as required under the Officer Appointment Procedure Rules.

#### **6. Members are asked to agree the recommendations as set out in paragraph 2 above.**

#### **Implications**

<b>Policy</b>	Oversight of HR Policies and Procedure
<b>Finance and value for money</b>	A permanent appointment is deemed to be appropriate in relation to finance and value for money and it is a statutory requirement that the

	Council has a Head of Paid Service in situ. The cost of the appointment can be met from existing budgets.
<b>Legal</b>	<p>The Local Government and Housing Act 1989 section 4 requires that the Council designate one of its officers as Head of the Paid Service.</p> <p>The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 confirm that the matters within this report are not functions reserved to full Council.</p> <p>Other relevant legal implications have been set out in the body of this report.</p>
<b>Procurement</b>	Agreed via procurement process to commission Penna PLC to support the recruitment and assessment process.
<b>Human Resources</b>	The appointment has been made in line with appropriate employment recruitment processes. Relevant legal implications have been set out in the body of this report.
<b>Property</b>	N/A
<b>Equalities</b> (Impact Assessment attached)  Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	<p>The recruitment for this process has been in line with best practice in relation to promoting equality and diversity within the Council's recruitment processes.</p>
<b>Risk Assessment</b>	Consistent with Independent Corporate Governance Review (Caller Report)
<b>Crime &amp; Disorder</b>	N/A
<b>Customer Consideration</b>	N/A
<b>Carbon reduction</b>	N/A
<b>Health and Wellbeing</b>	The recommendations will support the health and wellbeing of Council Employees at varying levels within the organisation
<b>Wards</b>	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)	N/A

### **Appendices**

Appendix 1 – CEO Assessment Day - Panels

Appendix 2 - CEO Recruitment Scoring Template

Appendix 3 – NCC Leadership Framework for Executive Interviewing

Appendix 4 – Candidate Rankings

Appendix 5 – Private and Confidential Paterson CV (Redacted)

### **Background information**

20th of September 2022 Staff and Appointments report prepared by the Interim Director of HR/OD - providing further details of the proposed recruitment process.

### **Linked reports**

- Report of the 15th of August 2022 - Staff and Appointments Committee

### **Authors and Contact Details**

*This report has been prepared by HR & OD Service Director*

*Contact details:*

Leanne Furnell

Interim Service Director for HR/OD

[Leanne.Furnell@northumberland.gov.uk](mailto:Leanne.Furnell@northumberland.gov.uk)

07584 605 688

This page is intentionally left blank

Name	Role
Glen Sanderson	Leader
Richard Wearmouth	Deputy Leader
Scott Dickinson	Leader (Labour)
Derek Kennedy	Leader (Ind)
Jeff Reid	Leader (Lib Dem)
Nick Morphet	Leader (Green)

This page is intentionally left blank



# Stakeholder Panel

**Presentation Topic - How would you deliver the three council priorities of growth, resilience and wellbeing by working in partnership with stakeholders?**

**BEING: Courage And Authenticity:** Having the courage and self-awareness to authentically be our whole selves — strengths, vulnerabilities, and differences. Having the courage to authentically show up with openness, vulnerability and integrity.

**Reminder of positive behaviours:**

- *Self awareness*
- *Regard of others*
- *Self-development*
- *Courage*

**SUPPORTING: Influence:** Communicating in a purpose-driven way that inspires self and others to do what is genuinely important and to stretch beyond existing boundaries

**Reminder of positive behaviours:**

- *Empowers others to develop*
- *Communicates purpose*
- *Builds trust*
- *Promotes inclusivity & collaboration*

**DOING: Enduring Value Creation:** Serving multiple constituencies — self, team, organisation, family, community and world — to sustain enduring performance and contribution for the long-term.

**Reminder of positive behaviours:**

- *Stakeholder focus*
- *Drives innovation & change*
- *Strategic thinking*
- *Encourages excellence*

# rowth, inequalities and value for money

Please choose your sc

Evidence/examples given	Limited evidence/examples provided (1)	Some evidence/examples provided (2)

Evidence/examples given	Limited evidence/examples provided (1)	Some evidence/examples provided (2)

Evidence/examples given	Limited evidence/examples provided (1)	Some evidence/examples provided (2)

core by placing a tick in the relevant box

Adequate evidence/examples provided (3)	Good evidence/examples provided (4)	Strongly evidenced/example provided (5)	

Adequate evidence/examples provided (3)	Good evidence/examples provided (4)	Strongly evidenced/example provided (5)

Adequate evidence/examples provided (3)	Good evidence/examples provided (4)	Strongly evidenced/example provided (5)

This page is intentionally left blank

***NCC have worked with their internal Organisational Development lead and external Chartered Psychologist to bring together NCC organisational values, Living Leader and Nolan principles into the following framework that has been designed for the recruitment of the Chief Executive Officer and subsequent executive posts.***

## **NCC DRAFT LEADERSHIP FRAMEWORK FOR EXECUTIVE INTERVIEWING**

**BEING: Courage and Authenticity:** Having the courage and self-awareness to authentically be our whole selves — strengths, vulnerabilities, and differences. Having the courage to authentically show up with openness, vulnerability and integrity.

### **Positive behaviours:**

- Self awareness
  - Evaluates their effectiveness, both positive and negative, and plans ways to develop
  - Admits when they do not know something
  - Remains calm, objective and fair in the face of challenge
  - Is able to set and maintain their boundaries with regards to work and people
  - Demonstrates resilience, yet is able to recognise when they need to stop and rest
- Regard of others
  - Demonstrates concern about the needs of colleagues and customers
  - Notices when someone is struggling and offers help
  - Is fair, considerate, and tactful with colleagues and customers
  - Ensures the wellbeing of all individuals is valued across the organisation
  - Actively seeks opportunities to increase knowledge and insights of challenges faced by under-represented groups
- Self-development
  - Actively seeks opportunities to develop their skills
  - Asks for help when needed
  - Openly seeks feedback from others in order to refine their approach
- Courage
  - Confronts issues and challenges assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way
  - Makes decisions based on values
  - Does what is right, not what is easy
  - Admits mistakes and accepts responsibility
  - Has the courage to have difficult, but necessary conversations

**SUPPORTING: Influence:** Communicating in a purpose-driven way that inspires self and others to do what is genuinely important and to stretch beyond existing boundaries

- Empowers others to develop
  - Asks questions and listens to colleagues and empowers them to come up with answers
  - Develops and maintains an organisational commitment to empowering colleagues to take responsibility for their learning
  - Builds a strong culture of continuous learning and knowledge sharing
  - Promotes the importance of developing everyone to their full potential
  - Provides mentoring and coaching to their team
- Communicates purpose
  - Communicates purpose and direction with respect, clarity and enthusiasm
  - Communicates with honesty, integrity, impartiality and objectivity
  - Ensures colleagues understand their role and purpose within the wider business
  - Presents a clear and focused strategy with direction for the future
- Builds trust
  - Consciously works towards building trust, keeping promises and honestly communicating with colleagues
  - Demonstrates transparency around decisions and create a culture where others feel able to challenge decisions being made
  - Establishes an environment where all colleagues feel safe to challenge without fear
- Promotes inclusivity & collaboration
  - Creates an inclusive and collaborative working culture which values diversity and encourages, openness, approachability and sensitivity
  - Creates a culture where bullying, harassment and discrimination are unacceptable
  - Creates an inclusive environment where diversity is valued and there is equality of opportunity for all
  - Seeks opinions and makes decisions by consensus
  - Develops a culture where colleagues consider the individual needs of people when deciding how to communicate and understands the impacts of the chosen methods

**DOING: Enduring Value Creation:** Serving multiple constituencies — self, team, organization, family, community and world — to sustain enduring performance and contribution for the long-term.

- Stakeholder focus
  - Ensures early and continued engagement with the right stakeholders when making recommendations or decisions
  - Ensures the team has an in-depth and evolving understanding of the broad range of stakeholder's requirements
  - Emphasises the importance of considering the different needs of stakeholders
  - Works across the organisation to ensure delivery of excellence and expertise to stakeholders
  - Ensures all colleagues and stakeholders involved in delivery are clear about the impacts of poor service and communication
- Drives innovation & change
  - Proactively champions and leads change, seeking innovative new approaches, policies and systems that add value to the organisation
  - Develops a culture of innovation, flexibility and responsiveness enabling teams to swiftly respond to change
  - Constructively challenges decision making, structures and processes and offers alternatives
  - Considers the full impact of change on the organisational culture, wider organisational structures and stakeholders
- Strategic thinking
  - Creates clear long-term strategies focused on adding value to stakeholders and making real, lasting change
  - Sets and maintains a clear direction for the team, with highly focused priorities and project and programme outcomes
  - Develops team or functional strategies and priorities while considering a wide range of political, local and national pressures
  - Defines and integrates clear structures, systems and resources across the team which promote efficient service delivery
- Encourages excellence
  - Encourages a performance culture across the team giving them the space to deliver objectives, whilst holding them accountable for outcome
  - Acts for the wider good of the organisation by improving governance to meet objectives
  - Strives to simplify approaches to create an effective organisation ensuring full consideration of the needs of the diverse range of stakeholders
  - Enables the organisation to remain focused on core priorities irrespective of external challenges

This page is intentionally left blank



#### Appendix 4 – candidate rankings

	Helen Paterson	Candidate 2	Candidate 3	Candidate 4	Candidate 5
Written Exercise	9.9	12	12.2	10.5	10
Elected Members	26	24	18	23	24
Staff	28	29	26	14	16
Stakeholders	19	24	19	19	21
Senior Officers	24	18	24	19	20
	106.9	107	99.2	85.5	91

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank