



Northumberland County Council

Your ref:

Our ref:

Enquiries to: Lesley Bennett

Email: Lesley.Bennett@northumberland.gov.uk

Tel direct: 01670 622613

Date: 17 April 2023

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, MORPETH** on **TUESDAY, 25 APRIL 2023** at **11.30 AM**.

Yours faithfully

Dr Helen Paterson
Chief Executive

To Staff and Appointments Committee members as follows:-

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



Dr Helen Paterson, 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 9 March 2023, as circulated, to be confirmed as a true record, and signed by the Chairman.

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. 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 CHIEF EXECUTIVE AND HEAD OF PAID SERVICE (Pages 5 - 30)

Senior Management Restructure Proposal

The report seeks agreement to the final management restructure across the Council consistent with the revised executive director structure and taking account of representations made during the recent period of formal consultation with those affected managers.

5. REPORT OF THE CHIEF EXECUTIVE (Pages 31 - 48)

Proposed Appointments Process – Chief Fire Officer (CFO)

The reports sets out the proposed appointment process for the role of Chief Fire Officer (CFO) within Northumberland Fire & Rescue Service. The current postholder has notified the Chief Executive of their intention to retire in August 2023. The report aims to set out the proposed process to appoint a permanent replacement.

6. 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.

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.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — a. under which goods or services are to be provided or works are to be executed; and b. which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the council. ‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
Licenses	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer
Corporate tenancies	Any tenancy where (to the councillor’s knowledge)— a. the landlord is the council; and

	<p>b. the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
<p>Securities</p>	<p>Any beneficial interest in securities* of a body where—</p> <p>a. that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and</p> <p>b. either—</p> <p>i. the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

* ‘director’ includes a member of the committee of management of an industrial and provident society.

* ‘securities’ means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- a. any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b. any body
 - i. exercising functions of a public nature
 - ii. any body directed to charitable purposes or
 - iii. one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

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Agenda Item 2

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 Thursday 9 March 2023 at 2.00 pm.

PRESENT

Councillor G. Sanderson
(in the Chair)

MEMBERS

Flux, B.
Purvis, M.

Watson, J.G.
Wearmouth, R.

OFFICERS IN ATTENDANCE

Binjal, S.(remote)

Interim Director of Governance and
Monitoring Officer

Crosland, S. (remote)

HR Consultant

Hadfield, K.

Democratic and Electoral Services
Manager

Kingham, A.

Executive Director for Children and
Young People

Sample, C.

Lawyer

One member of the press was present

Councillors Dale, Hunter and Simpson joined the meeting remotely. The Monitoring Officer reiterated the advice given to members that due to the adverse weather conditions, the Chair had agreed that Members could take part virtually and make comments etc. However, they would not be able to vote or be recorded as part of the decision-making process. Nor would their attendance be recorded under the 6-month rule.

64. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Dickinson.

65. MINUTES

Ch.'s Initials.....

RESOLVED that the minutes of the meeting of the Committee held on 20 February 2023, as circulated, be confirmed as a true record and signed by the Chair.

66. REPORT OF THE CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

PREFERRED CANDIDATE APPOINTMENT - Director of Workforce and Organisational Development

The report confirmed and set out to the Staff and Appointments Committee the outcome of the selection process for the Director of Workforce and Organisational Development and sought approval for the appointment of the preferred candidate. Attached to the report was a confidential (part 2) exempt Appendix 1, setting out the details of the preferred candidate. The arrangements for the permanent recruitment to this role were agreed at the 20 December 2022 meeting.

The report also reminded the Committee of the requirements under the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief and Deputy Chief Officers. Accordingly, members were asked to note that all the appointments referred to in the report were subject to no substantial and well-founded objections being notified to the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure Rules) (copy attached to the signed minutes as Appendix A).

Mr Crosland detailed the key points of the report for members.

Councillor Watson proposed the report's recommendations, which was seconded by Councillor Wearmouth.

RESOLVED that:-

- (a) the Committee accept the findings of the selection panels that the preferred candidate be appointed to the role of Director of Workforce and Organisational Development. Details were set out in the attached confidential appendix 1;
- (b) in the event that any objection is received from the Leader and/or Cabinet, the appointment in question be referred back to this Committee for urgent consideration;
- (c) the Committee note that offers of employment will be subject to all necessary pre-employment checks;
- (d) the Committee note that the effective date of commencement of employment is to be confirmed following all the necessary pre-employment checks; and
- (e) the Director of Workforce and Organisational Development receive staff benefits in line with all Council employees and remuneration of £96,416 per

annum within pay band 16 (this cost excludes employer's national insurance and employer's pension contributions).

67. REPORT OF THE CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

PREFERRED CANDIDATE APPOINTMENT - Director of Corporate Law and Governance and Monitoring Officer.

The report confirmed and set out to the Staff and Appointments Committee (StAC) the outcome of the selection process for the Director of Corporate Law and Governance and Monitoring Officer and sought approval for the appointment of the preferred candidate. The report had a confidential (part 2) exempt Appendix 1 attached, setting out the details of the preferred candidate.

The report also reminded the Committee of the requirements under the Officer Employment Procedure Rules in relation to the appointment (or dismissal) of all Chief and Deputy Chief Officers, and members were reminded that the appointment referred to in the report was subject to no substantial and well-founded objections being notified to the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure Rules) (copy attached to the signed minutes as Appendix B).

Mr Crosland provided some background to members to the current position. The market for MOs was extremely competitive but a search by Penna had identified some good candidates in interim and fixed term positions. Two candidates had undertaken technical interviews and interviews with the Chief Executive and the Leadership, and discussions had been held with Group Leaders. As a result, one candidate had been offered the position subject to a number of conditions, including approval by this Committee and Council. The proposed appointment was for a fixed term of two years on a salary of £140,000 pa, starting on 5 June 2023.

Councillor Watson sought reassurance that all proper recruitment procedures had been followed which Mr Crosland confirmed. The process had been rigorous, but tailored to reflect the current market.

In response to a comment from Councillor Hunter, Mrs Kingham advised members that part of the candidate's remit would be to develop the existing in-house talent and expertise for this challenging role.

At this point it was **RESOLVED**

- (a) That under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during the remainder of the discussion on this item as it involved 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 and 2
Information relating to any individual and information which is likely to reveal the identity of an individual
- AND** The public interest in maintaining the exemption outweighs the interest in disclosure because disclosure would adversely affect the Authority's interests.

Members then discussed the candidate's experience and suitability for the role in more detail.

It was then **RESOLVED** to readmit the press and public to the meeting.

Councillor Wearmouth moved the report's recommendations, which was seconded by Councillor Flux.

RESOLVED that:-

- (a) The Committee accept the recommendations of the Head of Paid Service that the preferred candidate be appointed to the role of Director of Corporate Law and Governance and Monitoring Officer;
- (b) in the event that any objection is received from the Leader and/or Cabinet, the appointment in question be referred back to this Committee for urgent consideration;
- (c) subject to there being no objection from the Leader and/or Cabinet to the appointment, the Committee recommend to full Council that the preferred candidate (details set out in the confidential appendix 1 to this report) be appointed as the Council's Monitoring Officer for a fixed period of two years;
- (d) offers of employment will be subject to all necessary pre-employment checks;
- (e) the effective date of commencement of employment will be confirmed following all the necessary pre-employment checks, but it is anticipated to be early June 2023; and
- (f) the Director of Corporate Law and Governance and Monitoring Officer receive staff benefits in line with all Council employees and remuneration of £140,000 per annum, which is a spot salary at the top of pay band 17 and inclusive of the 2023/24 pay award (this cost excludes employer's national insurance and employer's pension contributions).

CHAIR.....

DATE.....

Ch.'s Initials.....

Staff and Appointments Committee, 9 March 2023



Northumberland County Council

STAFF & APPOINTMENTS COMMITTEE

25 April 2023

Senior Management Restructure Proposal

Report of the Chief Executive and Head of Paid Service

1. Purpose of the Report

- 1.1 The purpose of this report is to seek agreement to the final senior management restructure (tiers 3 and 4) across the Council consistent with the revised executive director structure and taking account of representations made during the recent period of formal consultation with those affected managers.
- 1.2 The Committee approved the proposed management structure (tiers 3 and 4) for consultation at its meeting on 20 February 2023. The consultation has been concluded and the representations received have been considered. In taking account of representations, some adjustments to the structure have been made where appropriate and when beneficial to the Council.
- 1.3 This final proposed structure is appended to the report as Appendix 1 and upon consideration and approval by the Committee, implementation by the Executive Management Team (EMT) will commence immediately. In turn, this will involve the filling of Chief and Deputy Chief Officer roles with the approval of this Committee.
- 1.4 This report also reminds the Committee of the requirements under the Officer Employment Procedure Rules in relation to the appointment of all Chief and Deputy Chief Officers. Accordingly, please note that some of the proposed appointments referred to in this report are subject to no substantial and well-founded objections being notified to the Leader of the Council, in accordance with Part 4.3 of the Constitution (Officer Employment Procedure Rules).

2. Recommendations

2.1 To agree the following recommendations:

- 2.1.1 To approve the final adjusted management restructure (tiers 3 and 4) taking account of representations received during the formal consultation process as attached at Appendix 1.
- 2.1.2 To approve the roles of Chief and Deputy Chief Officers with a salary or pay band range over £100k as set out in table 1 below. All job descriptions are available electronically and committee members are invited to consider and comment accordingly. Links to job descriptions are provided at Appendix 2.
- 2.1.3 To note that the formal consultation process was conducted in line with the Council's policy for the management of organisational change and that Trade Unions and those affected have been appropriately notified.
- 2.1.4 To note that following approval by the Committee, the restructure will be implemented as soon as practicable with further service alignment to be carried out in a manner consistent with the new structure.
- 2.1.5 To note that the details of all proposed candidates for Chief and Deputy Chief Officer roles and roles attracting a salary of £100k or more and will be subject to the approval of StAC at a future meeting of this Committee.

3. Links to Corporate Plan

- 3.1 This report is relevant to all areas of the Corporate Plan as it relates to the senior management structure and population in the organisation. This necessarily must be fit for purpose to deliver the Plan in an effective and efficient manner.
- 3.2 The rationale, design principles and adjustments (following consultation) which have been applied to the final structure have ensured that it is robust and resilient while also being affordable and achieving the expected savings. The Chief Executive continues to have direct oversight to ensure that the management restructure and its implementation is best able to deliver the priorities of the administration. In parallel, it will enable enhanced coordination and integration through progressive service alignment whilst ensuring a considered approach across disparate services to ensure consistency and the application of good governance.

4. Background

- 4.1 As the Committee will recall, the restructure was initiated in October 2022 as part of a programme to ensure that, moving forward, the Council has a management structure that is fit for purpose and is able to deliver its priorities. The organisation is going through a period of major change and transformation, so it is important to have the

right management structure which balances both technical skills and expertise alongside leadership capability in a way that promotes collaborative behaviours and accountability.

- 4.2 From the start, it was important to ensure that the approach was inclusive and there was visibility by those colleagues directly affected. This population was engaged with a survey and workshops along with regular briefings on progress, consultation requirements and the likely timeline for implementation. The proposed senior management structure was then devised and considered by the Committee at its meeting in February 2023. At this point, it was agreed to initiate the formal consultation process with affected staff and their Trade Union representatives as required under the Council's approved policies for the management of organisational change.
- 4.3 Formal consultation on the proposal commenced on 21 February and concluded on 24 March. The consultation involved each Executive Director (ED), the affected group and Trade Union colleagues to discuss the proposal in more detail. This was an inclusive and comprehensive process supported by a dedicated SharePoint site providing information, responding to commonly asked questions and capturing the representations of colleagues for consideration. Weekly time was dedicated by each ED to allow opportunity for meetings with affected managers, either as a group or individually. In addition, several overarching meetings were scheduled with Trade Union colleagues to capture and address any organisation-wide issues and areas where further information was needed.
- 4.4 Following the conclusion of the consultation and formal close out of the process, the representations made by colleagues were then analysed and considered by the ED group and the Chief Executive (along with the designate ED Place and Regeneration who takes up post on 17 April). This was used to inform the final proposed structure considering the representations that had been received.

5. Consultation Outputs - Key Considerations

- 5.1 Overall, the representations received were of a detailed nature with just under half concerning aspects of the proposed structure within directorates. The remainder were more detailed and representative of individual circumstances with focus on the content of job descriptions and the pay banding for specific roles.
- 5.2 The information on the dedicated consultation SharePoint site was well received and several colleagues commented that the regularly updated Q&A content addressed their questions, supplemented by the ability to engage in specific ED discussions. It was pleasing to note that the communication process adopted was well received by Trade Union colleagues and a significant number of affected colleagues. From an organisation wide perspective, the notable theme which featured in a good deal of feedback, was support for the restructure proposal. This included comments that the need for a restructure was well overdue and provided much needed consistency across the Council which was required to enhance delivery of services for residents.
- 5.3 The representations made during consultation have been subject to detailed consideration, analysis and evaluation by the EMT and the Chief Executive, including careful reflection on what adjustments were required. They were considered with due regard to the following factors:

- The correct resource, capacity and capability in the organisation to enable it to deliver its plans.
- Affordable and efficient given the financial position of the Council.
- Supporting enhanced customer service and demonstrable value for money.
- Properly reflects the key objective of strong engagement, communication and transparency in respect of the affected population.

5.4 Throughout the process of evaluation, it has been critical to maintain a measured and balanced approach taking account of all these factors. Hence a multi-dimension lens was applied to the representations.

5.5 It is important to recognise that the consultation process was in respect of the management structure only. Whilst it is very important to get this right, there is also the equally important consideration of the ways of working within the structure and this largely operational facet is the responsibility of the Chief Executive, the EMT and the management population as a whole. A few representations were very much grounded in ways of working and this itself was not the subject of consultation. Nevertheless, views expressed (in respect of climate change, housing, tourism, home to school transport, education and skills and policy for example) have been captured and will feed into more detailed arrangements as to how specific issues or services will be operationally aligned moving forward. This does not however require structural change.

5.6 There were a significant number of representations on job descriptions and the associated job evaluation process. As the Committee will recall, there has been a conscious move to improve and standardise across these areas to ensure a consistent approach to the management structure and the design principles upon which it is based. In addition, much of the feedback was very detailed and referenced individual posts where suggested changes would have resulted in lack of coherence, the risk of unsubstantiated grade drift and a reversion to the model of highly detailed job descriptions which are inappropriate for senior manager roles in a major organisation.

5.7 Indeed, the above goes to the heart of the proper role of a senior manager within the Council where the key requirement is management ability which can be deployed flexibly to best support organisational objectives. Hence there is a need for proper focus in this regard to build a more agile model of management with consequent benefits in respect of capacity, career development and succession planning. Longer term, this is crucial if we are to build a resilient management population which can be attracted and retained. One key output from this process will be a development programme focusing on the true role of an effective manager and work in this regard is already underway.

Output and Summary – By Executive Director

To provide the Committee with oversight of the representations and management response to them, a summary per directorate is provided below:

6.1 Adults, Ageing and Wellbeing

Overview of representations
There were a small number of comments in relation to the restructure from adult services affected staff. The most substantive point related to adult care commissioning particularly about the risk of it not being sufficiently resourced if some of the commissioning expertise is depleted. Some detailed points were received about a job description and a more general point about the banding of Head of Service roles.
How they have been taken account of
The issue about commissioning is accepted as a risk but isn't inherently different to the risk of significant levels of experience being held by any individual across any part of the organisation. There would be a case for considering how we managed and whether we needed to adjust the structure if we lost a key resource. Additionally, it would be expected that the join up between the ICB commissioning team and the Council's people placed commissioning teams to over time strengthen resilience as more staff on both sides grow their experience across disciplines. The JD content point has been addressed and the more general point about grading has been thoroughly dealt with through the full and fair job evaluation process which has recently been completed.
Proposed changes
There are no proposed changes to the adult care structure based on the representations received.
Implementation
This will be conducted in the following weeks and arrangements are in progress with a target date of 1 June for the implementation of the new structure. The timescale for the change in line management arrangements will be discussed and agreed with the affected staff.

6.2 Children, Young People & Education

Overview of representations
There were a few representations made that in the main related to specific aspects of job description detail for individuals. The suggested movement of Home to School Transport and Employability and Skills was supported to align the customer/ child centred experience, reduce duplication and improve efficiency.
How they have been taken account of
All the representations were carefully considered in relation to the directorate and in a consistent manner across the Council.

In a few aspects, some job descriptions have been adjusted where pertinent to do so but unnecessary detail has not been included. It is agreed that the Tier 3 and 4 roles are approached consistently across all Directorates from an evaluation perspective. There are no cost implications arising

After detailed discussion and consideration, Executive Directors are minded to consolidate the Integrated Transport Unit as one. However, the functions within will be considered very carefully eg the operational approach, commissioning and model of Home to School Transport will likely be very different and will consider the child and family at the forefront of the model. Commissioning and therefore budget responsibility will be reconsidered and with that any aspect of staffing resource relocation to operationalise a very different way of working.

In relation to Employment and Inclusion, Executive Directors have agreed to reconsider whether a move of the service or a different approach to ways of working together is required, and this will be addressed in the near term.

Proposed changes

There are no proposed structural changes. Some minor amendments have been agreed in job descriptions to enhance consistency and to job titles to ensure accuracy.

Implementation

It is anticipated that most of the structure will transition in May 2023 and be completed by 1 June.

6.3 Place & Regeneration

Overview of representations

The representations related to the following:

- The scope of the Directorate regarding the functions transferred in and out
- The rationale for aligning functions within the same Directorate (e.g., planning and housing)
- The scale of the housing function is such that it warrants a dedicated Directorate
- Concerns as to the impact on Tiers 5/6 of the proposals
- Requests to revisit grading of posts to reflect extent of duties
- Requests to amend / add detail to job descriptions

How these were taken account of

All the representations were carefully considered within the context of resources and capacity, efficiency and affordability, and seeking to secure corporate consistency and equity. The focus has been on structure rather than ways of working and this is evidenced by the further work that will be required in some areas as set out below to optimise the structural arrangements.

Job descriptions have been reviewed and they properly cover the level of detail and definition required. These were subject to a comprehensive and fair evaluation process and as such there is no rationale to revisit the gradings.

Tier 5 and 6 impacts will be considered in subsequent phases of work once the current structure is implemented.

Proposed changes
<p>After detailed discussion and consideration, the following changes have been made:</p> <p><i>Home to School Transport</i> This function will remain in the Place and Regeneration Directorate as part of the Integrated Transport Unit. However, the functions within will be considered very carefully. As such, the future model of Home to School Transport is likely be very different with the child and family at its forefront. Commissioning and budget responsibility will be reconsidered and with that any aspect of staffing resource relocation to operationalise a very different way of working.</p> <p><i>Employability and Inclusion</i> The transfer of this function to Skills requires further deliberation in the near term to ascertain whether a move of the service or a different approach to ways of working together is required.</p> <p><i>Tourism</i> The transfer of this function (from Cultural Services) will proceed but a review will be conducted to ensure that the optimum arrangements are in place for destination management/sector development and visitor experience. This will also consider the capacity for events management.</p> <p><i>Property</i> The transfer of this function from Corporate Resources will proceed but a review will be conducted to determine whether any further structural changes are required, particularly in relation to the corporate landlord functions.</p> <p><i>Housing</i> No changes to be actioned as there is no compelling case to amend what is proposed. The scope and scale of the housing function and associated roles will continue to be monitored to take account of forthcoming legislative changes and their impact.</p> <p><i>Climate Change</i> No changes are proposed. There is an 18-month resource within Tier 4 to work with the Director of Environment and Transport and the Executive Director to ensure that ways of working in respect of climate change are effective and it is corporately embedded as business as usual.</p> <p>There are no structural changes.</p>
Implementation
<p>This will be conducted during May and into June for the full implementation of the new structure and appropriate transition arrangements.</p>

6.4 Public Health, Stronger Communities & Inequalities

Overview of representations
<p>There were representations related to the following:</p> <ul style="list-style-type: none"> • The scope of the Directorate with regards to the functions transferred in and out (eg tourism and strategic events). • The rationale for aligning functions within the same Directorate (eg libraries and archives). • The lack of market availability for a deputy DPH / Director of wellbeing and the transfer of this responsibility to a Consultant in Public health instead • Requests to amend / add detail to job descriptions and job titles
How these were taken account of
<p>All the representations were carefully considered within the context of resources and capacity, efficiency and affordability, and seeking to secure corporate consistency and equity. The focus</p>

has been on structure rather than ways of working and this is evidenced by the further work that will be required in some areas as set out below to optimise the structural arrangements.

Job descriptions have been reviewed and they properly cover the level of detail and definition required. These were subject to a comprehensive and fair evaluation process and as such there is no rationale to revisit the gradings.

Proposed changes

After detailed discussion and consideration, the following changes are proposed in response to the consultation:

Director of Wellbeing

This post is deleted and changed to a Consultant in Public Health (CPH). This will mean there is a substantive complement of 2.8 wte CPH who will divide the deputy chief health officer role between them according to the requirements of the Executive Director. Each of the CPH's will be generalists with additional specialist areas to enable the deputising of the Executive Director. This will be a cost saving direct to the Public Health Grant.

Director of Community life

This Job title will be changed to Director of Stronger Communities

Head of Customer Experience

This Head of Service will receive libraries and archives transferred from Head of Community Services. This is to align the face-to-face component of Customer Services more closely with library staff and the opportunities for closer collaborative working.

Head of Community Services

As the Head of Service is responsible for the Coroner and Registrar's office, more emphasis has been made in the job description with regards to the statutory function of this role.

Tourism

The transfer of this function will proceed but a review will be conducted to ensure that the optimum arrangements are in place for destination management/sector development and visitor experience across the Council.

Strategic events

A review in the near term will determine the most appropriate place for strategic events to sit within the organisation (such as communications). This will consider the capacity for events management, developing a forward plan which aligns with civic events as well as the large-scale events that require significant time and resource such as The Coronation or The Tall Ships.

Implementation

This will be conducted during May and June and arrangements are in progress with a target date of 1 June for the full implementation of the new structure. The exact timescale for the review of tourism and strategic events will be laid out in the near term.

6.5 Transformation & Resources

Overview of representations
These covered the location of Internal Audit and Risk Management within the Council, some queries regarding the level of detail in some job descriptions and associated pay banding. The fixed term resource within the directorate was questioned in terms of its validity and rationale.
How these were taken account of
All the representations were carefully considered and following detailed discussions on capacity and alignment, it was agreed to position the Chief Internal Auditor within Directorate. Fixed term roles were revisited, and their suitability was confirmed bearing in mind the distinction between structure and the operational ways of working. Job descriptions have been reviewed and they properly cover the level of detail and definition required. These were subject to a comprehensive and fair evaluation process and as such there is no rationale to revisit the gradings.
Proposed changes
There is one change to structure with Internal Audit now transferred into the directorate to enable a more effective alignment in the longer term.
Implementation
This will be undertaken with a target date of 1 June for the adoption of the new structure.

6.6 Chief Executive

Overview of representations
<i>Fire Service and Public Protection</i> Representations were received that suggested Health and Safety should be located within Workforce and Organisational Development (OD) and that Public Protection should be in Place and Regeneration
<i>Workforce and OD</i> A representation was received to permanently establish an additional post of (Head of OD and Culture) bearing in mind the significant programme of change across the Council in the medium to long term
<i>Law and Corporate Governance</i> Representations were received regarding the requirement for some roles to be legally qualified. Arguments both for and against were put forward. Arguments in favour included the need for reduction in silo working, resilience and succession planning opportunities for future Monitoring Officers. Arguments against included a reduction in progression opportunities for some managers in related functions.
Representations were received in relation to the role of Chief internal Auditor covering job title, role content and reporting line.
<i>Corporate Strategy and Communications</i>

Regarding the proposal that the role of General Manager be removed and replaced with a role of Head of Member Services and Elections (Deputy MO), representations were received that highlighted that the new role omits significant content currently assigned to the role of General Manager

Representations were received regarding the filling of the Head of Policy and Performance role.

How these have been taken account of

Fire Service and Public Protection

- EMT agreed that there had been sufficient detailed consideration given to the location of both Health and Safety and Public Protection.

Workforce and OD

- EMT and the Chief Executive agreed to the establishment of an additional Head of Service role to add appropriate senior level capacity and support to the transformation and change programme for a fixed term period of 3 years.

Law and Corporate Governance

- Legal qualification of Head of Member Services and Elections (Deputy MO): There is no stipulation for a DMO to be legally qualified however, the Council needs a legally qualified DMO given the governance issues currently being experienced.
- Given the recent governance there will be a continued business need to ensure that any future Monitoring Officer is legally qualified.
- Representations were received in relation to the role of Chief Auditor job description and EMT are supportive of job title change as suggested but felt that the proposed JD detail is unnecessary as content is adequately implied. Given the appointment of a new MO, it is important that focus is maintained on the core aspects of this role and its key succession planning element over the next two years.

Corporate Strategy and Communications

- EMT recognises the importance of support for civic ceremonial activity.
- Representations regarding the filling of the Head of Policy and Performance role were noted.

Proposed changes

Fire Service and Public Protection

- Proposals to position Health and safety and Public Protection in this domain will proceed as planned and without adjustment.

Workforce and OD

- New role provisionally created pending an application for transformation fund support over three years to cover additional marginal cost.

Law and Corporate Governance

- Legal qualification requirement to proceed unchanged
- Chief Internal Auditor will now be positioned in the Transformation and Resources directorate.

Corporate Strategy and Communications

- Consideration of a further role to support civic ceremonial activities is underway in terms of potential scope and how this will align with future ways of working.
- The filling of the Head of Policy and Performance role will be discussed with relevant parties.

Implementation

This will be undertaken with a target date of 1 June for the adoption of the new structure.

6. Affordability

- 6.1 In respect of the financial implications of the final restructure, there has been a consistent approach taken by the EMT to preserve the identified savings of £1m. This recognises the clear need for affordability while also balancing this with a robust structure and leadership team which can manage and deliver the Council's Plans.
- 6.2 The changes which have been proposed by the EMT and agreed by the Chief Executive cover the deletion of a director role in Public Health, Stronger Communities and Inequalities and realignment of duties across the Public Health Consultants. Within Workforce and OD an additional post for three years – Head of Organisational Development and Culture has been agreed and this reflects the scale and nature of changes within the Council which need to be fully supported to enable improved performance and cost efficiency. Funding for this post is in place for three years at this stage. Overall, therefore the impact is largely neutral

7. Officer Employment Procedure Rules

- 7.1 There are a number of Chief and Deputy Chief Officer roles to fill within the final structure. The pay banding of tier 3 and 4 roles was approved by the Committee at its meeting in February 2023. The appointment of Chief Officers and Deputy Chief Officers must be carried out in accordance with the Officer Employment Procedure Rules (see below). In addition, where the salary or pay band (range) is over £100k, approval of this Committee is required in line with the Council's pay policy.
- 7.2 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.
- 7.3 The Proper Officer designated for this purpose is the Chief Executive/Head of Paid Service. Accordingly, the Council's Chief Executive and Head of Paid Service will discharge the functions as required under the Officer Employment Procedure Rules.
- 7.4 The roles in scope taking account of the above are set out below in table 1 (including ED roles for completeness - which are now all filled). The majority of roles will be filled by a 'slot in' process. In line with the council's management of change policy, posts are identified as suitable for slotting in when the duties and responsibilities of the new role remain the same or are broadly similar to the old role. Details of slot-ins and appointments to the roles outlined in table 1 will be considered by this Committee in late May 2023.

Table 1.

Chief and Deputy Chief Officers	Designation	Status	£100k+
Chief Executive	HOPS	In post	X
Chief Fire Officer	Chief Officer	In post	X
Assistant Chief Fire Officer	Deputy Chief	In post	X
Deputy Chief Fire Officer	Deputy Chief	In post	
Head of Public Protection	Deputy Chief	Vacant	
Director of Law & Corporate Governance	Chief Officer	In post	X
Head of Internal Audit and Risk Management (Chief Auditor)	Deputy Chief	In post*	
Head of Legal & Deputy MO	Deputy Chief	Vacant	
Head of Members Services and Elections & Deputy MO	Deputy Chief	Vacant	
Director of Strategy & Communications	Chief Officer	In post*	
Head of Communications & Engagement	Deputy Chief	Vacant	
Head of Policy & Performance	Deputy Chief	Vacant	
Director of Workforce & OD	Chief Officer	In post	
Head of HR	Deputy Chief	Vacant	
Head of OD & Culture	Deputy Chief	Vacant	
ED Adults, Ageing & Wellbeing	Chief Officer	In post	X
Director of Assessment and Safeguarding	Deputy Chief	Vacant	
Director of Integrated Commissioning	Deputy Chief	In post	
ED Children, Education and Young People	Chief Officer	In post	X
Director of Children's Social Care	Deputy Chief	In post*	X
Director of Education, SEN & Skills	Deputy Chief	In post*	X
ED PH Communities and Inequalities	Chief Officer	In post	X
Director of Stronger Communities	Deputy Chief	Vacant	
Consultant in Public Health x 3	Deputy Chief	In post	
ED Place and Regeneration	Chief Officer	In post	X
Director of Economic Development & Growth	Deputy Chief	In post*	
Director of Environment and Transport	Deputy Chief	In post*	X
Director of Planning and Housing	Deputy Chief	In post*	X
ED Transformation & Resources (S151)	Chief Officer	In post	X
Director of Digital & IT	Deputy Chief	In post*	
Director of Finance and Procurement (Deputy s151)	Deputy Chief	In post*	X
Director of Strategic Change	Deputy Chief	In post*	

*slotted in pending approval of final structure by StAC

8. Next Steps

- 8.1 Following consideration and approval of the final structure by the Committee, the Chief Executive will hold a briefing meeting with the management population on the same day.
- 8.2 The new structure will then be populated through slotting in or ringfencing. A mix of internal and external recruitment (during May) will be undertaken only after those individuals placed at risk, or detrimentally impacted by the implementation of the new structure, have been afforded priority access to vacant posts ie considered in advance of other applicants.
- 8.3 For appointments and slot-ins to Chief and Deputy Chief Officer roles and roles attracting a salary of £100k or more, the details of the proposed candidate / postholder will be presented at future meetings of StAC and recommended for approval by this Committee.
- 8.4 It is anticipated that this process will be largely completed by 1 June 2023 when the structure goes live.
- 8.5 It is noted that the Council is conducting its business within a rapidly evolving environment with transformation initiatives (BEST programme) and a resultant new operating model being rolled out progressively over the next three years. The final management structure is a fundamental underpin of this work as is the organisational development focus which will now be brought to bear.
- 8.6 A further critical phase of work will immediately flow from this restructure which will impact on functions, service alignment, ways of working and middle management levels in the organisation. At the same time, managers must be clear on the expectations of them and have the opportunity to hone their skills to maximise their effectiveness across the Council.
- 8.7 These elements will be integrated and aligned to provide greater strength in depth and resilience whilst ensuring there is fairness, clarity and transparency, all of which underpin sound governance. The Chief Executive and EMT are critical in setting the tone and initiating interventions that are required in order to maintain a sustained culture change and a fundamental shift in organisational behaviour.

Implications

Policy	Oversight of HR policies and procedures
Finance and value for money	<p>The proposed structure if approved will result in a maximum recurrent gross salary cost saving for the Council totalling £0.421 million, once the structure has been populated and all transitional costs have been expended.</p> <p>This figure will be subject to change as it assumes that staff recruited to new posts will be appointed at the bottom of the scale; it also does not take into account any external or other funding associated with any of the posts; and it does not take account of any interim arrangements that may be required during the recruitment period.</p>

Legal

Under the Pay Policy Statement, the Council has delegated to StAC the function to appoint and approve any roles that attract a salary of £100k or more.

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

Chief Officer is defined in s43 of the Localism Act 2011 as follows:

- The head of the authority's paid service
- The monitoring officer
- Any statutory chief officer:
 1. The person having responsibility, for all statutory purposes (inc. s151 of the Local Government Act 1972), for the administration of the authority's financial affairs.
 2. The Director of Children's Services appointed under s18 of the Children Act 2004.
 3. The Director of Adult Social Services appointed under section 6 (A1) of the Local Authority Social Services Act 1970 (as amended by the Children Act 2004).
 4. The Director of Public Health appointed under s73A (1) of the National Health Service Act 2006.
 5. The Director of Education appointed under s532 of the Education Act.
 6. The Chief Fire Officer of a fire brigade maintained under the Fire Services Act 1947 and appointed under regulations made under section 18(1)(a) of that Act.
- Any non-statutory officer:
 1. A person for whom the head of the authority's paid service is directly responsible.
 2. A person who in relation to most of their duties is required to report direct or is directly accountable to the head of paid service and any person who similarly is required to report direct or is directly accountable to the authority or its committees.

A Deputy Chief Officer is a person who, as respects all or most of the duties of their post, is required to report directly to one or more of the Chief Officers

Procurement	Agreed via procurement process for Penna and independent HR consultant
Human Resources	All consultation and changes will be made in line with appropriate employment policies and processes. Relevant legal advice has been sought as required.
Property	N/A
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	This process will be conducted in line with best practice in relation to promoting equality and diversity within the Council's employment processes.
Risk Assessment	Consistent with Corporate Governance Review
Crime & Disorder	N/A
Customer Consideration	N/A
Carbon reduction	N/A
Health and Wellbeing	The recommendations will support the health and wellbeing of employees
Wards	Not related to any ward but cover the whole of Northumberland

Appendices

Appendix 1 - Final Senior Management Structure Apr 23

Background papers:

N/A

Linked Reports

- 1) StAC report and Minutes – September 2022
- 2) StAC report and Minutes – February 2023

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 Transformation & Resources	Jan Willis
Chief Executive	Helen Paterson

Portfolio Holder(s)	StAC
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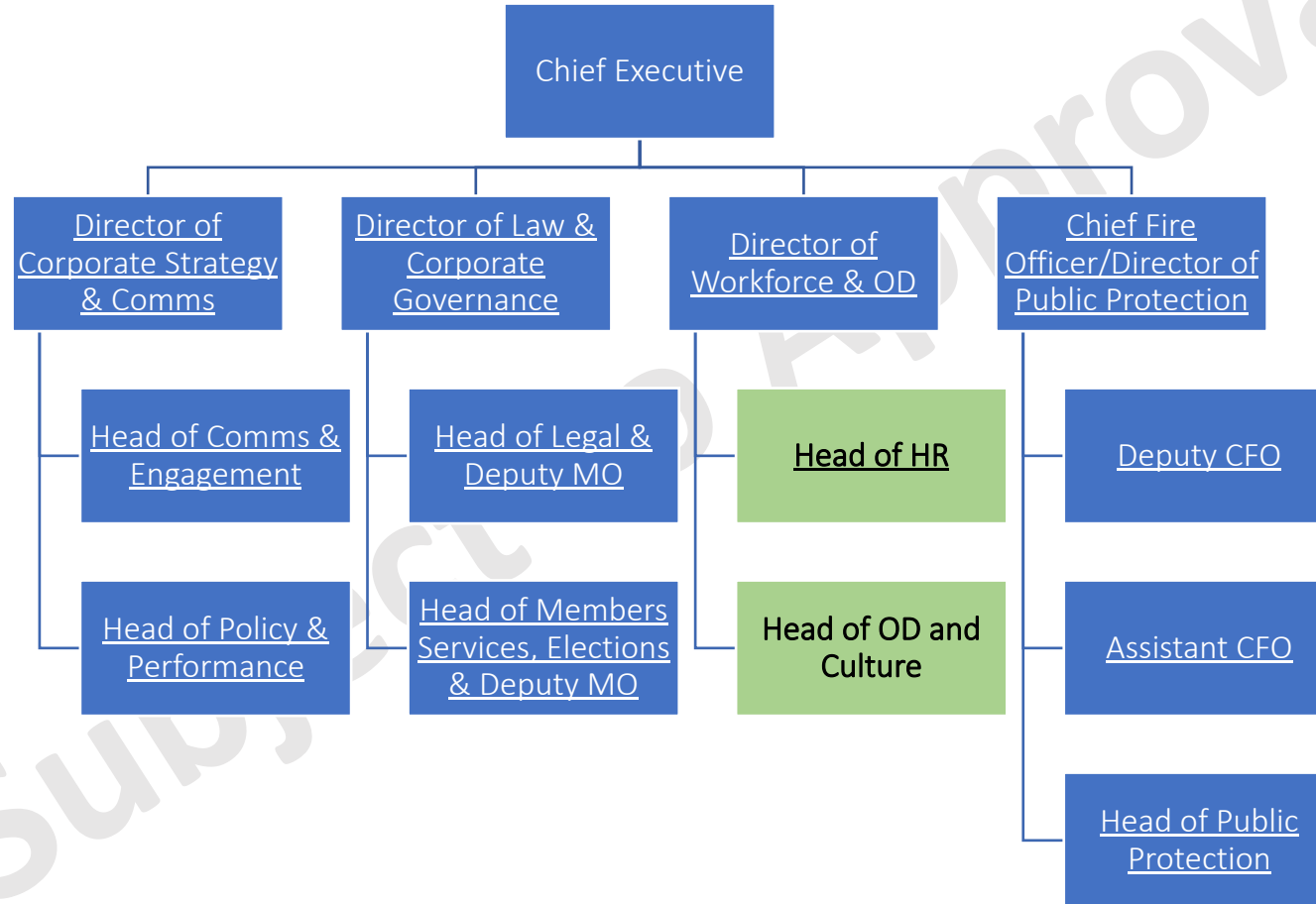
Authors and Contact Details

*This report has been prepared by:
Steve Crosland – HR Consultant*

FINAL

Senior Management Structure
April 2023
(subject to StAC approval)

Chief Executive

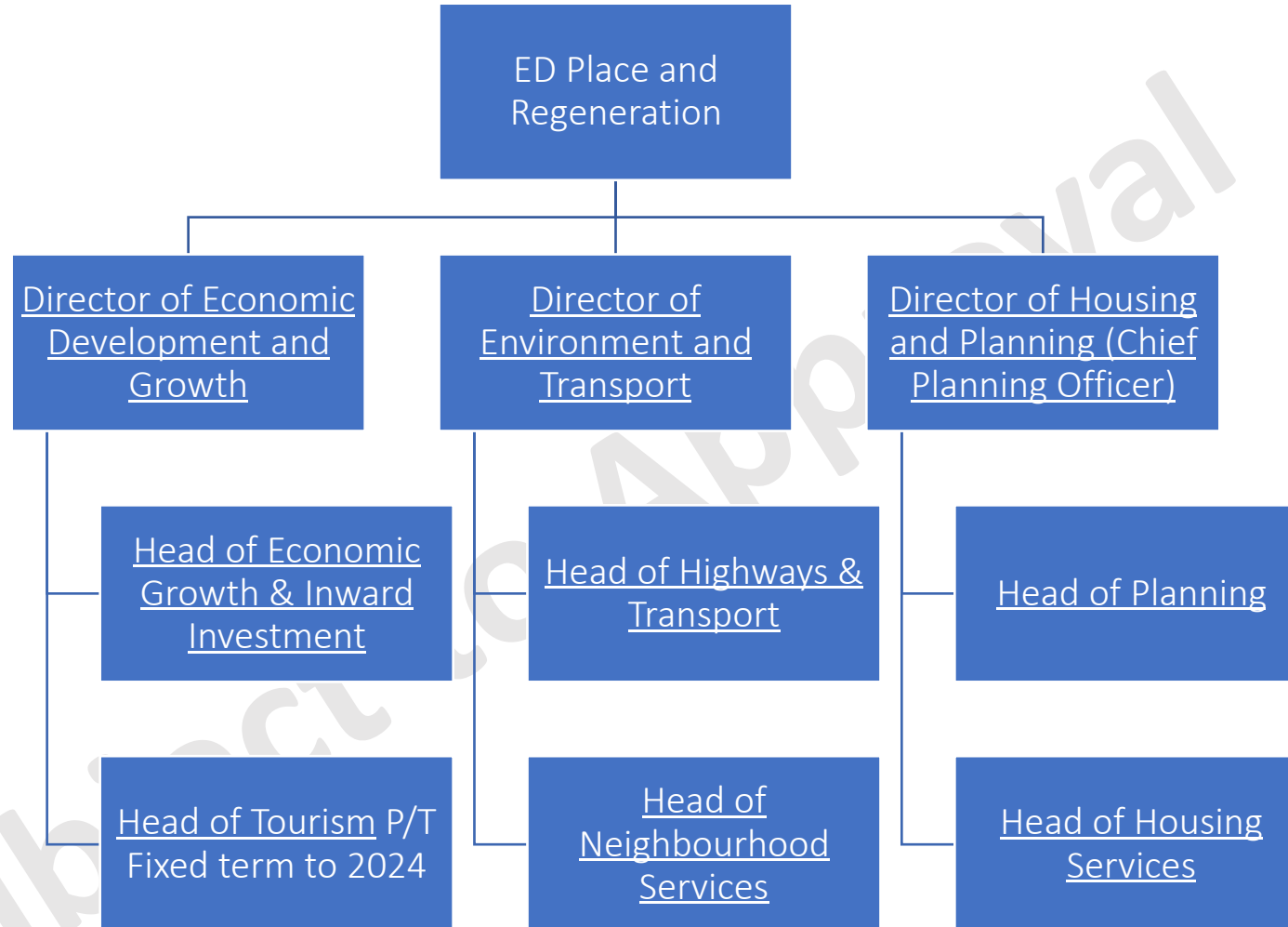


Page 22

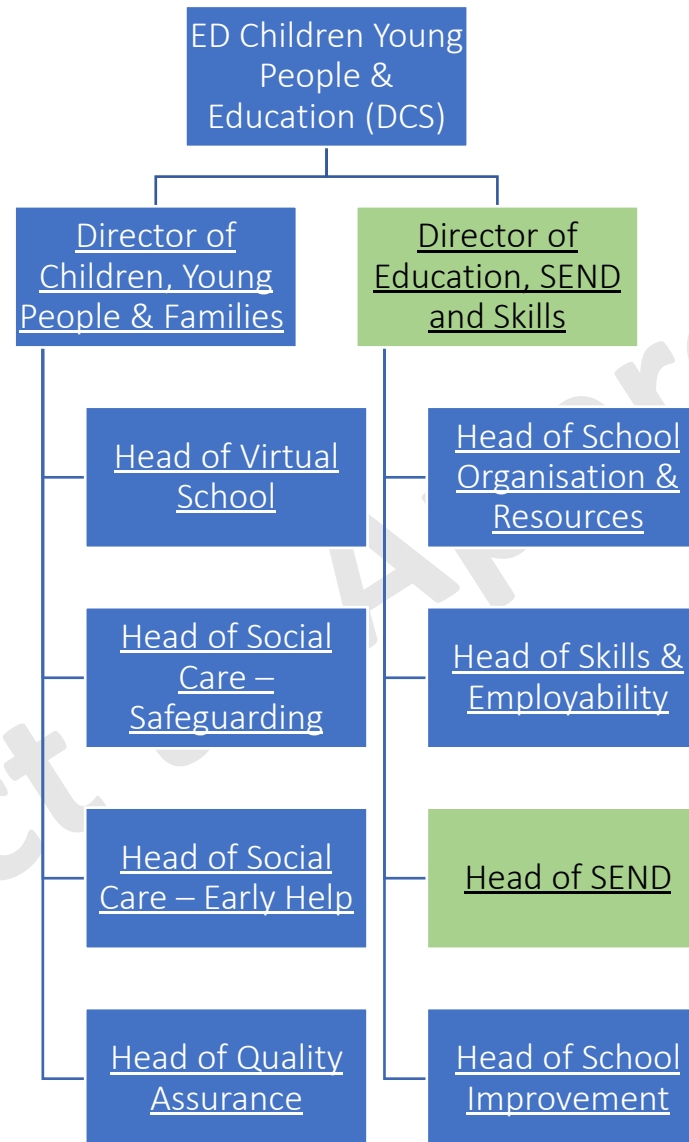
Head of OD and Culture – New Role

Head of HR – job title change

Place & Regeneration



Children Young People & Education

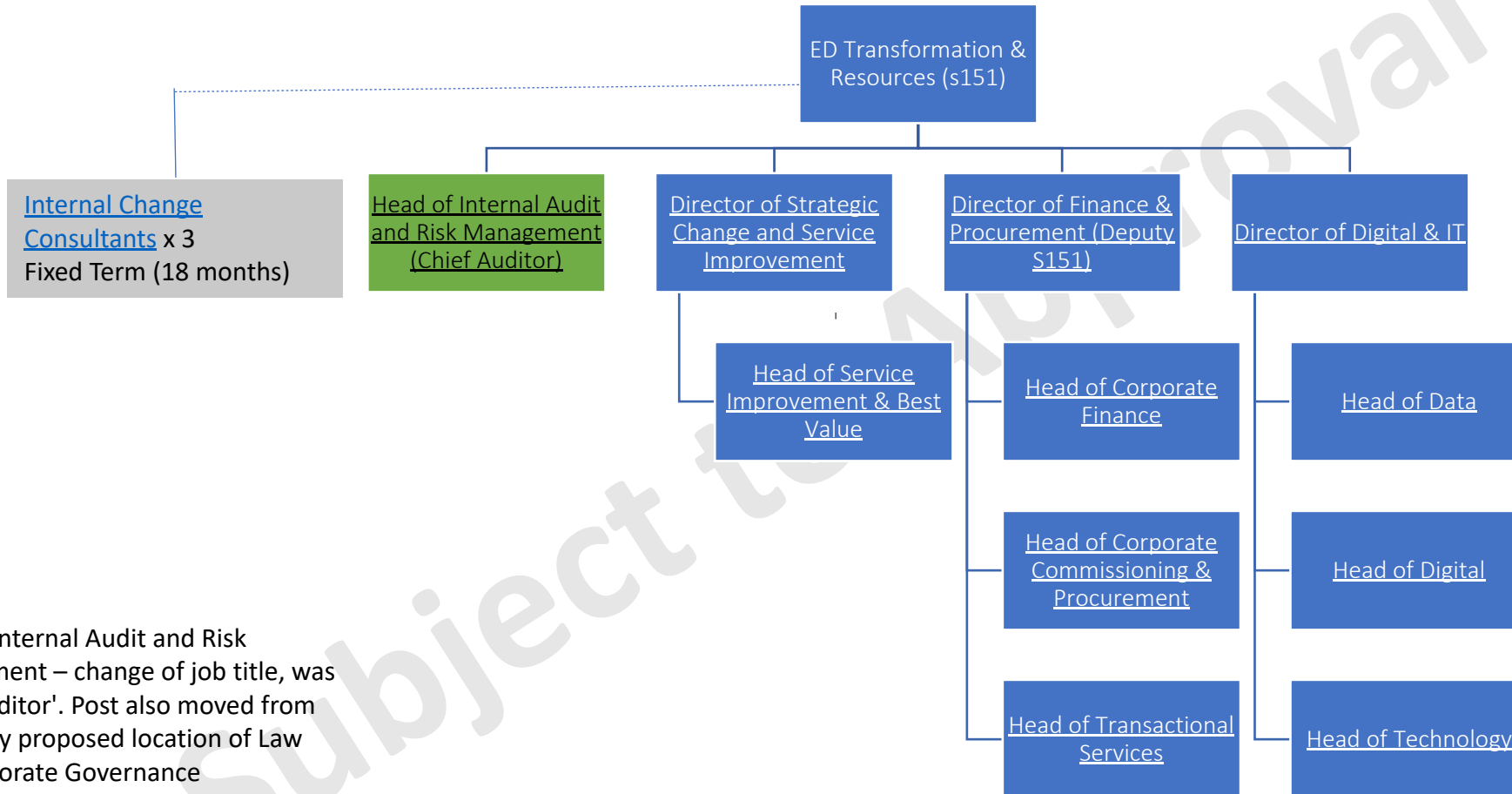


Page 24

Director of Education, SEND and Skills – job title change from SEN to SEND

Head of SEND – job title change from SEN to SEND

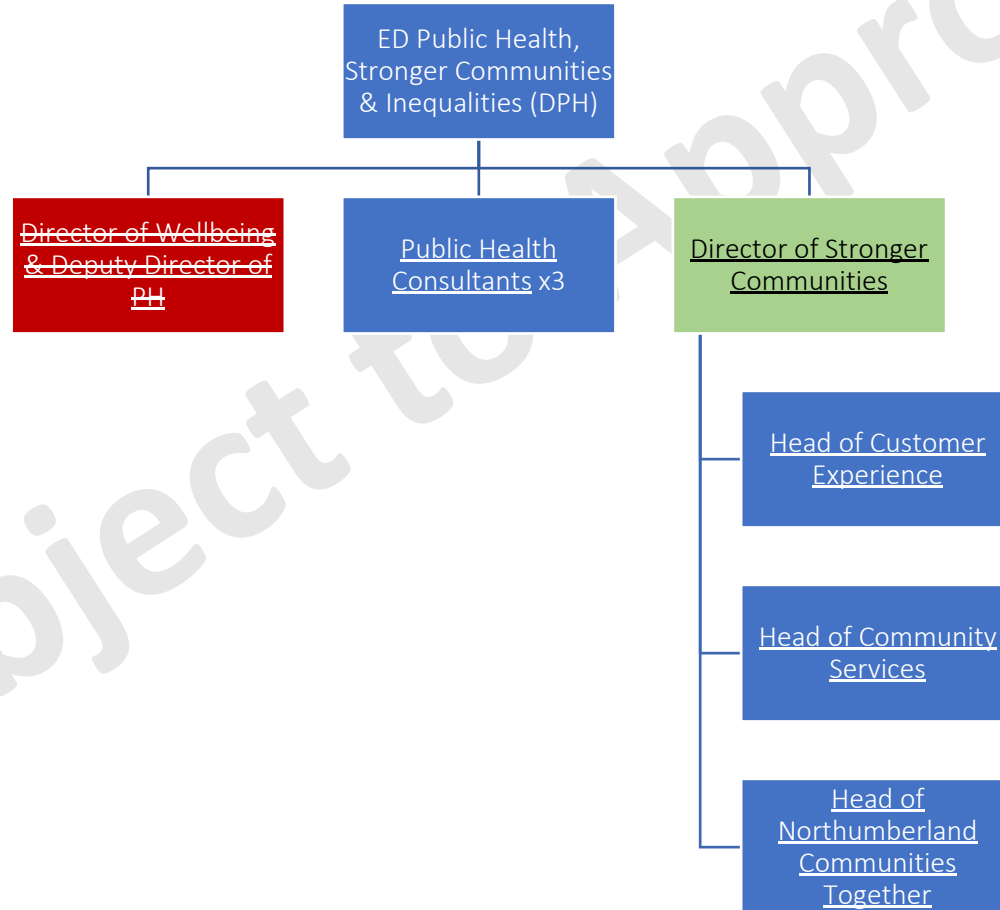
Transformation & Resources



Page 25

Head of Internal Audit and Risk Management – change of job title, was 'Chief Auditor'. Post also moved from previously proposed location of Law and Corporate Governance

Public Health, Stronger Communities & Inequalities

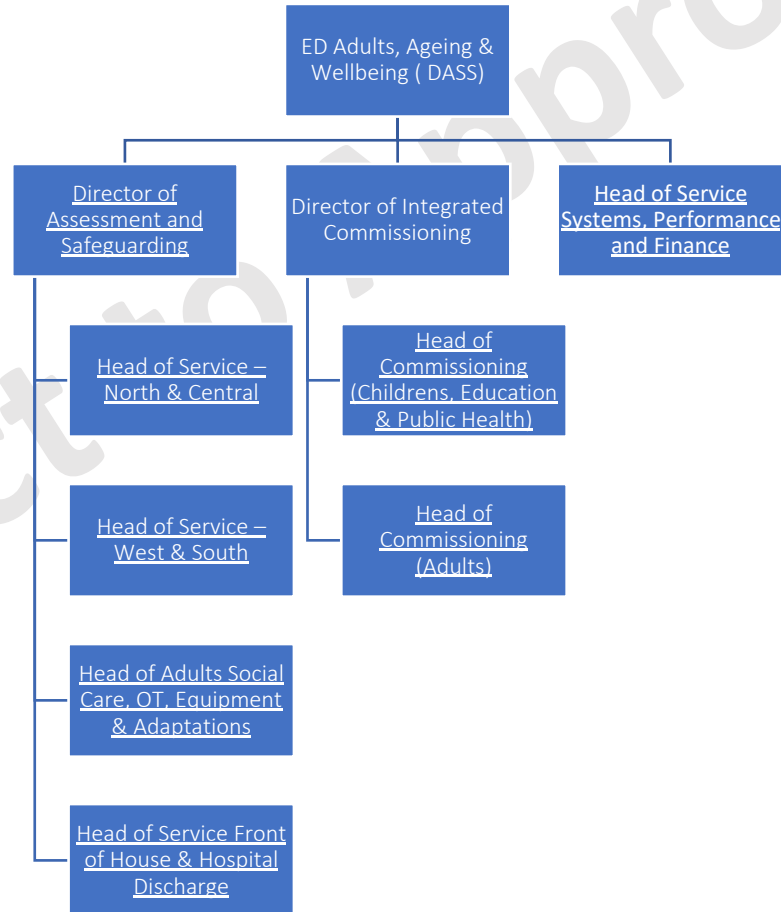


Page 26

Director of Stronger Communities – renamed, previously 'Director of Community Life'

Director of Wellbeing and Deputy Director of Public Health – post removed

Adults, Ageing & Wellbeing



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Appendix 2 – Job Descriptions

[Job Descriptions for Adults, Ageing and Wellbeing Directorate](#)

[Job Descriptions for Chief Executives Directorate](#)

[Job Descriptions for Children, Young People and Education Directorate](#)

[Job Descriptions for Place and Regeneration Directorate](#)

[Job Descriptions for Public Health, Stronger Communities and Inequalities Directorate](#)

[Job Descriptions for Transformation and Resources Directorate](#)

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Northumberland County Council

STAFF & APPOINTMENTS COMMITTEE

25th April 2023

PROPOSED APPOINTMENT PROCESS – Chief Fire Officer (CFO)

Report of the Chief Executive

Purpose of the Report

This report sets out the proposed appointment process for the role of Chief Fire Officer (CFO) within Northumberland Fire & Rescue Service. The current postholder has notified the Chief Executive of their intention to retire in August 2023.

This report aims to set out the proposed process to appoint a permanent replacement.

Recommendations

To agree the following recommendations:

1. Approve the remuneration for Chief Fire Officer (CFO) post at the top of Band 17 (£139,366).
2. Approve external advertisement of the post following approval at Staffing and Appointments Committee for the period 26 April 2023 to 10 May 2023. Shortlisted candidates will be required to attend an Assessment Day at the end of May 2023 (date TBA). The assessment will include Psychometric Testing, staff panel comprising NRFS key employees, internal and external stakeholder Panel and a formal interview by a panel comprising senior managers.

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

Salary

The job description (Appendix 1) has been evaluated through the LGE process as part of the currently proposed changes to the senior management structure within NCC. The job description incorporates the proposed changes in service management for the CFO postholder to include responsibility for Public Protection, Civil Contingency and Corporate Health & Safety as well as the Northumberland Fire & Rescue service.

Band 17 currently consists of 6 spinal column points (SCP):

SCP 68 - £115,325

SCP 69 - £120,997

SCP 70 - £126,665

SCP 71 - £129,529

SCP 72 - £138,006

SCP 73 - £139,366.

The intention is to make an offer at the highest SCP as this is the same SCP that the current postholder holds and recognises the scale and scope of the services areas covered. Payment at the highest SCP also represents differentiation of seniority from the Deputy Chief Fire Officer, also evaluated and paid at Band 17 (SCP 70). The advertisement will ask for previous Fire Principal Officer experience to ensure knowledge and experience for the role reflects the remuneration.

Outline Recruitment timeline and process/methodology

- 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. The tool that is proposed to be used is called 'Lumina' and will be administered by a company called 'Odyssey'. This tool and provider have been used to great effect in previous recruitment exercises for the Chief Executive and executive team.
- Delivery of a CFO Assessment Centre at West Hartford HQ. This will be designed to be delivered in-person, using a combination of in-house assessors and co-ordinators and will be supported by HR. Elements to be included:
 - A presentation to a panel of NFRS staff
 - A presentation to a comprehensive panel of key stakeholders – consisting of internal and external stakeholders
 - A Structured interview conducted by a panel comprising of Chief Executive, Portfolio holder, HR and an External Fire Professional to allow panel to have some technical expertise.

Timeline

The process has been structured to keep to 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.

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 2023/2024 and sets out details, amongst other things, of the payment to chief officers.

As stated in the Pay Policy the role of Chief Fire Officer is deemed a Chief Officer role with the following definition - The Chief Fire Officer of a fire brigade maintained under the Fire Services Act 1947 and appointed under regulations made under section 18(1)(a) of that Act.

The Staff & Appointments Committee is therefore required to consider and approve the appointments of the roles of on a salary of over £100,000 in line with the Council's agreed Pay Policy 2023/24 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 appointment can be met from existing budgets as it will be a direct replacement.
Legal	<p>The functions of the Staff and Appointments Committee are as follows:</p> <ol style="list-style-type: none"> a. To discharge the Council's functions of the employer in relation to the Chief and Deputy Chief Officers. 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. <p>Section 2 (6) of the Local Government and Housing Act 1989 specifies that the chief officer of a fire brigade maintained under the Fire Services Act 1947 is a Statutory Chief Officer.</p>
Procurement	N/A
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 <input checked="" type="checkbox"/>	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
Interim Director of Corporate Governance and Law	Suki Binjal
Executive Director of Finance (Section 151 Officer)	Jan Willis
Chief Executive	Dr Helen Paterson
Portfolio Holder(s)	Staff & Appeals Committee

Linked reports

- 20th of September 2022 - Staff and Appointments Committee 'Revised Executive Management Structure'
- 20 February 2023 - Staff and Appointments Committee report 'Senior Management Restructure Proposal'

Background information

N/A

Authors and Contact Details

This report has been prepared by Estelle White, Senior HR OD Manager
Contact details: estelle.white [@northumberland.gov.uk](mailto:estelle.white@northumberland.gov.uk)

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Chief Executive
JOB TITLE:	Chief Fire Officer and Director of Public Protection
GRADE:	Band 17
JD REF:	H232
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the directorate portfolio. These may change to reflect need and maximise capacity and resources across the Council.
Service/ Functions:	Strategic direction, leadership and management of Council functions relating to Fire and Rescue, Public Protection, Civil Contingencies and Corporate Health and Safety.
Employees:	<p>All employees within Fire and Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety teams. These comprise a mixture of technical experts, professional and advisory staff. The staff complement is 653.</p> <p>Some programme and project resource may be provided from time to time which will vary depending on activities and priorities within the Transformation programme and depending on delivery of overall priorities.</p>
Budget:	The postholder will work with colleagues across the Directorate and the Council to maximise resources. They hold direct responsibility for a budget of £41m.
Other Resources	As required to ensure that all day to day and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council's Constitution, Vision and Corporate plan and as such meet statutory requirements and democratic processes in a manner that is transparent, efficient and effective. The postholder has responsibility for ensuring delivery of civil contingency, public protection and associated arrangements which will need close cooperation and support from local, regional and national partners in the event of an emergency.

JOB PURPOSE:

- To lead, steer, develop and manage services relating to the County's Fire and Rescue Service, public protection, civil contingency and corporate health and safety arrangements which contribute to the delivery of the Council's key corporate and partnership priorities that fall within the portfolio 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 services which will ensure that all residents, partners and businesses are safe. This requires the postholder to provide strategic and professional advice to the Fire Authority, Chief Executive, senior colleagues and members on all matters relating to Fire and Rescue, civil contingencies, corporate health and safety and public protection services,
- Ensuring that all relevant directorate strategic plans, policies and legislative requirements are designed, developed and implemented effectively.
- Some duties will require activities to take place with local, regional or national partners to maximise joint resources and apply best practice. The post holder will be a lead participant in shaping and delivering activities which make the best use of the capacity working alongside these partners.
- The postholder is expected to participate and contribute to the National Fire Chiefs Council (NFCC) network and ensure that NFRS is fully aligned to national fire sector standards and best practice to better position the service for external inspection and audit by HMICFRS or others.
- As the strategic lead on civil contingencies and emergency planning the postholder will ensure that there are robust and effective arrangements in place to deal with incidents at different spatial levels. As part of this, regular training and refresher activities need to be in place in line with best practice.
- Public protection activities are also supported by a large suite of legislative and best practice standards and the postholder will be expected to ensure that these requirements are understood across the team and that plans and services are designed and delivered to address areas of risk in a proportional way.
- As strategic lead for Corporate Health and Safety ensure that there are robust and effective arrangements and structures in place to provide corporate assurance that strategic health and safety risks are effectively managed and mitigated.
- 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.
- To lead on ensuring the Council is able to act proactively in respect of national policy changes to the services covered and advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and Council in order to

uphold best practice as a consequence of timely and effective horizon scanning and analysis. This is essential to help the Council review and revise its plans and priorities whilst delivering the overall vision and priorities in keeping people safe.

- Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff, stakeholders and partners in the development and delivery of services which meet residents' needs and expectations.
- Ensure, as a senior executive, that effective governance and assurance processes, including reviews and 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.

KEY FUNCTIONAL RESPONSIBILITIES:

- In accordance with the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 and Policing and Crime Act 2017 and all related primary or secondary legislation and or regulations, to effectively discharge all statutory and operational Gold Command responsibilities of the Chief Fire Officer and to be directly responsible for the management of all executive, administrative and operational matters.
- Deliver rostered operational emergency response (Gold Command) cover on a 7-day, 24/7 continuous duty basis as part of the NFRS Principal Officer Group rota.
- In support of the Council's Chief Executive be the principal adviser on the overall approach to strategy and policy formulation and review relating to Fire and Rescue Services, civil contingencies, health and safety and public protection activities ensuring that arrangements are in place to deliver services which meet community needs.
- Fully understand and uphold the Constitution, Scheme of Delegation and Contract Procedure Rules of the Council and ensure they are followed across the organisation as well as in the consideration of strategy, policy and resourcing so that services can be delivered as efficiently and effectively as possible.
- On behalf of the Chief Executive, effectively discharge all responsibilities of the Council and Fire Authority in respect of Fire and Rescue Service, Public Protection, Civil Contingencies and Health and Safety as required by national regulation / policy and local guidance and standards, and ensure that effective performance management arrangements are in place to support prioritisation of activity so all effort is focused where there is greatest need to keep people safe.
- To strategically lead on Business Continuity Planning and related resilience matters for Northumberland County Council.
- Champion on the Directorate approach to equality, diversity and inclusion to ensure

ED&I is embedded in all strategies and plans devised by the service to provide assurance that services are designed and delivered in a way that reflects difference and shows understanding of the population's circumstances and needs

- Lead on the review and scrutiny of the actions, plans and policy of Central Government and other external agencies to determine their impact on services within the Directorate and the potential need to develop local policies or responses as a consequence.
- Play a lead role in supporting 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.
- Manage well the interface between Elected Members and Officers, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.
- Ensure the Council meets best practice standards relating to communication and engagement embedding an open culture of transparency, accountability and ownership which will help all services take responsibility for mistakes, put things right and learn lessons for future improvement.
- Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the 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, regional and national partnerships and networks to achieve, within the overall strategy, maximum benefit for the County and its communities. These partnerships will be essential to deliver sustainable growth and other front-line services that communities and residents need to keep them safe and healthy.
- Lead development and application of initiatives and campaigns which support management and understanding of the Council's activities and reputation so that people are clear what to expect and how they can contribute.

PRINCIPAL ACCOUNTABILITIES

1. Provide strategic management and professional advice to the Chief Executive as required on all matters of strategy and policy relating to Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety issues. Ensure that all relevant corporate and strategic plans, policies and statutory requirements are effectively developed and implemented.

2. Ensure the provision of timely and accurate advice and information to the Chief Executive, relevant political management, advice on the development and review of policies and strategies related to Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety issues. Ensure that these are integrated with Corporate, Directorate and Partner Agencies' strategies.
3. 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.
4. Lead the Directorate approach to equality, diversity and inclusion is embedded in all strategies and plans devised by the service to provide assurance that services are designed and delivered in a way that reflects difference and shows understanding of the population's circumstances and needs
5. Determine the most effective utilisation and deployment of resources (Human, Physical and Financial) within the Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety in order to implement the Council's priorities and statutory responsibilities within allocated budgets in an imaginative and innovative way.
6. Ensure the provision of robust mechanisms for establishing and monitoring the standard and effectiveness of Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety related strategies, policies, performance and practices.
7. Establish and maintain effective management and communication systems and processes within the Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety and, in conjunction with senior colleagues, ensure that employees at all levels are fully aware of their respective roles, functions and responsibilities and changes to legislation or Council policies.
8. Provide strategic leadership and direction to managers within the Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety so as to promote performance management systems and frameworks.
9. Promote the support and development of staff through appraisal, training and development programmes.
10. Promote and maintain a positive relationship with all employees and their respective trade unions in the interests of developing a climate of harmonious and constructive employee relations.
11. Establish and maintain a culture of continuous improvement across the Directorate with particular attention to ensuring NFRS are inspection ready for the ongoing HMICFRS assessment and other service delivery areas within the Directorate are prepared for their appropriate inspection and audit regimes.
12. Actively promote the role of the Council in relation to Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety activities and policies at local, regional and national level as appropriate.

13. Actively promote and maintain high standards of conduct and governance by providing support to relevant Committees and other bodies to ensure the best advice possible is contained in reports and recommendations as well as making sure decisions are made in the right forum as set out in the Policy Framework.
14. Ensure effective joint working and planning with all relevant external agencies, so as to maximise the Council's role, function and influence in relation to all aspects of Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety provision.
15. Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-organisation working across the region and country 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 reputation in making good decisions that make best use of public resources and comply with legislative requirements.
16. Participate as required in the corporate planning and management of the Council. Ensure full compliance with corporate policies and processes by management and staff within Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety and actively promote and encourage the adoption of Council policies and initiatives.
17. Promote good relations with all other Services of the Council with a view to achieving the most effective performance of its functions to achieve a co-ordinated approach to the development and provision of Fire & Rescue Service, Public Protection, Civil Contingencies and corporate Health and Safety.
18. Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
19. Any other duties consistent with the nature, level and grade of the post.

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	
<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:	Chief Executive
JOB TITLE:	Chief Fire Officer and Director of Public Protection
GRADE:	Band 17

Qualifications/Professional Development
Educated to degree level or demonstrable experience which shows a significant track record in delivering of services in the portfolios
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development to demonstrate up to date understanding of relevant legislation and professional standards
Evidence of meeting the NJC Brigade Manager role map including operational experience in Gold Command
Qualified to Skills for Justice (SfJ) Strategic Incident Command Level 4 (ICL4)
Evidence of recent operation at LRF Strategic Coordination Group (SCG) level or equivalent
Experience, Knowledge, and Skills
Demonstrable experience of operating as a strategic leader in emergency situations e.g. Gold command arrangements.
Proven achievement of leadership success working in a large and complex organisation with comparable scope, responsibilities and remit.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective decisions and delivery within a challenging environment.
Experience of devising and implementing performance frameworks and systems which support timely and effective scrutiny of performance in relation to services which are highly regulated and informed by national legislation and standards.
Experience of devising Strategies which maximise opportunities for people to communicate and engage with the Council, whether as residents, partner or other stakeholders.
Significant experience of working with diverse communities to maximise opportunities to maximise capacity at a local level in order to deliver services which reflect different needs and experience and promote equality so that people feel valued and empowered to keep themselves and each other safe.

Evidence of personally leading within an organisational culture that models and embeds the practice of 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.
Highly developed ability to devise long term strategies which are relevant and adaptable bringing in new ideas based on best practice, innovation , and proven 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.
Strong 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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