



Northumberland County Council

Your ref:

Our ref:

Enquiries to: Lesley Bennett

Email: Lesley.Bennett@northumberland.gov.uk

Tel direct: 01670 622613

Date: 5 March 2024

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 **WEDNESDAY, 13 MARCH 2024** at **3.00 PM**.

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 and J Watson



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 Committee held on Thursday, 22 February 2024, as circulated, to be confirmed as a true record and signed by the Chair.

3. DISCLOSURE OF MEMBERS' INTERESTS

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

- a) Which **directly relates to** Disclosable Pecuniary Interest ('DPI') as set out in Appendix B, Table 1 of the Code of Conduct, to disclose the interest, not participate in any discussion or vote and not to remain in room. Where members have a DPI or if the matter concerns an executive function and is being considered by a Cabinet Member with a DPI they must notify the Monitoring Officer and arrange for somebody else to deal with the matter.
- b) Which **directly relates to** the financial interest or well being of a Other Registrable Interest as set out in Appendix B, Table 2 of the Code of Conduct to disclose the interest and only speak on the matter if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain the room.
- c) Which **directly relates to** their financial interest or well-being (and is not DPI) or the financial well being of a relative or close associate, to declare the interest and members may only speak on the matter if members of the public are also allowed to speak. Otherwise, the member must not take part in discussion or vote on the matter and must leave the room.
- d) Which **affects** the financial well-being of the member, a relative or close associate or a body included under the Other Registrable Interests column in Table 2, to disclose the interest and apply the test set out at paragraph 9 of Appendix B before deciding whether they may remain in the meeting.
- e) Where Members have or a Cabinet Member has an Other Registerable Interest or Non Registerable Interest in a matter being considered in exercise of their executive function, they must notify the Monitoring

Officer and arrange for somebody else to deal with it.

NB Any member needing clarification must contact monitoringofficer@northumberland.gov.uk. 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. PROPOSED APPOINTMENT PROCESS OF DIRECTOR OF CHILDREN, YOUNG PEOPLE AND FAMILIES (Pages 5 - 20)

To consider the proposed appointment process for the role of Director of Children, Young People and Families.

5. URGENT BUSINESS (IF ANY)

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

6. DATE OF NEXT MEETING

The next scheduled meeting date is 16 April 2024 at 3.30 pm in the Council Chamber, County Hall, Morpeth.

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)—

	<ul style="list-style-type: none"> a. the landlord is the council; and 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.
Securities	<p>Any beneficial interest in securities* of a body where—</p> <ul style="list-style-type: none"> a. that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and b. either— <ul style="list-style-type: none"> i. the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or 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.

* ‘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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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, 22 February 2024 at 9.00 a.m.

PRESENT

Councillor R. Wearmouth
(Deputy Leader of the Council, in the Chair)

MEMBERS

Dale, A.	Purvis, M.
Dickinson, S.	Simpson, E.
Hunter, E.I.	Watson, J.G.

OFFICERS IN ATTENDANCE

Farrell, S.	Director of Workforce and Organisational Development
Gerrard, S.	Director of Law and Corporate Governance (MO)
Paterson, H.	Chief Executive and Head of Paid Services
Sample, C.	Solicitor
Turnbull, N.	Democratic Services Officer
Willis, J.	Executive Director - Transformation and Resources

35. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Flux and Sanderson.

36. MINUTES

RESOLVED that the minutes of the meeting of the Staff and Appointments Committee held on Thursday, 8 February 2024, as circulated, be confirmed as a true record and signed by the Chair.

37. APPOINTMENT OF ASSISTANT CHIEF FIRE OFFICER

Members received a report seeking to confirm the outcome of the selection process for the Assistant Chief Fire Officer and sought approval for the appointment of the preferred candidate.

The Committee discussed the starting salary and requirement for the matter to be referred to Council following approval of the Pay Policy Statement 2024/25 at the last meeting of the Staff and Appointments Committee, for approval of

new appointments with salaries over £100,000. A report would therefore be taken to the next meeting of full Council on 20 March 2024.

RESOLVED

- 1) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Assistant Chief Fire Officer. Details set out in confidential appendix 1.
- 2) To note that offers of employment would be subject to all necessary pre-employment checks.
- 3) To note that the effective date of commencement of employment would be confirmed following all necessary pre-employment checks.
- 4) To agree that the Assistant Chief Fire Officer would align to the National Joint Council for Brigade Managers of Fire and Rescue Services terms and conditions (Gold Book) with remuneration aligning to NCC pay grade of Band 16, £103,133 SCP 65. This cost excluded employer's national insurance and employer's pension contributions.
- 5) To agree that, 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.
- 6) Subject to there being no objection from the Leader or Cabinet to the appointment, to recommend to full Council that the preferred candidate be appointed as Assistant Chief Fire Officer.

38. PROPOSED RECONFIGURATION OF ROLE IN RESPONSE TO ENDING OF JOINT ARRANGEMENT AND SELECTION PROCESS FOR VACANT DIRECTOR OF INTEGRATED COMMISSIONING AND PERFORMANCE – ADULTS, AGEING AND WELLBEING

The Chief Executive presented the report and explained that following the ending of a joint arrangement with the Integrated Care Board (ICB), the report set out the proposal that the currently established, shared cost 0.5 FTE Director of Integrated Commissioning be increased to 1.0 FTE, to be wholly employed by the Council. An updated Job Description was included within the papers at page 15.

RESOLVED that the following recommendations be made to full Council on 20 March 2024:

- 1) That the confirmed staffing budget be utilised to increase the establishment from 0.5 FTE by a further 0.5 FTE to create a 1.0 FTE role.
- 2) That the Band 16 (£100,157 - £109,081) job description and associated job evaluation established via the senior management review of summer 2023 continue to apply. The job description was attached to the report at appendix 1.

- 3) That external advertisement of the post for the period 25 March 2024 – 6 April 2024 takes place following consideration at full Council. Shortlisted candidates be required to attend an Assessment Day during w/c 10 April 2024. The assessment would include psychometric testing, staff panel comprising key employees, and a formal interview by a panel comprising senior managers and the relevant Cabinet Member.
- 4) Accept the findings of the selection panel that the preferred candidate be offered the role of Director of Integrated Commissioning and Performance subject to the final approval of full Council.
- 5) Agree that in the event that any objection be received from the Leader and/or Cabinet that the appointment in question be referred back to this Committee for urgent consideration.
- 6) Note that offers of employment will be subject to all necessary pre-employment checks.
- 7) Note that the effective date of commencement of employment is to be confirmed following completion of all the necessary pre-employment checks and following approval by full Council.

39. INCREMENTAL PAY PROGRESSION FOR SENIOR MANAGERS (BANDS 14-17)

The Director of Workforce and Organisational Development presented the report which sought approval for a revised process for the handling of requests for incremental progression for senior managers i.e. those managers at Bands 14 – 17. The proposed assessment process was set out in Appendix 1 of the report.

She explained that the new process would enable parity for all senior managers and address concerns that had been raised informally regarding the previous inconsistent process.

The following issues were discussed:

- Whether the Chief Executive should be involved in the process. It was noted that initially there was likely to be a significant workload and it would be left to her discretion as to whether her involvement was required.
- There were 33 Heads of Service on Band 14. 20 members of staff were on the bottom spinal column point of Band 14.
- Appraisals for the Executive Directors had been updated in 2023 and now included references to health and safety and safeguarding. The updated appraisal would be rolled out across the organisation. Whilst the format of appraisals was the same, the content varied depending on the nature of roles.
- Risk management was not normally a criterion of appraisals unless it was key to the role or corporate plan. There was an expectation that risk management would take place across the organisation all the time.
- The appraisal process was separate to the management of underperformance. All employees were entitled to have an appraisal

which should be a positive process. Underperformance would be managed through regular meetings.

- There were no concerns regarding the performance of the cohort of senior managers in Bands 14-17.
- Paragraph 4.3 required review of applications by line managers.
- Poor performance would not be rewarded.

RESOLVED that:

- 1) The content and application of the proposed assessment process (appendix 1) be agreed with effect from 1 April 2024.
- 2) The transitional arrangements outlined in paragraph 5.1 (immediate access to the scheme for historic applications and those on static salaries for more than 2 years) and paragraph 5.2 (accelerated increment for those at the bottom of Band 14), be agreed.

40. APPROVAL OF FLEXIBLE EARLY RETIREMENT REQUEST

The report sought approval of a request from the Director of Finance and Procurement to take flexible early retirement with effect from 31 March 2024.

The Executive Director - Transformation and Resources provided background on the request and confirmed that the Director met the criteria. There would be a payback period of 1.4 years.

She confirmed that approval of the request would be in the Council's financial and managerial interests, which was set out in the business case contained at Appendix 2 and would enable succession planning in the interim period.

The Chief Executive referred to KC advice which confirmed that approval by Full Council was not required.

Members commented that the Director of Finance and Procurement was an exemplary, long serving member of staff and they wholeheartedly supported the application. The Chair requested that their comments regarding the officer being an extremely valued member of staff be relayed to them.

RESOLVED that:

- 1) The request of the Director of Finance and Procurement to take flexible early retirement with effect from 31st March 2024, be agreed.
- 2) The pension strain costs of £102,818, be agreed.

CHAIR _____

DATE _____

STAFF & APPOINTMENTS COMMITTEE

13 March 2024

Proposed Appointment Process of Director of Children, Young People and Families

Report of the Chief Executive

1. Purpose of the Report

- 1.1 This report sets out the proposed appointment process for the role of Director of Children, Young People and Families. The current postholder has indicated their intention to retire therefore, the post will become vacant from 1 September 2024.
- 1.2 This report aims to set out the proposed process to appoint a permanent replacement.
- 1.3 This report also seeks approval that at the conclusion to the selection process, the preferred candidate will be notified of their conditional appointment, subject to the approval of Staff and Appointments Committee and onward recommendation to full Council.
- 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 the appointment referred to in this report is subject to no substantial and well-founded objections being notified to the Leader of the Council, in accordance with Part 9 of the Constitution (Officer Employment Procedure Rules).

2. Recommendations

To agree the following recommendations:

- 2.1 that the Band 17 (£119,800 - £134,555) job description and associated job evaluation established via the senior management review of summer 2023 continues to apply. The job description is attached at appendix 1.
- 2.2 that external advertisement of the post for the period 18 March to 29 March takes place. Shortlisted candidates will be required to attend an Assessment Day during w/c 1 April. The assessment will include psychometric testing, staff panel

comprising key employees, panel of young people and a formal interview by a panel comprising senior managers and the relevant Cabinet Member.

2.3 accept the findings of the selection panel that the preferred candidate be offered the role of Director of Children, Young People and Families subject to the final approval of full Council.

2.4 To agree that in the event that any objection is received from the Leader and/or Cabinet that the appointment in question be referred back to this Committee for urgent consideration.

2.5 To note that offers of employment will be subject to all necessary pre-employment checks.

2.6 To note that the effective date of commencement of employment is to be confirmed following completion of all the necessary pre-employment checks and following approval by full Council.

3. Link to Corporate Plan

3.1 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 is fulfilling its legal duties and requirements to ensure that there is an effective and fit for purpose staffing establishment.

4. Key Issues and Background

4.1 Salary

4.1.1 The job description (Appendix 1) has been evaluated through the LGE evaluation scheme as part of the changes to the senior management structure implemented on 1 July 2023.

4.1.2 Band 17 consists of 4 spinal column points (SCP):

68 - £119,800

69 - £125,692

70 - £131,580

71 - £134,555

5. Outline Recruitment timeline and process/methodology

- 5.1 Psychometric Assessment will be undertaken 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 internally via our People and Culture service. This tool has been used to great effect in previous recruitment exercises across the senior management team.
- 5.2 An Assessment Centre will be delivered at County Hall. This will be designed to be delivered in-person, using a combination of in-house assessors and co-ordinators and will be supported by the People and Culture service. Elements to be included:
- A structured interview with a panel of staff
 - A 10-minute presentation to panel and a structured interview conducted by a panel comprising Executive Director, Children, Young People and Education, the relevant Cabinet Member for the service, another Executive Director and another senior manager at Service Director level or above.

6. Timeline

- 6.1 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 timeline also considers and supports a period of handover to the incoming new Director.

7. The next steps

- 7.1 Once a preferred candidate has been identified, a further report will be prepared for the Staff and Appointments Committee to convene at a later date and consider approval of the appointment.

8. Statutory Obligations and Pay Policy

- 8.1 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.
- 8.2 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 2024/2025 Pay Policy has been approved by the Staff and Appointments Committee and by full Council on 21 February 2024 and sets out details, amongst other things, of the payment to Chief Officers.

8.3 The Staff & Appointments Committee is therefore required to consider and approve the appointments of the roles of Chief and Deputy Chief Officers in line with the Council's agreed Pay Policy 2024/25. In addition, as the salary is over £100,000, the appointment must also be approved by a vote of full Council.

9. Officer Employment Procedure Rules

9.1 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 paragraph 6.4 of the Officer Employment Procedure Rules in Part 9 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 appointment is 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"> To discharge the Council's functions of the employer in relation to the Chief and Deputy Chief Officers. 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. 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>The Director of Children, Young People and Families is a Deputy Chief Officer. Appointment to the role must be approved by the Staff and Appointments Committee. Because the salary is over £100,000, under section 40 of the Localism Act 2011, the appointment must also be approved by a vote of full Council.</p>
Procurement	N/A
Human Resources	The appointment 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 this post 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:

Role	Full Name of Officer
Director of Law and Corporate Governance (Monitoring Officer)	Stephen Gerrard
Executive Director Transformation & Resources (Section 151 Officer)	Jan Willis
Chief Executive	Helen Paterson

Authors and Contact Details

This report has been prepared by Sarah Farrell, Director of People and Culture

Contact details: sarah.farrell@northumberland.gov.uk

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Children, Young People and Education
JOB TITLE:	Director of Children's Social Care, Young People and Families
GRADE:	Band 17
JD REF:	H189
RESPONSIBLE TO:	Executive Director, Children, Young People and Education
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise resources across the Council.
Service/ Functions:	Strategy Direction, leadership and management of Council functions relating to all Children's Social Care, Young People and families. This includes all children's social care and safeguarding activities, early help and prevention services. Deputy Director of Children's Services.
Employees:	All children's Social Care staff provide a mix of expertise and support which seeks to keep children and young people safe and healthy. This consists of a mixture of different roles and disciplines which provide help to children and families with different needs. The staff complement across these services amounts to circa 346 FTE.
Budget:	This post holder will work with colleagues across the directorate to maximise the use of resources available to support Children, Families and others in Education. They will hold particular responsibility for the gross budget in Children's Social Care which amounts to circa £65m.
Other Resources	As required to ensure that all activity is undertaken to keep young people safe and supported and deliver resident focused and value for money services in line with the Council Vision and Corporate plan. A number of services and activities rely on close collaboration, alignment of effort and partnership working with other local and regional agencies in order to provide a comprehensive and joined up service for Children, Young People and their families/ carers.

JOB PURPOSE:

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

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

Support the Executive Director as the Council's Statutory Director of Children's Services in advising the Chief Executive, Leader, relevant Cabinet Members, colleagues and Council on Children's safeguarding and social care arrangements, services for young people and the organisation wide approach to early help and prevention.

As requested by the Executive Director lead work with key partners across the health and care sectors to ensure efforts are aligned and operating cohesively to maximise the opportunities and life chances of all children and young people across the County and to ensure robust arrangements are in place to protect and safeguard vulnerable children and young people.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality. The postholder will be expected to deputise for the Executive Director if requested and undertake the Deputy DCS role when required.

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

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

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

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Executive Director be the principal adviser on matters relating to Children's Social Care services and ensure timely advice to relevant Council bodies on all local and national policy and statutory requirements to enable the Council to make informed decisions regarding safeguarding and corporate parenting issues. To promote and support the development of Council policy and initiatives which keep children, young people and families at the centre of thinking and design and implementation of these activities.

Monitor Children's Social care activity and trends to ensure delivery is at optimum strength to meet priorities and legislative requirements. Lead the development of Signs of Safety as the model of best practice in all Children's social work activity.

Support Members of the Council the Executive Director and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice relation to the functions within the Directorate and effecting the changes required from the regulatory frameworks affecting Children's Social Care. Lead responsibility for Early Help, Prevention and intervention also sits within this post's remit along with the virtual school and needs to ensure close collaboration takes place with colleagues across the Council, especially Education, Public Health and Adults' Services.

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.

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 and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities in particular those relating to the care of children and young people. These partnerships will be essential to deliver improvements across services that communities and residents' need.

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

PRINCIPAL ACCOUNTABILITIES

Act as the Council's adviser on all Children's Social Care and youth services, ensuring that the Council implements all national and professional standards and requirements in a timely manner while recognising the interests of local communities.

Oversee the provision of timely and accurate advice to the Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high quality professional support and advice on matters which will ensure all children, young people and their families, across the County, especially vulnerable children and young people and those at greater risk across the County can access the help and support they need.
Make sure that robust and timely performance management arrangements are in place to address concerns about performance and be in good position to respond to external inspection at all times.
Act as a role model and exemplar in achieving a people-centred, collaborative, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve services.
Ensure all statutory and regulatory functions and accountabilities are met.
Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.
Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.
Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer.
Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to children's services and position the Council as a decisive and influential organisation to maximise all available assets.
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.

Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect children and young people working closely with all Education establishments such as Schools, colleagues and early years facilities to secure the best possible quality of services.
Play a role in the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
Act as the Deputy Caldecott Guardian and Deputy Director of Children's Services.
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	

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

Working within the Political Arena

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

Delivering Excellence

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

Focusing on the Future

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

Building Shared Vision and Values

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

Strengthening Corporate Leadership Capacity

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

Promoting and Facilitating Change

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

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Children, Young People and Education
JOB TITLE:	Director of Children’s Social Care, Young People and Families
GRADE:	Band 17

Qualifications/Professional Development
Educated to degree level or equivalent.
Diploma in Social Work or Certificate of Qualification in Social Work.
Registered with the Health Care and Professionals Council.
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success across Children’s Social Care with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes for children and young people, especially vulnerable or potentially vulnerable.
Demonstrable track record in providing youth services which encourage young people to take personal responsibility for learning and personal development and to create arrangements for young people who feel disaffected and are at risk of being vulnerable adults.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment in addressing challenges facing Children and Young People.

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

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