



# Northumberland County Council

**Your ref:**

**Our ref:**

**Enquiries to:** Lesley Bennett

**Email:** Lesley.Bennett@northumberland.gov.uk

**Tel direct:** 01670 622613

**Date:** Tuesday, 22 August 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 **WEDNESDAY, 30 AUGUST 2023** at **9.00 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 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 Friday, 28 July 2023, as circulated, to be confirmed as a true record and signed by the Chair.

#### 3. DISCLOSURE OF MEMBERS' INTERESTS

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

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

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

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

**4. EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL**

(Pages  
5 - 30)

The purpose of this report is to seek approval to agree an appraisal process for Executive Directors of the Council in line with the guidance laid out within the JNC Chief Officer Handbook (Appendix 2).

The report offers a defined process for appraisal (Appendix 1) for the Committee to consider and agree.

**5. PROPOSED APPOINTMENT PROCESS OF DEPUTY CHIEF FIRE OFFICER**

(Pages  
31 - 50)

This report sets out the proposed appointment process for the role of Deputy Chief Fire Officer (DCFO) within Northumberland Fire & Rescue Service. The current postholder has been successful in their application and has been appointed to Chief Fire Officer, therefore, the DCFO post will become vacant from 28 August 2023.

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

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.

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 4.3 of the Constitution (Officer Employment Procedure Rules).

**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.

**7. DATE OF NEXT MEETING**

The next meeting is scheduled for Wednesday, 20 September 2023, at 10.00 am 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.

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

## Registering Interests

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

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

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

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

### Non participation in case of disclosable pecuniary interest

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

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

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

### Disclosure of Other Registerable Interests

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

### Disclosure of Non-Registerable Interests

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

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

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

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

**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](#).

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
<b>Sponsorship</b>	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.
<b>Contracts</b>	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.
<b>Land and Property</b>	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.
<b>Licenses</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer
<b>Corporate tenancies</b>	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>
<b>Securities</b>	<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)

## 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 Friday 28 July 2023 at 10:30 am.

#### PRESENT

Councillor G. Sanderson  
(in the Chair)

#### MEMBERS

Dale, A	Purvis, M.A
Dickinson, S.	Simpson, E.
Flux, B.	

#### OFFICERS IN ATTENDANCE

Bowers, H,	Democratic Services Officer
Farrell, S.	Director of Workforce and Organisational Development
Gerrard, S.	Director of Law & Corporate Governance (MO)
Paterson, H.	Chief Executive and Head of Paid Services
Sample, C.	Lawyer

#### 5. APOLOGIES

Apologies were received from Councillors Hunter, Watson and Wearmouth.

#### 6. MINUTES

**RESOLVED** that the minutes of the meeting of the Committee held on 15 June 2023, as circulated, be confirmed as a true record and signed by the Chair.

#### 7. APPOINTMENT OF DEPUTY CHIEF OFFICERS – DIRECTOR OF ASSESSMENT AND SAFEGUARDING, DIRECTOR OF ECONOMIC GROWTH, HEAD OF HR, HEAD OF OD AND CULTURE, HEAD OF PUBLIC PROTECTION

Members received a report seeking agreement to the proposed appointment of Director of Assessment and Safeguarding; Head of HR; Head of OD and Culture; Head of Public Protection and Director of Economic Growth.

Ch.'s Initials.....

The Chief Executive and Head of Paid Services, Helen Paterson, introduced the report to committee. The report outlined the thorough process taken to appoint the candidates. The Chief Executive emphasised that the assessments for each post were appropriate and thorough.

Sarah Farrell, Director of Workforce and Organisational Development provided the following information in relation to a query on the internally advertised posts:

There were no fixed or definite rules for determining whether to advertise vacancies internally or externally. The posts in question were very different from each other and it was left to the judgement of the respective appointing officers whether they felt there was sufficient internal talent to justify internal advertising only, or, whether the council would benefit from attracting new talent via external advertising. Market research had been conducted to assess the state of the external market and the likelihood of being able to attract external candidates. The external candidates appointed on this occasion possessed excellent skills and were considered to be very strong appointments.

Members agreed that they were happy with the information provided.

Councillor Flux moved the report's recommendations, which was seconded by Councillor Simpson and unanimously agreed.

**RESOLVED** that the following recommendations be agreed:

- (1) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Director of Assessments and Safeguarding. Details are set out in the attached confidential appendix 1a.
- (2) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Head of HR. Details are set out in the attached confidential appendix 1b.
- (3) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Head of OD and Culture. Details are set out in the attached confidential appendix 1c.
- (4) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Head of Public Protection. Details are set out in the attached confidential appendix 1d
- (5) To accept the findings of the selection panel that the preferred candidate be appointed to the role of Director of Economic Growth. Details are set out in the attached confidential appendix 1e.
- (6) To agree that in the event that any objection is received from the Leader and/or Cabinet that the appointments in question be referred back to this Committee for urgent consideration.

- (7) To note that offers of employment will be subject to all necessary pre-employment checks.
- (8) To note that the effective date of commencement of employment is to be confirmed following all the necessary pre-employment checks.
- (9) To agree National Joint Council for local government salaries as follows:

<b>Role</b>	<b>Band</b>	<b>Range</b>	<b>Salary</b>
Director of Assessment and Safeguarding	16	£96,416 - £105,006	£96,416
Head of HR	14	£73,511 - £82,100	£79,240
Head of OD and Culture	14	£73,511 - £82,100	£79,240
Head of Public Protection	14	£73,511 - £82,100	£73,511
Director of Economic Growth	16	£96,416 - £105,006	£96,416

**CHAIR**.....

**DATE**.....

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## Northumberland County Council

### Staff and Appointments Committee

30 August 2023

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### Executive Director Performance Appraisal

Report of the Director of Workforce and OD

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#### **1. Purpose of the Report**

- 1.1 The purpose of this report is to seek approval to agree an appraisal process for Executive Directors of the Council in line with the guidance laid out within the JNC Chief Officer Handbook (Appendix 2).
- 1.2 The report offers a defined process for appraisal (Appendix 1) for the Committee to consider and agree.

#### **2. Recommendations**

- 2.1 Agree the appraisal process defined in the attached appendix 1.
- 2.2 Agree that Executive Directors' appraisals be conducted by their line manager, the Chief Executive.

#### **3. Links to the Corporate Plan**

- 3.1 This report is relevant to all areas of the Corporate Plan as it relates to ensuring that the Council has a robust mechanism for measuring the performance of the council's most senior officers and ensuring corporate objectives are met.
- 3.2 This report ensures that the Council is managed and governed in line with legislation and the structure of accountability is clearly stated and is set out in a transparent way.

## **4. Background**

4.1 A report was shared with this committee on 20 September 2022 outlining suggestions of how to approach an appraisal process for the Chief Executive and Executive Directors. The approach for appraisal of the Chief Executive was subsequently agreed at a meeting of this committee on 20 February 2023.

4.2 At the meeting on 20 September 2022, this committee agreed to a set of underpinning principles of approach and this report seeks to conclusively define a process for appraisal for Executive Directors that is fit for purpose and takes account of JNC Chief Officer guidance.

4.3 Below is the relevant section of the JNC Handbook for Chief Officers. Section 8 states:

*8.1 Chief officers' responsibilities and accountabilities should be set out in writing at the appointment stage. Where this has not been done at the appointment stage it should be agreed with the individual officer concerned prior to the implementation of the performance appraisal scheme. Subsequently, there should be an annual process of performance appraisal linked to those responsibilities and accountabilities.*

*8.2 The performance appraisal process is separate from any scheme relating to either pay or performance related pay.*

*8.3 The performance appraisal process should involve the setting of both general and specific objectives for the year ahead and the review of performance in achieving previously set objectives. The focus of the process should be on clarifying what the chief officer will be expected to achieve and on identifying any continuing personal development needs to maintain a high level of performance.*

*8.4 The authority will provide training for all parties involved in the process, including elected members if involved.*

*8.5 The setting of objectives should be by consensus between the chief officer and his/her line manager, and/or the chief executive, and if desired an appropriate elected member. The result of the performance appraisal process will be to identify agreed objectives that are relevant and challenging but achievable and realistic in the light of available resources and time. (Joint Secretaries guidance on appraisal of chief officers is set out in full at Annex 1)"*

4.4 In early 2023 the Council made offers of employment to the following Executive Director roles:

- Executive Director of Place and Regeneration
- Executive Director Children, Young People and Education
- Executive Director of Adults, Ageing and Wellbeing
- Executive Director of Transformation and Resources (s151)
- Executive Director of Public Health, Inequalities, and Stronger Communities

4.5 In accordance with JNC Chief Officer Guidance section 2.1 (see below), and to ensure an appraisal cycle has been promptly established, the Chief Executive has commenced objective setting for Executive Directors, and, where applicable, undertaken probationary review meetings.



4.6 Below is the relevant section of the JNC Handbook for Chief Officers. Section 2.1 states:

*2.1 The responsibility for appraising a chief officer lies primarily with their line manager and/or chief executive. It is a contractual obligation on the part of both the chief officer and the employing local authority to engage in a regular process of appraisal.*

## **5. Issues for Consideration**

5.1 The proposed appraisal process appears at Appendix 1. In summary, the process includes the following elements and principles:

- 5.1.1 The Chief Executive will be responsible for conducting the Executive Director's appraisal.
- 5.1.2 The appraisal will be conducted in such a way as to maintain confidentiality and promote mutual trust and confidence.
- 5.1.3 Performance objectives will be drafted and agreed between the Chief Executive and the Executive Director and, as is the case for all employees, will be derived from the corporate plan.
- 5.1.4 Assessment of the achievement of objectives will be thorough and evidenced.
- 5.1.5 Regular performance conversations will take place between the Chief Executive and the Executive Director and outcomes agreed between all parties.
- 5.1.6 A formal review meeting will take place at 6 months and a full annual appraisal at 1 year.

## **Implications**

<b>Policy</b>	Oversight of HR Policies and Procedure
<b>Finance and value for money</b>	
<b>Legal</b>	The legal implications are as set out in the body of the report
<b>Procurement</b>	N/A
<b>Human Resources</b>	Implications have been considered and the proposed recommendations are consistent with best practice and employment law.
<b>Property</b>	N/A
<b>Equalities</b> (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	The recommendations are fair and do not present barriers to participation or disadvantage any protected groups from participation
<b>Risk Assessment</b>	Consistent with Independent Corporate Governance Review (Caller Report)
<b>Crime &amp; Disorder</b>	N/A
<b>Customer Consideration</b>	N/A
<b>Carbon reduction</b>	N/A

<b>Health and Wellbeing</b>	The recommendations will support the personal development of Executive Directors and their wellbeing.
<b>Wards</b>	The recommendations are 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:***

<b>Role</b>	<b>Full Name of Officer</b>
Director of Law and Corporate Governance (Monitoring Officer)	Stephen Gerrard
Executive Director of Finance (S151 Officer)	Jan Willis
Chief Executive	Helen Paterson

**Appendices**

Appendix 1 – JNC Guidance  
Appendix 2 – Proposed appraisal process

**Background information**

N/A

**Linked reports**

20 September 2022 - Staff and Appointments Committee report 'Appraisal Process for the Chief Executive and Chief Officers'

20 February 2023 - Staff and Appointments Committee report 'Chief Executive Performance Appraisal'

**Authors and Contact Details**

*This report has been prepared by the Director of Workforce & OD*

*Contact details:*

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07770 971 861

## Appendix 1

### Performance Appraisal Procedure for Executive Directors of Northumberland County Council

#### Introduction

This procedure seeks to ensure that Executive Director's performance is formally reviewed on a regular basis. It complies with the principles set out in the Joint Guidance on Appraisal of the Chief Officer from the Joint Negotiating Committee for Local Authority Chief Officers Conditions of Service Handbook.

#### Principles

There are a number of general principles that underpin this procedure. They are as follows:

- A clear link between Executive Director objectives and the Corporate Plan ensuring measurable lines of accountability for performance.
- An objective setting process that allows for a balanced focus on 'what' and 'how', with performance standards and expectations clearly articulated at the beginning of the performance year.
- An all year round focus on helping to maximise the Executive Director's job performance and identifying any development opportunities.
- Improved emphasis on recognising high performance throughout the year.
- Prompt identification, monitoring and tackling of underperformance.

#### Responsibilities for Appraisal

Under the responsibilities set out in Northumberland County Council's constitution (part 5, section 9, appendix A) it is the responsibility of the Staff and Appointments Committee;

*9.33 (b) 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*

The Executive Director terms and conditions of employment include the following:

#### 17. PROBATION

All new senior managers will be subject to 6 months probation where an external appointment is made.

#### 18. PERFORMANCE MANAGEMENT

Senior managers are required to actively participate in the prevailing Performance Management Scheme.

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#### 20 SELF DEVELOPMENT

Senior managers are required to participate in self development or team development activities as required by the Council. [You] are required to complete a number of

learning modules, some of which must be completed on an annual basis. Details of the required learning modules are found in Learning Together.

## **Main Features**

The Executive Director performance management process is made up of a number of stages which are outlined in more detail throughout this procedure. The main features include:

- a. Setting Performance Expectations and Agreeing Stretching Objectives: A performance expectation setting meeting should take place before the start of the annual performance year to make clear performance expectations for the Executive Director. Objectives should be drafted between the Executive Director and the Chief Executive and must focus on both the 'what' and the 'how'.
- b. Mid-year check: These should be conducted on at least a 6 monthly basis between the Executive Director and Chief Executive to ensure objectives remain relevant and that performance progress can be informally assessed on a continuous basis.
- c. End of Year Formal Appraisal: An annual performance assessment will be undertaken by the Chief Executive. Confirmation that the performance assessment process for Executive Directors has been completed for the previous year will be reported to the Staffing and Appointments Committee in or around April of each year.
- d. Identification of Developmental Requirements: Appropriate professional development is identified if required.

## **Probation**

An externally appointed Executive Director's probation period will run for six months from their first day of employment with Northumberland County Council.

The Executive Director's objectives and developmental needs, for the first five months of their employment, will be drafted with the Executive Director and the Chief Executive at the earliest opportunity and formally recorded.

During this time, all reasonable support and development should be sought, offered and accepted so that the probationary objectives will be achieved.

After three months' employment an interim performance discussion will take place between the Executive Director and the Chief Executive.

After five months' employment, an End of Probation Performance Discussion will take place between the Executive Director and the Chief Executive. This will represent the formal End of Probation Performance Review. Following this, the Chief Executive will report the outcome of this process to Staff and Appointments Committee their decision to either:

1. Confirm the Executive Director's appointment
2. Extend their probationary period
3. Terminate their employment

Advice should be taken from the Director of Workforce and OD if members wish to pursue options 2 or 3.

The Executive Director shall then be given written notification of the outcome of their probationary period.

## **Appraisal Process**

The Chief Executive will undertake formal appraisals of the Executive Directors. The Chief Executive and respective Executive Director should aim to reach mutual agreement for each appraisal.

The appraisal process contains the following elements:

### **a. Setting Performance Expectations and Agreeing Stretching Objectives**

At the start of each performance year the Executive Director and the Chief Executive will meet to discuss the Corporate Plan, the Council's strategic priorities, directorate priorities and the performance expectations for the year ahead.

As part of their role profile, Executive Directors have agreed to exercise leadership in the successful execution of the following objectives:

- To lead, steer, develop and manage services relating to their directorate in order to deliver the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan to benefit the people of Northumberland.
- To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality. The postholder will be expected to deputise for the Chief Executive if requested and to provide cover if needed across the Executive Management Team.
- Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individuals' strengths and help foster collaboration across the whole organisation.
- 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.

Objectives for the year, set as part of this process should help to achieve one or more of the above. They should, as far as possible, be specific, measurable, time bound and challenging but achievable. Objectives should focus on both the 'what' and the 'how' (in alignment to Northumberland County Council Values, Leadership Behaviours and Nolan Principles). The onus for writing the draft objectives should be on the Executive Director and agreed in principle with the Chief Executive in their performance expectations and objective setting meeting, at the start of the performance year.

### **b. Regular Performance Conversations**

The Executive Director and Chief Executive should hold regular performance conversations throughout the performance year. As a minimum these should be 6 monthly.

These performance conversations provide an informal opportunity to reflect on the role of the Executive Director; what has been done well; what could have been done better; the major issues over the period ahead; and any development opportunities.

Objectives should be discussed to determine whether they should be revised in light of changing priorities.

As part of these conversations, account should be taken of how the Executive Director demonstrates the standards of behaviour set out in the Northumberland County Council Values, Leadership Behaviours and Nolan Principles.

### **c. Mid-year Check**

The Chief Executive will undertake a mid year discussion with the Executive Director. The outcomes of which will be recorded.

The performance of the Executive Director must be assessed by taking account of both 'what' they have achieved and 'how' they have achieved it. A judgement should be made as to what extent objectives have been fulfilled to date, using the following criteria:

- 'What' they have achieved - whether objectives are on track to be met or not, and to what degree;
- 'How' they achieved it - the degree to which they have demonstrated Northumberland County Council's leadership behaviours;
- Demonstration of Northumberland County Council's values and the Nolan Principles. All members of the senior management team are expected to exemplify these values; and
- Additional consideration should also be given to the degree of difficulty or ease of meeting the objectives in light of actual events.

When assessing these objectives, equal weight will be given both to 'what' and 'how' these objectives were achieved to ensure a balanced focus on delivery and behaviours.

The Chief Executive should consider the Executive Director's views carefully and decide, in advance of the interim appraisal interview, whether they agree with them or whether they wish to add, delete, change any of them.

### **d. End of year Formal Appraisal**

The Chief Executive will undertake a year-end appraisal discussion with the Executive Director ideally within the first two weeks of each April. The outcomes of which will be recorded.

The performance of the Executive Director must be assessed by taking account of both 'what' they have achieved and 'how' they have achieved it. A judgement should be made as to what extent objectives have been fulfilled using the following criteria:

- 'What' they have achieved - whether objectives have been met or not, and to what degree;
- 'How' they achieved it - the degree to which they have demonstrated Northumberland County Council's leadership behaviours;
- Demonstration of Northumberland County Council's values and the Nolan Principles. All members of the senior management team are expected to exemplify these values; and
- Additional consideration should also be given to the degree of difficulty or ease of meeting the objectives in light of actual events.

When assessing these objectives, equal weight will be given both to 'what' and 'how' these objectives were achieved to ensure a balanced focus on delivery and behaviours.

**e. Identify developmental requirements**

Formal performance reviews should also identify the professional development necessary to equip the Executive Director with the requisite skills and leadership behaviours to meet their objectives both now and in the future.

Progress against the development objectives will be discussed as part of the mid-year and year-end appraisals.

Subject to Approval

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**JOINT NEGOTIATING COMMITTEE**  
*for*  
**LOCAL AUTHORITY CHIEF OFFICERS**

**CONDITIONS OF SERVICE**  
**HANDBOOK**

**UPDATED 8 August 2017**

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The Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities is the national negotiating body for the pay and conditions of service of chief officers in England and Wales.

The Authorities' Side consists of elected members nominated by the Local Government Association and the Welsh Local Government Association. The Staff Side consists representatives of GMB and UNISON.

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**NB:** All hyperlinks and email addresses contained in this Agreement are correct at the time of publication. Please notify the Joint Secretaries of any discrepancies by emailing them at the addresses shown on the cover page.

## **PART 1 - CONSTITUTION**

### **TITLE**

- 1 The Committee shall be known as the Joint Negotiating Committee for Chief Officers of Local Authorities (hereinafter referred to as “the Committee”).

### **SCOPE**

- 2 The Committee shall have within their scope any officer of a local authority in England and Wales who
  - a is a chief officer designated by the employing authority as the administrative and executive head
    - either i* of a separate department
    - or ii* of a particular function or servicewhich in either case is regarded by the authority as important in relation to the total activities of the authority;  
or
  - b is designated by the authority as a recognised deputy to any chief officer covered by (a) above including an officer of deputy status but whose post may carry a different title.

### **MEMBERSHIP**

- 3 The Committee shall consist of 36 members, appointed as follows:-

Representing local authorities:

Local Government Association	9
Welsh Local Government Association	1

Representing officers:

GMB	23
Unison	3

- 4 If any of the organisations named in paragraph 3 hereof fail to appoint the number of representatives provided for by the Constitution, such failure to appoint shall not vitiate the decisions of the Committee always providing the quorum referred to in paragraph 13 is met. In the event of any member of the Committee or any sub-committee thereof being unable to attend any meeting of the Committee or of the sub-

committee, as the case may be, the organisation represented by such member shall be entitled to appoint another representative to attend and vote in his/her place.

- 5 A member of the Committee shall automatically retire on ceasing to be a member of the organisation which he/she represents.
- 6 On the occurrence of a casual vacancy, a new member shall be appointed by the organisation in whose representation the vacancy occurs and shall sit until the end of the period for which his/her predecessor was appointed.

## **FUNCTIONS**

- 7 The functions of the Committee shall be to secure the largest possible measure of joint action in respect of the salaries and service conditions of officers within the scope of the Committee; and to seek to resolve any differences between a local authority and its officers which may be referred to the Committee, in accordance with procedures to be determined by the committee from time to time.

## **PROCEDURE**

- 8 **Sub-Committees** The Committee may appoint from their own members such sub-committees as they may consider necessary and with such authorities as they may from time to time determine. The reports of all sub-committees shall be submitted to the full Committee.
- 9 **Chair and Vice-Chair** The Committee shall appoint annually a Chair and Vice-Chair. When the Chair is a member of the Authorities' Side, the Vice-Chair shall be appointed from the Officers' Side and vice versa. The Chair shall be held in alternate years by a member of the Authorities' Side and a member of the Officers' Side. The Chair, or in his/her absence, the Vice-Chair, shall preside at all meetings of the Committee. In the absence of both the Chair and Vice-Chair at any meeting, a chair shall be elected to preside. In no case shall a Chair have a second or casting vote.
- 10 **Officers** The Committee shall appoint joint secretaries and a treasurer.
- 11 **Meetings** Meetings of the Committee shall be held as often as may be necessary, and the Chair shall call a special meeting if so requested by one-third of either side of the Committee. The notice summoning any special meeting shall state the nature of the business proposed to be transacted thereat, and no other matters shall be discussed. A special meeting shall take place within fourteen days after the request has been received.

- 12 **Voting** Voting in the Committee and in sub-committees shall be by show of hands or otherwise as the Committee or sub-committee, as the case may be, shall determine. No resolution shall be regarded as carried unless it has been approved by a majority of the members entitled to vote present on each side of the Committee or sub-committee, as the case may be.
- 13 **Quorum** The quorum of the Committee shall be 10, consisting of 4 representatives of local authorities and 6 of the officers. In the absence of a quorum the Chair shall vacate the chair, and the business then under consideration shall be the first business to be discussed either at the next ordinary meeting or at a further special meeting to be held within fourteen days after the date fixed for the first special meeting, as the case may be. The quorum of a sub-committee shall, subject to any directions given by the Committee, be determined by the sub-committee.
- 14 **Notices of meetings** All notices of meetings of the Committee and of any sub-committee thereof shall be sent to the respective members at least seven clear days before the date of the meeting.

## **FINANCE**

- 15 The expenses of the Committee, excluding any necessary travelling or subsistence expenses incurred by the members, shall be shared equally by the two sides.

## **ARBITRATION**

- 16 In the event of a dispute over terms and conditions of employment arising between the two sides of the Committee on any matter of general application to staff or of application to particular classes of staff, the dispute shall, at the request of either side, be reported to the Advisory, Conciliation and Arbitration Service by the Joint Secretaries with a request that the matter be referred for settlement by arbitration. The arbitration award shall be accepted by the two sides, and shall be treated as though it were an agreement between the two sides.

## **AMENDMENTS TO CONSTITUTION**

- 17 Alterations in the Constitution of the Committee shall be made as follows:
- a in paragraph 3 of this Constitution any change to the organisations represented on each Side, shall be a matter for each Side to determine.
  - b all other clauses can only be changed with the assent of both Sides.

## **PART 2 – CONDITIONS OF SERVICE**

### **1. APPLICATION OF TERMS AND CONDITIONS GENERALLY**

A chief officer shall enjoy terms and conditions in other respects not less favourable than those accorded to other employees of the local authority. Where terms and conditions are not specified locally, 'Green Book' provisions shall apply. Such terms and conditions may include:

Adoption Scheme  
Car Allowances  
Continuous Service  
Grievance  
Health, Safety & Welfare  
Maternity / Paternity Scheme  
Reimbursement of Expenditure  
Sickness Scheme  
Training & Development

### **2. QUESTIONS OF INTERPRETATION**

Any questions concerning the interpretation of the paragraphs of this booklet shall be referred to the Joint Secretaries who if necessary, may agree to refer it to the Joint Negotiating Committee for determination.

### **3. PERIODS OF NOTICE TO TERMINATE EMPLOYMENT**

The period of notice on either side will normally be three months, but this can be changed by mutual agreement.

### **4. ANNUAL LEAVE**

The chief officer shall be entitled to a minimum of 30 days' annual leave (in addition to statutory and other public holidays but inclusive of any long service leave, extra statutory and local holidays). In exceptional circumstances and by mutual agreement annual leave may be carried forward to the next leave year.

### **5. HONORARIUM PAYMENTS**

A local authority may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an officer within purview of this Committee who performs duties outside the scope of his/her post over an extended period.

### **6. RELOCATION EXPENSES**

In the case of officers being relocated it is the practice of some authorities to contribute towards the approved costs of removal

expenses and of other incidental expenses reasonably attributable to the removal; it would be in the best interests of local government and facilitate movement of officers if this practice were more widely followed.

## **7. SETTING REMUNERATION LEVELS**

- 7.1 The Localism Act 2011 requires local authorities to produce and publish a pay policy statement. According to the Act and statutory guidance published in 2012 and 2013, the statement should include the local authority's policy on specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency arrangements. It should also set out the approach to be adopted towards pay dispersion, (i.e. differentials). In addition, the Local Government Transparency Code 2015 requires local authorities to publish the differential between the taxable benefits of senior managers and the median taxable earnings figure for the local authority's whole workforce, and details of senior employee salaries (above £50,000), names (with the option for individuals to refuse to consent for their name to be published), job descriptions, responsibilities, budgets and numbers of staff.
- 7.2 In this context it is essential for good governance that local authorities can demonstrate that decisions on pay and reward packages for chief officers have been made in an open and accountable way.
- 7.3 One option is for a local authority to establish a remuneration committee. The establishment of a remuneration committee is of course optional and different models may well suit individual authorities. What is clear though is that more than lip service must be paid to the notion of providing a verifiable and accountable process for recommending the remuneration level of the most highly-paid officials.
- 7.4 The issues that local authorities will need to consider if they set up such a committee are set out at **Appendix 3** of the JNC Conditions of Service Handbook for local authority Chief Executives.

## **8. PERFORMANCE APPRAISAL**

- 8.1 Chief officers' responsibilities and accountabilities should be set out in writing at the appointment stage. Where this has not been done at the appointment stage it should be agreed with the individual officer concerned prior to the implementation of the performance appraisal scheme. Subsequently, there should be an annual process of performance appraisal linked to those responsibilities and accountabilities.
- 8.2 The performance appraisal process is separate from any scheme relating to either pay or performance related pay.

- 8.3 The performance appraisal process should involve the setting of both general and specific objectives for the year ahead and the review of performance in achieving previously set objectives. The focus of the process should be on clarifying what the chief officer will be expected to achieve and on identifying any continuing personal development needs to maintain a high level of performance.
- 8.4 The authority will provide training for all parties involved in the process, including elected members if involved.
- 8.5 The setting of objectives should be by consensus between the chief officer and his/her line manager, and/or the chief executive, and if desired an appropriate elected member. The result of the performance appraisal process will be to identify agreed objectives that are relevant and challenging but achievable and realistic in the light of available resources and time. (Joint Secretaries guidance on appraisal of chief officers is set out in full at **Annex 1**)

## **9. RESTRICTIONS ON RE-EMPLOYMENT**

- 9.1 After termination of the chief officer's employment he/she:
- a will not divulge any information to any third party which is confidential to the authority.
  - b will not, without the consent of the authority, which will not unreasonably be withheld, within a period of 12 months take up employment with or provide services for reward to any body:
    - i if during the chief officer's last two years of employment with the authority the officer has been directly involved in transactions with that body for which the offer of employment or provision of services could reasonably be regarded as a reward
    - ii which is likely to benefit from commercially sensitive information which is known to the chief officer by virtue of his/her past employment by the authority.
- 9.2 These provisions would not apply if the termination of employment with the local authority arose as the result of redundancy or the externalisation of work and consequent transfer to a new employer.

## **10. SALARY**

The salary paid to a chief officer will be that determined by the employing local authority. Salaries shall be deemed to be inclusive, and all other fees and emoluments, unless they are covered by **Paragraph 11** or the authority expressly agrees that they shall be



retained by the officer, shall be paid by the officer into the local authority's accounts.

## **11. RETURNING OFFICER FEES**

The chief officer shall be entitled to receive and retain the personal fees arising from such of the duties of returning officer, acting returning officer, deputy returning officer or deputy acting returning officer and similar positions as he or she performs subject to the payment of pension contributions thereon, where appropriate, unless a specific term has been included in the chief officer's contract referring to alternative arrangements.

## **12. OFFICIAL CONDUCT**

- 12.1 The public is entitled to demand of a local government officer conduct of the highest standard.
- 12.2 An officer's off-duty hours are his/her personal concern but he/she should not subordinate his/her duty to his/her private interests nor put himself/herself in a position where his/her duty and his/her private interests conflict, or where public confidence in the conduct of the authority's business would be weakened.
- 12.3 Officers within purview of this Committee shall devote their whole-time service to the work of the local authority and shall not engage in any other business or take up any other additional appointment without the express consent of the local authority.
- 12.4 An officer shall not be required to advise any political group of the local authority, either as to the work of the group or as to the work of the local authority, neither shall he/she be required to attend any meetings of any political group. This shall be without prejudice to any arrangements to the contrary which may be made in agreement with any officer and which includes adequate safeguards to preserve the political neutrality of the officer in relation to the affairs of the local authority.
- 12.5 No officer shall communicate to the public the proceedings of any committee meeting nor the contents of any document relating to the authority which in either case is regarded by the authority as confidential unless required by law or expressly authorised to do so.
- 12.6 If it comes to the knowledge of an officer that a contract in which he/she has any pecuniary interest, whether direct or indirect (not being a contract to which he/she is himself/herself a party), has been or is proposed to be, entered into by the authority, he/she shall, as soon as practicable, given notice in writing to the chief executive of the authority of the fact that he/she is interested therein. (Attention is

drawn to the provisions of the Local Government Act 1972 Section117).

- 12.7 Information concerning an officer's private affairs shall not be supplied to any person unless the consent of such officer is first obtained.

## **PART 3 - DISCIPLINE, CAPABILITY AND REDUNDANCY**

### **1. SPECIFIC STATUTORY OFFICERS**

- 1.1 Where disciplinary action against the Monitoring Officer or s151 Officer or, in Wales, the Head of Democratic Services is contemplated, the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015) in England, and the Local Authorities Standing Orders (Wales) Regulations 2006 in Wales, provide a degree of protection for these officers against unwarranted political interference in their statutory role within local authorities.
- 1.2 **(England)** Paragraph 13 and 13A and Appendix 5A of the Conditions of Service Handbook of the Joint Negotiating Committee for Local Authority Chief Executives, which give effect to these statutory requirements, can be used as a reference guide in circumstances where disciplinary action against the Monitoring Officer or s151 Officer is contemplated.
- 1.3 **(Wales)** Paragraph 13 and 13B and Appendix 5B of the Conditions of Service Handbook of the Joint Negotiating Committee for Local Authority Chief Executives, which give effect to these statutory requirements, can be used as a reference guide in circumstances where disciplinary action against the Head of Democratic Services is contemplated.

### **2. CHIEF OFFICERS OTHER THAN SPECIFIC STATUTORY OFFICERS**

- 2.1 The size and structure of local authorities varies greatly and it is therefore difficult to set out single disciplinary and capability procedures which would fit all authorities. However, authorities will have local procedures to deal with such issues.
- 2.2 In general, informal conciliation is to be preferred to formal disciplinary and capability procedures if it can bring about a mutually agreed solution to the problems that have arisen. Such solutions should make it clear what specific changes in behaviour and/or performance are expected and within what timescales. However, provision is required to undertake more formal action where necessary.
- 2.3 The principles of natural justice and good management practice must govern the conduct of any proceedings against a chief officer on the grounds of either alleged misconduct (i.e. 'discipline') or an alleged inability to carry out their role (i.e. 'capability'). Authorities should have full regard to the principles and standards set out in the ACAS Code of Practice on Disciplinary Procedures.

- 2.4 A particular consideration for Chief Officers is that the procedures must take account of an officer's position in the hierarchy when determining who conducts investigations, undertakes disciplinary/capability hearings taking any appropriate action and who hears appeals. Depending on the structure of the authority and the circumstances of the case these functions should normally be undertaken by officers as appropriate but in some cases may require a committee of members to be involved in hearings or appeals.
- 2.5 Where the chief officer's continuing presence at work compromises an investigation or impairs the efficient exercise of the local authority's functions, the chief officer may (subject to whatever consultation or approval may be required under the authority's standing orders) be suspended from duty. The Council, or appropriate committee or senior officer, acting under delegated powers, may carry out such suspension on full pay. Written notice stating the reasons for any such suspension shall be given at the earliest opportunity possible.
- 2.6 Suspension protocols regarding communication and matters such as annual leave and sickness should be agreed. The necessity for the chief officer to remain suspended should be reviewed at regular intervals and where possible lengthy periods of suspension should be avoided.
- 2.7 In England, where an authority operates a mayor or leader cabinet executive system and as a result of disciplinary proceedings there is a recommendation to dismiss, they should check whether the executive objections procedure set out in schedule 1, part I, paragraph 6 and part II, paragraph 6 of the Local Authorities (Standing Orders) (England) Regulations 2001 applies, and if so ensure it is followed before the chief officer is dismissed.
- 2.8 Where the chief officer in question is a Director of Public Health in England then the authority should ensure that it complies with section 73A of the National Health Act 2006, which provides that before terminating the appointment of its Director of Public Health, a local authority must consult the Secretary of State for Health. Further information on this is available in the Department of Health's guidance, [Directors of Public Health in Local Government: Roles, responsibilities and context](#).
- 2.9 The Joint Secretaries (or their representatives) are available to act in an impartial conciliation role, whether formal or informal if required to do so by the local parties.

### **3. REDUNDANCY**

- 3.1 Employing authorities should consult with any chief officer affected at the earliest possible stage when there is a suggestion that the chief officer's post might be abolished or proposed for abolition.

- 3.2 If after such consultation a proposal is formulated to abolish the chief officer's post, and that is part of a proposal to dismiss 20 or more employees from one establishment within 90 days the procedure of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992, requiring consultation with trade unions, should be followed, the required statutory information being sent to the chief officer and to each independent trade union recognised by the employers for collective bargaining purposes for the chief officer. Where the provisions of the Act do not apply in any event a period of not less than twenty-eight days should be allowed for the individual consultation process. The chief officer and a trade union representative should also be afforded an opportunity of making oral representations to the Committee or Council meeting concerned before a final decision is made.
- 3.3 If following such consultations the authority decide that the post must nevertheless be abolished, the officer should be offered any suitable alternative employment that may be available or which may become available in consequence of the re-organisation giving rise to the abolition of the chief officer's post.
- 3.4 The authority should also bear in mind the possible application of discretionary powers of premature retirement, and permissible enhancement of benefits or redundancy payments, and the possibilities of providing an alternative post or of extending the period of notice to assist the chief officer in finding other employment.
- 3.5 Where the chief officer in question is a Director of Public Health in England then the authority should ensure that it complies with section 73A of the National Health Act 2006, which provides that before terminating the appointment of its Director of Public Health, a local authority must consult the Secretary of State for Health. Further information on this is available in the Department of Health's guidance, [Directors of Public Health in Local Government: Roles, responsibilities and context](#).

**JOINT GUIDANCE ON APPRAISAL OF THE CHIEF OFFICER**

**1. INTRODUCTION**

- 1.1 This guidance is intended for use by senior officers, elected members and the chief executive when agreeing a process for appraising the performance of the chief officer. The focus of this process should be on clarifying what the chief officer is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.
- 1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief officer's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

**2. RESPONSIBILITY FOR APPRAISAL**

- 2.1 The responsibility for appraising a chief officer lies primarily with their line manager and/or chief executive. It is a contractual obligation on the part of both the chief officer and the employing local authority to engage in a regular process of appraisal.
- 2.2 It will be for local decision in the light of local circumstances whether the appraisal should include any input from elected members representing all political groups or by a senior representative or representatives of the controlling group. Whichever approach is adopted, those conducting the appraisal need to bear in mind at all times that the chief officer is employed by the local authority as a whole, not by the controlling group, and is therefore required to serve all of the local authority.

**3. AIMS OF APPRAISAL**

- To identify and clarify the key objectives, priorities and targets of the local authority and appropriate timescales for their achievement over the next (e.g. twelve) months
- Agree what the chief officer should personally achieve over the next (e.g. twelve) months and identify required standards of performance, in order to help deliver the local authority's key objectives, priorities and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively

- Discuss positive achievements over the past (e.g. twelve) months and identify reasons for good performance
- Discuss instances over the past (e.g. twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief officer will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief officer with the requisite skills to meet the local authority's objectives. The parties should be proactive and anticipate future developmental needs in the context of the local authority's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between the chief officer and the chief executive. It should not be assumed that it is only the chief officer who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the local authority's objectives, priorities and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the local authority as a whole.

#### 4. THE APPRAISAL CYCLE

Appraisal should take place on a predetermined date, **at least annually**, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

#### 5. KEY ELEMENTS OF THE APPRAISAL PROCESS

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal interview
- An appraisal interview where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

## **6. THE APPRAISAL INTERVIEW AND AFTERWARDS**

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary
- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief officer should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

## **7. OTHER MATTERS**

The detailed content of appraisal interviews should normally be treated as confidential to the participants, unless both parties agree that it would be helpful for the targets agreed for the ensuing period to be shared more widely. However, it may be useful to report to an appropriate committee meeting that an appraisal interview has taken place.



## STAFF & APPOINTMENTS COMMITTEE

30<sup>th</sup> August 2023

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### Proposed Appointment Process of Deputy Chief Fire Officer (DCFO)

Report of the Chief Executive

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#### 1. Purpose of the Report

- 1.1 This report sets out the proposed appointment process for the role of Deputy Chief Fire Officer (DCFO) within Northumberland Fire & Rescue Service. The current postholder has been successful in their application and has been appointed to Chief Fire Officer, therefore, the DCFO post will become vacant from 28 August 2023.
- 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.
- 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 4.3 of the Constitution (Officer Employment Procedure Rules).

#### 2. Recommendations

To agree the following recommendations:

- 2.1 To agree that the Deputy Chief Fire Officer will 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 17, £126,665 SCP 70. This cost excludes employer's national insurance and employer's pension contributions.

2.2 To approve external advertisement of the post following consideration at this meeting of the Staffing and Appointments Committee for the period 25 September 2023 to 23 October 2023. Shortlisted candidates will be required to attend an Assessment Day at the beginning of November 2023 (date TBA). The assessment will include Psychometric testing, staff panel comprising NFRS key employees, and a formal interview by a panel comprising senior managers.

2.3 To accept the findings of the selection panels that the preferred candidate be offered the role of Deputy Chief Fire Officer subject to the final approval of Staff and Appointments Committee.

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.

### 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 process as part of the changes to the senior management structure within NCC.

4.1.2 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

4.1.3 The intention is to make an offer at SCP 70 as this matches the SCP that the current postholder is paid and recognises the scale and scope of the services areas covered. Payment at SCP 70 also represents differentiation of seniority from the Chief Fire Officer, also evaluated and paid at Band 17 (SCP 73). The advertisement will ask for previous Fire Principal Officer experience to ensure knowledge and experience for the role reflects the remuneration.

## **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 HR/OD service. This tool has been used to great effect in previous recruitment exercises for the Chief Executive and executive team.

5.2 A DCFO Assessment Centre will be delivered 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:

- o A structured interview with a panel of NFRS staff
- o A 10-minute presentation to panel and a structured interview conducted by a panel comprising of Chief Executive, Portfolio holder, HR and a Fire Professional to allow panel to have some technical expertise.

## **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.

## **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 current Pay Policy is 2023/2024 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 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".*

## **9. Officer Appointment 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 Part 4.3 of the Northumberland County Council

Constitution. These provisions also apply whether the appointment is permanent or interim.

**Implications**

<b>Policy</b>	Oversight of HR Policies and Procedure
<b>Finance and value for money</b>	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.
<b>Legal</b>	<p>The functions of the Staff and Appointments Committee are as follows:</p> <ul style="list-style-type: none"> <li>a. To discharge the Council's functions of the employer in relation to the Chief and Deputy Chief Officers.</li> <li>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.</li> <li>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.</li> </ul> <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. The Deputy Chief Fire Officer reports to the Chief Fire Officer and is, therefore, classed as a Deputy Chief Officer</p>
<b>Procurement</b>	N/A
<b>Human Resources</b>	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.
<b>Property</b>	N/A
<b>Equalities</b> (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	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.
<b>Risk Assessment</b>	Consistent with Independent Corporate Governance Review (Caller Report)
<b>Crime &amp; Disorder</b>	N/A
<b>Customer Consideration</b>	N/A
<b>Carbon reduction</b>	N/A
<b>Health and Wellbeing</b>	The recommendations will support the health and wellbeing of Council Employees at varying levels within the organisation

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<b>Wards</b>	The recommendations not related to any particular ward but cover the whole of Northumberland.
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**Report sign off.**

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

<b>Role</b>	<b>Full Name of Officer</b>
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**

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**NORTHUMBERLAND COUNTY COUNCIL**

**PART A: JOB DESCRIPTION**

<b>DIRECTORATE:</b>	Chief Executive
<b>JOB TITLE:</b>	Deputy Chief Fire Officer / Head of Strategic Planning, Partnerships and Protection
<b>GRADE:</b>	Band 17
<b>JD REF:</b>	H228
<b>RESPONSIBLE TO:</b>	Chief Fire Officer/ Director of Public Protection
<b>RESPONSIBLE FOR:</b>	Council Services within the Directorate portfolio. These may change to reflect need and maximise capacity and resources across the Council.
<b>Service/ Functions:</b>	Strategic direction, leadership and management of allocated NFRS and Council functions relating to Fire and Rescue services and wider Directorate, particularly in relation to strategic planning and community risk, policy and strategy, performance, community safety and protection, partnership and collaborative activities.
<b>Employees:</b>	The postholder leads a team of professional experts, technical specialists and advisory staff who provide services to keep the population safe. The staff complement is circa 37 FTE.
<b>Budget:</b>	The postholder will work with colleagues to maximise resources available across the Directorate. The postholder is responsible for managing a gross budget of circa £4m.
<b>Other Resources</b>	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 arrangements which relate to partnership and collaborative related activity support the delivery of effective Fire and Rescue services which prevent and protect residents and communities.

**JOB PURPOSE:**

1. In support of the Chief Fire Officer to lead, develop and manage services relating to the County's Fire and Rescue Service arrangements which deliver the Council's key corporate and partnership priorities that fall within the postholder's Directorate portfolio and in line with the corporate plan – a Council that works for everyone, to benefit the people of Northumberland.
2. To deputise for the Chief Fire Officer at a corporate, regional and national level as and when required and to represent.
3. Enhance and develop high quality relationships with internal and external partners to improve the value and impact of collaborative programmes and integrated service delivery for the benefit of our residents and communities.
4. This postholder leads on a number of key activities which will ensure that all residents, partners and businesses are safe. This requires the postholder to provide strategic and professional advice to the Chief Fire Officer, Chief Executive, colleagues, partners and members on all matters relating to Fire and Rescue policy and strategy ensuring that all relevant strategic plans, policies and legislative requirements are designed, developed and implemented effectively.
5. The postholder will hold responsibility for the performance management and continuous improvement arrangements across the Fire and Rescue Service and wider Directorate to enhance compliance with legislative requirements as well as identify best practice to meet the Council's requirements in delivering the Corporate Plan and priorities.
6. A number of duties will require activities to take place with local, regional or national partners to maximise joint resources and apply best practice and the post holder will be a participant in shaping and delivering activities which make the best use of the capacity working alongside these partners.
7. This postholder is expected to contribute to the national and regional networks within their remit which may involve leading some specific programmes and activities which enable all Fire and Rescue Services to learn from and apply best practice.
8. As the lead on strategic planning across the service the postholder will ensure that there are robust and effective arrangements in place to develop, implement and review strategic plans, policies and processes.
9. The service is subject to a national HMICFRS inspection regime and the postholder will lead strategic service arrangements to ensure that the service is fully prepared for external assessment and well placed to respond to areas for improvement, making sure that any learning and recommendations are addressed via the services performance and assurance framework (PAF). The postholder will also be responsible for the integration of other Directorate service delivery areas for improvement into the NFRS PAF and continuous improvement plan.
10. 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.

11. To support the Chief Fire Officer to ensure the Council is able to act proactively in respect of national policy changes to the services covered and advise the Chief Fire Officer, 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.
12. 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.
13. Ensure, as a senior strategic officer, that effective governance and assurance processes, including reviews and audits are applied in all activity under the postholders remit and responsibility 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:**

1. 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.
2. 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.
3. To advise the Chief Fire Officer, Fire Authority and Chief Executive on the overall approach to strategy and policy formulation and review relating to Fire & Rescue Service, and Directorate services within their scope of responsibilities, ensuring that arrangements are in place to deliver services which meet community needs.
4. In reviewing progress in delivering against expectations the postholder will lead on making sure that the performance management arrangements support prioritisation of activity, so all effort is focused where there is greatest need to keep people safe.
5. A key part of this role is to ensure that positive and effective collaboration is in place to maximise the opportunities for partners across the public, private and voluntary sector to support efforts to keep people and communities safe and prevent harm wherever feasible.
6. 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.
7. Play a lead role in supporting Members of the Council, the Chief Fire Officer and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice in relation to the functions within the service and ensuring that the Council engages in a transparent and productive way with communities and other interested parties to demonstrate a strong commitment to co-design and delivery which is based on inclusiveness and an understanding of diversity and need across the local population.
8. Deputise for the Chief Fire Officer as requested / required.
9. 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.
10. Within the scope of their allocated responsibilities discharge all responsibilities of the Council and Fire and Authority as required by national legislation, regulation / policy and local guidance and standards.

11. 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.
12. 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.
13. 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.
14. Within their scope of their allocated responsibilities, lead the 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. Support the Chief Fire Officer in the provision of strategic management and professional advice to the Chief Executive as required on all matters of strategy and policy relating to Fire & Rescue Service, and Directorate services within their scope of responsibilities. 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 Fire Officer and Chief Executive, relevant political management, advice on the development and review of policies and strategies related to Fire & Rescue Service, and Directorate services within their scope of responsibilities. Ensure that these are integrated with Corporate, Directorate and Partner Agencies' strategies.
3. On behalf of the Chief Fire Officer lead on the design, shaping and implementation of a Performance Assurance Framework which supports scrutiny of performance across the services covered, so that resources can be aligned and realigned as necessary in order to deliver the Council's objectives and priorities taking account of overall resources and the risk to public safety.
4. Lead the design and implementation of strategies, plans and performance management arrangements which relate to Fire and Rescue services and any specific Directorate allocations, ensuring the organisation is well placed to act quickly and effectively to address, national, regional and local challenges and

opportunities.

5. 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.
6. Support the Chief Fire Officer to ensure 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
7. Determine the most effective utilisation and deployment of resources (Human, Physical and Financial) within the Fire & Rescue Service, and Directorate services within their scope of responsibilities in order to implement the Council's priorities and statutory responsibilities within allocated budgets in an imaginative and innovative way.
8. Provide assurance to the Chief Fire Officer on the provision of robust mechanisms for establishing and monitoring the standard and effectiveness of Fire & Rescue Service, and Directorate services within their scope of responsibilities. related strategies, policies, performance and practices.
9. Establish and maintain effective management and communication systems and processes within the Fire & Rescue Service, and Directorate services within their scope of responsibilities 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.
10. Provide strategic leadership and direction to managers within the Fire & Rescue Service, and Directorate services within their scope of responsibilities so as to promote performance management systems and frameworks.
11. As part of the Principal Management Team, promote the support and development of staff through appraisal, training and development programmes.
12. As part of the Principal Management Team, 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.
13. 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.
14. Actively promote the role of the Council in relation to Fire & Rescue Service, and Directorate services within their scope of responsibilities activities and policies at local, regional and national level as appropriate.
15. Support the Chief Fire Officer in promoting and maintaining 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.

16. 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 provision as well as Directorate services within their scope of responsibilities.
17. Support the Chief Fire Officer in representing and negotiating 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.
18. 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 provision as well as Directorate services within their scope of responsibilities and actively promote and encourage the adoption of Council policies and initiatives.
19. Actively 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 coordinated approach to the development and provision of Fire & Rescue Service provision as well as Directorate services within their scope of responsibilities.
20. Ensure that all duties and responsibilities are carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
21. 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**

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

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

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

<b>Delivering Excellence</b>	
<ul style="list-style-type: none"><li>• Understand how corporate performance is measured.</li><li>• Monitor and evaluate services in relation to objectives and performance indicators.</li><li>• Establish a culture that embraces the agreed Vision and Values.</li><li>• Be positive ambassadors for the organisation.</li><li>• Contribute to strengthening corporate leadership capacity.</li><li>• Identify opportunities where organisational performance could be improved.</li></ul>	

<b>Focusing on the Future</b>	
<ul style="list-style-type: none"><li>• Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.</li><li>• Lead the development and implementation of corporate policy at a strategic level.</li><li>• Challenge what we do and how we do it.</li><li>• Influence relevant national and regional organisations and partners.</li><li>• Connect plans, policies, strategies, and services to provide consistent service delivery.</li><li>• Generate innovative ideas.</li><li>• Translate strategy into action.</li><li>• Consider the implications of decisions across the Council and act in the overall interests of Council performance.</li></ul>	



- 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**

<b>DIRECTORATE:</b>	Chief Executive
<b>JOB TITLE:</b>	Deputy Chief Fire Officer and Head of Strategic Planning, Partnerships and Protection
<b>GRADE:</b>	Band 17

<b>Qualifications/Professional Development</b>
Educated to degree level or demonstrable experience which shows a significant track record in delivering of services in the portfolio
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
<b>Experience, Knowledge, and Skills</b>
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 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.
<b>Motivation</b>
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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