



# Northumberland County Council

## STAFF & APPOINTMENTS COMMITTEE

25 April 2023

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### Senior Management Restructure Proposal

Report of the Chief Executive and Head of Paid Service

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#### 1. Purpose of the Report

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

## **2. Recommendations**

2.1 To agree the following recommendations:

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

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

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

## **4. Background**

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

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

4.2 From the start, it was important to ensure that the approach was inclusive and there was visibility by those colleagues directly affected. This population was engaged with a survey and workshops along with regular briefings on progress, consultation requirements and the likely timeline for implementation. The proposed senior management structure was then devised and considered by the Committee at its meeting in February 2023. At this point, it was agreed to initiate the formal consultation process with affected staff and their Trade Union representatives as required under the Council's approved policies for the management of organisational change.

4.3 Formal consultation on the proposal commenced on 21 February and concluded on 24 March. The consultation involved each Executive Director (ED), the affected group and Trade Union colleagues to discuss the proposal in more detail. This was an inclusive and comprehensive process supported by a dedicated SharePoint site providing information, responding to commonly asked questions and capturing the representations of colleagues for consideration. Weekly time was dedicated by each ED to allow opportunity for meetings with affected managers, either as a group or individually. In addition, several overarching meetings were scheduled with Trade Union colleagues to capture and address any organisation-wide issues and areas where further information was needed.

4.4 Following the conclusion of the consultation and formal close out of the process, the representations made by colleagues were then analysed and considered by the ED group and the Chief Executive (along with the designate ED Place and Regeneration who takes up post on 17 April). This was used to inform the final proposed structure considering the representations that had been received.

## **5. Consultation Outputs - Key Considerations**

5.1 Overall, the representations received were of a detailed nature with just under half concerning aspects of the proposed structure within directorates. The remainder were more detailed and representative of individual circumstances with focus on the content of job descriptions and the pay banding for specific roles.

5.2 The information on the dedicated consultation SharePoint site was well received and several colleagues commented that the regularly updated Q&A content addressed their questions, supplemented by the ability to engage in specific ED discussions. It was pleasing to note that the communication process adopted was well received by Trade Union colleagues and a significant number of affected colleagues. From an organisation wide perspective, the notable theme which featured in a good deal of feedback, was support for the restructure proposal. This included comments that the need for a restructure was well overdue and provided much needed consistency across the Council which was required to enhance delivery of services for residents.

5.3 The representations made during consultation have been subject to detailed consideration, analysis and evaluation by the EMT and the Chief Executive, including careful reflection on what adjustments were required. They were considered with due regard to the following factors:

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

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

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

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

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

## **Output and Summary – By Executive Director**

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

### **6.1 Adults, Ageing and Wellbeing**

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

### **6.2 Children, Young People & Education**

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

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

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

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

#### Proposed changes

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

#### Implementation

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

### 6.3 Place & Regeneration

#### Overview of representations

The representations related to the following:

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

#### How these were taken account of

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

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

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

### Proposed changes

After detailed discussion and consideration, the following changes have been made:

#### *Home to School Transport*

This function will remain in the Place and Regeneration Directorate as part of the Integrated Transport Unit. However, the functions within will be considered very carefully. As such, the future model of Home to School Transport is likely to be very different with the child and family at its forefront. Commissioning and budget responsibility will be reconsidered and with that any aspect of staffing resource relocation to operationalise a very different way of working.

#### *Employability and Inclusion*

The transfer of this function to Skills requires further deliberation in the near term to ascertain whether a move of the service or a different approach to ways of working together is required.

#### *Tourism*

The transfer of this function (from Cultural Services) will proceed but a review will be conducted to ensure that the optimum arrangements are in place for destination management/sector development and visitor experience. This will also consider the capacity for events management.

#### *Property*

The transfer of this function from Corporate Resources will proceed but a review will be conducted to determine whether any further structural changes are required, particularly in relation to the corporate landlord functions.

#### *Housing*

No changes to be actioned as there is no compelling case to amend what is proposed. The scope and scale of the housing function and associated roles will continue to be monitored to take account of forthcoming legislative changes and their impact.

#### *Climate Change*

No changes are proposed. There is an 18-month resource within Tier 4 to work with the Director of Environment and Transport and the Executive Director to ensure that ways of working in respect of climate change are effective and it is corporately embedded as business as usual.

There are no structural changes.

### Implementation

This will be conducted during May and into June for the full implementation of the new structure and appropriate transition arrangements.

## 6.4 Public Health, Stronger Communities & Inequalities

### Overview of representations

There were representations related to the following:

- The scope of the Directorate with regards to the functions transferred in and out (eg tourism and strategic events).
- The rationale for aligning functions within the same Directorate (eg libraries and archives).
- The lack of market availability for a deputy DPH / Director of wellbeing and the transfer of this responsibility to a Consultant in Public health instead
- Requests to amend / add detail to job descriptions and job titles

### How these were taken account of

All the representations were carefully considered within the context of resources and capacity, efficiency and affordability, and seeking to secure corporate consistency and equity. The focus

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

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

#### Proposed changes

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

##### *Director of Wellbeing*

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

##### *Director of Community life*

This Job title will be changed to Director of Stronger Communities

##### *Head of Customer Experience*

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

##### *Head of Community Services*

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

##### *Tourism*

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

##### *Strategic events*

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

#### Implementation

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



## 6.5 Transformation & Resources

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

## 6.6 Chief Executive

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

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

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

#### How these have been taken account of

##### *Fire Service and Public Protection*

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

##### *Workforce and OD*

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

##### *Law and Corporate Governance*

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

##### *Corporate Strategy and Communications*

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

#### Proposed changes

##### *Fire Service and Public Protection*

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

##### *Workforce and OD*

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

##### *Law and Corporate Governance*

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

##### *Corporate Strategy and Communications*

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

#### Implementation

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

## **6. Affordability**

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

## **7. Officer Employment Procedure Rules**

- 7.1 There are a number of Chief and Deputy Chief Officer roles to fill within the final structure. The pay banding of tier 3 and 4 roles was approved by the Committee at its meeting in February 2023. The appointment of Chief Officers and Deputy Chief Officers must be carried out in accordance with the Officer Employment Procedure Rules (see below). In addition, where the salary or pay band (range) is over £100k, approval of this Committee is required in line with the Council's pay policy.
- 7.2 Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) requires that, where a Council is operating a Cabinet and Leader model of governance, before any offer of appointment is made to a Chief or Deputy Chief Officer, the Proper Officer designated for that purpose, notifies the Leader and every member of the Cabinet of the intention to make the appointment, the name, salary and other relevant particulars of the post, and allows the Leader and Cabinet an opportunity to make any substantial or well-founded objections to that appointment, before the appointment is made. These provisions apply irrespective of whether the appointment is made by the full Council, a committee, or by an officer of the Council delegated to do so. The provisions are broadly set out in Part 4.3 of the Northumberland County Council Constitution.
- 7.3 The Proper Officer designated for this purpose is the Chief Executive/Head of Paid Service. Accordingly, the Council's Chief Executive and Head of Paid Service will discharge the functions as required under the Officer Employment Procedure Rules.
- 7.4 The roles in scope taking account of the above are set out below in table 1 (including ED roles for completeness - which are now all filled). The majority of roles will be filled by a 'slot in' process. In line with the council's management of change policy, posts are identified as suitable for slotting in when the duties and responsibilities of the new role remain the same or are broadly similar to the old role. Details of slot-ins and appointments to the roles outlined in table 1 will be considered by this Committee in late May 2023.

Table 1.

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

\*slotted in pending approval of final structure by StAC

## 8. Next Steps

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

## Implications

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

**Legal**

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

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

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

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

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

<b>Procurement</b>	Agreed via procurement process for Penna and independent HR consultant
<b>Human Resources</b>	All consultation and changes will be made in line with appropriate employment policies and processes. Relevant legal advice has been sought as required.
<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"/>	This process will be conducted in line with best practice in relation to promoting equality and diversity within the Council's employment processes.
<b>Risk Assessment</b>	Consistent with Corporate Governance Review
<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 employees
<b>Wards</b>	Not related to any ward but cover the whole of Northumberland

### **Appendices**

Appendix 1 - Final Senior Management Structure Apr 23

### **Background papers:**

N/A

### **Linked Reports**

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

### **Report sign off.**

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

	Full Name of Officer
Monitoring Officer / Interim Director of Governance	Suki Binjal
Executive Director of Transformation & Resources	Jan Willis
Chief Executive	Helen Paterson

Portfolio Holder(s)	StAC
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