



Oversight and Governance

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CHIEF OFFICER APPOINTMENTS PANEL – SUPPLEMENT II

Friday 23 September 2022

10.00 am

Council House

Members:

Councillor Bingley, Chair

Councillor Drear, Vice Chair

Councillors Mrs Aspinall, Evans OBE, Laing, Luggier and Mrs Pengelly.

Members are invited to attend the above meeting to consider the items of business overleaf. For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee

Chief Executive

Chief Officer Appointments Panel

- 5. Children Services Senior Management Update (Pages 1 - 10)**
- 6. People Directorate Senior Management Update (Pages 11 - 14)**
- 9. Senior Management Recruitment (Pages 15 - 38)**

Chief Officer Appointments Panel



Date of meeting:	23 September 2022
Title of Report:	Children's Directorate Senior Management Update
Lead Member:	Councillor Charlotte Carlyle (Cabinet Member for Education, Skills and Children and Young People)
Lead Strategic Director:	Sharon Muldoon (Director for Children's Services)
Author:	Sharon Muldoon (Director for Children's Services)
Contact Email:	Sharon.muldoon@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report updates Members on proposals for recruitment to a post on the Council's Management Team.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the commencement of activity for the recruitment of an interim Service Director for Education, Participation and Skills.
2. Seek permission to commence the recruitment process for a permanent Service Director for Education, Participation and Skills.

Alternative options considered and rejected

The recommendation put forward is in line with the Council's established practices and is offered as the best option in these particular circumstances. It is essential that this role is filled as it delivers a number of statutory duties for the Local Authority and to support the delivery of the Medium Term Financial Plan.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council. Recommendations within this report align to the current Plymouth City Council Corporate Plan.

Implications for the Medium Term Financial Plan and Resource Implications:

The Service Director for Education, Participation and Skills is a permanent role with established budget contained within the Medium Term Financial Plan. Further information relating to financial implications are contained within the body of the report.

Financial Risks

Full costs of any proposal will be available to Members ahead of any commitment of resources. There will be appropriate scrutiny by the Council's section 151 Officer.

Carbon Footprint (Environmental) Implications:

It is the responsibility of all senior officers to ensure the development and delivery of plans for both ensuring the Council is carbon neutral by 2030 and leading the City in carbon reduction. Being digitally enabled will be a significant contributor enabling the Council and City to work, connect and behave differently in the future. In respect of the recruitment process, steps will be taken to ensure that where meetings can be undertaken virtually this is done to reduce travelling time, costs and associated carbon implications. Minimum use of printing and paper will be encouraged.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

The Service Director for Education, Participation and Skills is accountable as the strategic lead for ensuring the Local Authority performs its statutory functions as set out in a number of areas of legislation, including a sufficiency of school places. They lead on the development and implementation of the Council's strategy for learning, SEND and inclusion, skills and employability, early help, inclusion and the partnership with educational settings and business for children, young people, citizens, families and communities. They are the champion for the Child Poverty Strategy and will lead the Early Help agenda for all vulnerable families.

Any recruitment and selection processes will be undertaken with reference to Plymouth City Council's established procedures and relevant legislation.

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Role profile Service Director Education, Participation and Skills							

Background papers:

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Sharon Muldoon, Director of Children's Services											
Please confirm the Strategic Director(s) has agreed the report Date agreed: 16/09/2022											
Cabinet Member approval: Councillor Charlotte Carlyle approved by email. Date approved: 20/09/2022											

1. INTRODUCTION

The Local Authorities (Standing Orders) Regulations 1993 prescribe a number of actions when recruitment to a Chief Officer post is required. The definition of 'Chief Officer' for the purposes of these regulations refers to:

- the Head of Paid Service,
- the Monitoring Officer,
- the Section 151 Officer,
- a statutory Chief Officer (as defined by section 2(6) of the 1989 Act) and
- Non-statutory Chief Officers as defined by section 2(7) of the 1989 Act (which essentially include officers who report directly to the head of paid service): regulation 1(2) of the 1993 Regulations.
- A Deputy Chief Officer (those reporting to a Chief Officer)

There are a number of defined activities that must be undertaken, including:

- The creation of a document clearly stating the duties of the officer, what qualifications, experience and skills they will need to undertake the role (the role profile).
- Making arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it.
- Providing a copy of the role profile to any person requesting this.

Once advertised as above, authorities will either interview all those who are qualified to undertake the role or select a short list of qualified applicants. If there are no qualified applicants the local authority will then make further arrangements.

2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS

Council has delegated the function of interviewing candidates to the Chief Officer Appointments panel, (COAP). COAP acts with the delegated authority of the Council to appoint to Chief Officer roles where the law prohibits the Head of Paid Service from making the appointment but allows full Council to delegate the responsibility.

3. BACKGROUND

The current Service Director for Education, Participation and Skills (EPS) has tendered their resignation to the Director of Children's Services and the post will be vacant from 30 November 2022. This is a key role within Plymouth City Council and is a member of the Council's senior leadership team. The role reports to the Director of Children's Services.

Working closely with the Service Director for Children, Young People and Families, the Service Director for EPS is key to the driving up of education standards, providing access to learning and supporting learning needs. They are also responsible for developing and maintaining strong relationships with education providers in the City including Higher Education, Further Education, Schools and Early Years settings. They lead and promote the Child Poverty Strategy and in common with the Service Director for CYPF have a strong focus in their role as a champion for vulnerable children, including access to and provision of Early Help across the Local Authority and wider partnership system.

A copy of the role profile is attached at Appendix A.

4. RECRUITMENT

It is essential that this role is filled quickly as it delivers a number of statutory duties for the Local Authority as outlined above. This role requires a wide spread of expertise and experience which could

be gained from a variety of professional settings. A permanent recruitment process is likely to take in the region of three months, with potentially a further three month notice period. To avoid a gap interim candidate search activity will be undertaken, initially by the council's preferred supplier. They will access a range of agencies to maximise the attraction of candidates with the exact range of skills and experience required.

For the permanent appointment an Executive Search Agency will be engaged to assist with the search and attraction activity. Discussion with the agency and other soft market testing will also be undertaken to provide intelligence around options and cost.

An update on progress will be provided at the Chief Officer Appointment Panel meeting on 30 September 2022.

5. FINANCIAL INFORMATION

This is an established role with associated budget. The role is in Band 4 Chief Officer within the Chief Officer pay and grading structure. The salary is currently within the range of £78,219 to £109,505. Chief Officer pay is linked to national pay bargaining and no increase has as yet been announced for the financial year 2022/2023.

Benchmarking will be undertaken to ensure advice is available about current market rates for interim and permanent roles if required.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the commencement of activity for the recruitment of a Service Director for Education, Participation and Skills.
2. Seek permission to commence the recruitment process for a permanent Service Director for Education, Participation and Skills.

SERVICE DIRECTOR

EDUCATION, PARTICIPATION AND SKILLS



Grade and Tier	Chief Officer – Band 4	Reference:	COF009
Reports to:	Director of Children’s Services	Job Type:	Strategic Leader
Role Purpose			
<ul style="list-style-type: none"> ▪ Lead on the development and implementation of the Council’s strategy for learning, SEND and inclusion, skills and employability and inclusion and the partnership with educational settings and business for children, young people, citizens, families and communities. ▪ Enable Strategic Directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level. ▪ Communicate the vision of the Council and motivate and influence others to acquire this. 			
<p>Member of the Federation for: People, Children’s and Public Health Directorates; encouraging best use of resources, avoiding duplication and silo working, facilitating knowledge transfer between the senior team.</p>			
Statutory and Key Responsibilities/Accountabilities			
<ul style="list-style-type: none"> ▪ Strategic lead in ensuring the Local Authority performs its statutory functions as set out in relevant legislation, including a sufficiency of school places and acts as a champion for vulnerable children and their families. 			
Key Responsibilities			
Corporate and Organisational			
<ul style="list-style-type: none"> ▪ Provide strong, visible leadership and direction through compelling communication of the Council’s vision and values to own Department, Federation and wider where necessary ▪ Act as the principal policy and professional advisor on education, school improvement and performance, access to learning and learner achievement and skills matters within own Department and provide specific subject matter expertise and advice to Directors, Chief Executive and Members as required. ▪ Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth ▪ Embed climate change actions across the functions of the Children’s Services department contributing to core reductions in support of the Council’s pledge to become carbon neutral by 2030. 			
Performance and Finance			
<ul style="list-style-type: none"> ▪ Take lead responsibility for the overall management of the Department, with particular reference to the development and implementation of the wider Education, Participation and Skills agenda ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities. ▪ Ensure the department provides cost effective and efficient services for customers. 			

- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best in class policies and practices which respond continually to the changing internal and external environments.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council and own Department and deepen the Council’s understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Department, with the Directorate/Federation, organisation and with partners.
- Leads and challenges own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council’s agreed outcomes.

Partnerships and External Relationships

- Develop and engage in mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- Ensure the statutory duties of the Department are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Department (including civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and organisational</p> <ul style="list-style-type: none"> ▪ Lead the EPS Management Team ▪ Lead for ensuring the Local Authority performs its statutory functions as set out in relevant legislation, including a sufficiency of school places and champion for vulnerable children and their families. ▪ Lead and champion the Child Poverty Strategy. ▪ Develop and maintain strong relationships with educational providers in the City including Higher Education, Further Education, Schools, and Early Years settings. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department. ▪ Accountable for the Dedicated Schools Grant and other passported funding to schools. 	<ul style="list-style-type: none"> ▪ The Local Authority plays a strong role in driving up education standards, providing access to learning and supporting learning needs and fulfilling the Local Authority role as champion for vulnerable children and families ▪ Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices. ▪ There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters. ▪ EPS workforce understand the Council’s values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised, including appropriate monitoring and plans for prioritised

Customer and Communities

- Ensures services within own department are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of internal and external customers and citizens.
- Ensure that vulnerable people's needs are being met in the City
- Ensure efficient processes and ease of use business focused support to customers.
- Facilitate a culture change programme to support the organisation's transition to a customer focused culture.

Partnerships and External Relationships

- Create and manage effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.
- Promote the city by supporting and participating in key corporate events
- Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture.

Governance

- Deliver the statutory functions within EPS.
- The Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery.
- Member of Tactical Command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota.
- Ensure the Department is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.

improvement, including school improvement strategies and interventions.

- Performance is managed by outcomes and poor performance is addressed quickly.
- EPS has a long term financial strategy and plan (MTFP) which is clear and actively communicated to CMT, Members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances.
- EPS is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.
- Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies, from partners, from grants.
- EPS services make a demonstrable contribution to Plymouth being recognised as a great place to learn and work because of the services it delivers.
- Front line services and improved outcomes for the community are efficiently delivered.
- Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.
- Strong networks are established in the region to best maximise investment from a range of funding agencies/from grants/from partners.
- Key partnerships are developed which have delivered better outcomes for Plymouth's employees/citizens.
- Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.
- Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.
- All EPS information is held securely, safely and in line with legal and statutory requirements.
- Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council.

	<ul style="list-style-type: none"> ▪ Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council. Feedback is used to engender a culture of continuous improvement
Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ Substantial experience of leading and developing a successful system for education and learner achievement. ▪ Strong record of delivery and improvement of education attainment and school improvement strategies. Understanding of the Council's statutory responsibilities for learners, attendance, SEN provision and education delivery. ▪ Substantial experience of maintaining high safeguarding standards and understanding of systems to protect vulnerable groups. ▪ Strong record of delivery and improvement of whole system change and development of effective commissioning strategies. ▪ Evidential ability to have identified strategies for collecting and using market and client data to drive performance improvements and efficiency. ▪ Strong record of the involvement of service users in the design and determination of services within the relevant sectors ▪ Leadership experience in a culture change environment ▪ Experience of deploying commercial and transformational acumen within medium or large organisations. ▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation. ▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning of third party contracts / SLAs. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership. ▪ Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to work as part of a high functioning non siloed Directorate Team ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. ▪ Commercial acumen to be able to interpret and interrogate complex financial and other information. ▪ Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement for customers. ▪ Ability to influence, coach and mentor others to improve and build a high performance culture. ▪ Authentic and effective communication skills. ▪ Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. ▪ Stakeholder management skills within the public and private sector. Ability to develop and maintain effective dialogue and develop trust with stakeholders including other Service Directors, Directors, CMT, politicians and partners who provide of key public services, to

<ul style="list-style-type: none"> ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Proven experience of commissioning/delivering services to achieve quality and value for money for customers. ▪ Understanding of the principles of System Leadership. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. 	<p>protect and promote the best interests of the city.</p> <ul style="list-style-type: none"> ▪ Ability to deal with competing interests while maintaining effective working relationships and a productive work environment. ▪ Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes. ▪ Political awareness and acumen. ▪ Innovative and able to challenge traditional ways of doing things in a positive, constructive way.
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STRATEGIC DIRECTOR FOR PEOPLE

CORPORATE MANAGEMENT TEAM



Grade and Tier	Chief Officer – Band 2	Reference:	COF005
Reports to:	Chief Executive	Job Type:	Strategic Leader
Role Purpose			
<ul style="list-style-type: none"> ▪ To provide strategic and organisational leadership and direction across Directorate and Federated arrangements to deliver the vision and priorities of the Council with particular reference to the planning and commissioning of services for health and social care in line with Strategic Commissioning arrangements for Wider Devon. ▪ To communicate the vision of the Council and motivate and influence others to acquire this. 			
Federated lead for: People, Children’s Services and Public Health			
<ul style="list-style-type: none"> ▪ Create and lead a Federation consisting of People, Children’s Services and Public Health to encourage the best use of resources, avoid duplication and silo working, facilitating knowledge transfer between the senior team. Create centres of excellence and co design solutions which focus on national, regional and local objectives in a joined up way across services. 			
Statutory and Key Corporate Accountabilities			
<ul style="list-style-type: none"> ▪ Director of Adult Services (DASS) 			
Key Responsibilities			
Corporate and Organisational			
<ul style="list-style-type: none"> ▪ Work with the Chief Executive and Members to drive the Council’s overall objectives at a city, sub region, regional and national level. ▪ Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate, Federation and externally within the CCG. Lead the Local Care Partnership for Plymouth and Devon. ▪ Is the principal advisor to the Council on the development, commissioning and integration of universal and personalised services across adult social care. ▪ Is the principal advisor to the Council on Adult Safeguarding, all Adult Social Care Legislation and Care Markets ▪ To act as the principal policy advisor within own Directorate and provide specific subject matter expertise and advice to Members as required. ▪ Ensure departments within the Federation deliver the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth. ▪ Work closely with clinical and executive leaders of the Devon Integrated Care System to deliver the vision and priorities for the health and wellbeing system. ▪ Embed climate change actions across the functions of the People directorate contributing to core reductions in support of the Council’s pledge to become carbon neutral by 2030. 			
Performance and Finance			
<ul style="list-style-type: none"> ▪ Take lead responsibility for the overall corporate and organisational management of the Directorate and Federation ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities. ▪ Lead responsibility for ensuring the Integrated Fund is delivered within the risk share agreement. 			

- To ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate and Federation management, organisation and service delivery reflecting political leadership and direction. Embed a positive, innovative culture, which responds effectively and efficiently to the financial, service delivery, economic and social challenges facing the council and its communities, responding continually to the changing external environment.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council and own Department and deepen the Council’s understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Department, with the Directorate, organisation and with partners.
- Leads and challenges own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council’s agreed outcomes.

Partnerships and External Relationships

- Develop and engage in mutually beneficial strategic external relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- To ensure the statutory duties of the Directorate/Federation are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation (Inc civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Accountable for the development and delivery of strategy and performance across Directorate/Federation so that it support Council aims and objectives. ▪ Strategic lead for: <ul style="list-style-type: none"> ○ Adult Social Care ○ Integrated Commissioning ○ Community Connections ▪ Responsible for implementing Council’s Organisational Design principles within own Directorate/Federation. ▪ High performance of the Directorate/Federation workforce with specific responsibility for the performance of members of Directorate/Federation management teams. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the preparation and delivery of the Directorate/Federation revenue and 	<ul style="list-style-type: none"> ▪ The Directorate/Federation make a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers. ▪ The Directorate/Federation workforce understand the Council’s values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. Performance is managed by outcomes and poor performance is addressed quickly. ▪ The Directorate/Federation has a long term financial strategy and plan (MTFS) which is clear and actively communicated to Members and CMT. The revenue and capital budget is delivered within agreed tolerances.

<p>capital budget as aligned to the corporate plan and city priorities.</p> <ul style="list-style-type: none"> ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate/Federation. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services. ▪ Promote the city by supporting and participating in key corporate events <p>Governance</p> <ul style="list-style-type: none"> ▪ Delivers the statutory functions within own Directorate/Federation. ▪ A Member of the Strategic Command for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota. ▪ Ensure the Directorate/Federation is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security. 	<ul style="list-style-type: none"> ▪ Integrated Fund is delivered within risk share agreement ▪ Commissioning strategies are aligned to outcomes for individuals and the city priorities across complex partnerships. ▪ The Directorate/Federation is able to demonstrate how each department is performing against a range of performance indicators. Action is taken if performance fails to meet required standards. ▪ Customer experience and satisfaction is improved across all Directorate/Federation and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low. ▪ Decisions are made as close to the customer as possible, reflecting our operating model. ▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners. ▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's citizens. ▪ Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery. ▪ Local CarePartnership is developed and in place. ▪ ICS plans are developed, implemented and delivered ▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ All Directorate/Federation information is held securely, safely and in line with legal and statutory requirements. ▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation and wider Council.
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Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational plans gained in a in a large, complex, multi-disciplinary organisation. ▪ Substantial knowledge and experience of health, social care and local authority structures and policy to develop effective of joint-strategies. ▪ Experience of implementing complex policy matters and projects to cost and time constraints. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning ▪ Experience of deploying commercial and transformational acumen within large organisations. ▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ Experience of working in a political or democratic environment. ▪ Demonstrable experience of working as a visible System Leader. ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council and wider with focus on community and citizens. ▪ Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on cross cutting matters to deliver objectives jointly. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate/Federation in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement. ▪ Ability to coach and mentor others to improve and build a high performance culture. ▪ Ability to develop and maintain effective dialogue with local MP's, MEP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city.

The following relates to exempt or confidential matters (Para(s) 1 of Part 1, Schedule 12A of the Local Govt Act 1972). Any breach of confidentiality could prejudice the Council/person/body concerned & might amount to a breach of the councillors /employees codes of conduct.

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