



Democracy and Governance

Plymouth City Council
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Published 26 May 2023

Chief Officer Appointments Panel – Supplement Pack

Friday 2 June 2023
10.00 am
Council House

Members:

Councillor Evans OBE, Chair

Councillors Mrs Aspinall, Blight, Darcy, Laing, Lugger and Ms Watkin.

Members are invited to attend the above meeting to consider the items of business overleaf.

For further information on webcasting, 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. Recruitment to Director of Resources: (Pages 1 - 6)**
- 6. Recruitment to Service Director for Human Resources and Organisational Development: (Pages 7 - 16)**
 - 7.1. Service Director for Education Participation and Skills: **(Pages 17 - 26)**
 - 7.2. Service Director for Children Young People and Families: **(Pages 27 - 36)**

Chief Officer Appointments Panel



Date of meeting:	02 June 2023
Title of Report:	Recruitment to Director of Resources (Section 151 Officer)
Lead Member:	Councillor Mark Lowry
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Kim Brown
Contact Email:	kim.brown@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 the next stage in the recruitment of a permanent Director of Resources (Section 151 Officer).

This is a Chief Officer role for the purposes of the Local Authorities (Standing Orders) Regulations 1993.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertake a recruitment process.

Alternative options considered and rejected

The recommendation put forward is in line with the Council's established practices. It is essential that the role is filled.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council and recommendations within this report align to this.

Implications for the Medium Term Financial Plan and Resource Implications:

Chief Officer roles are permanent positions with established budget contained within the Medium Term Financial Plan, and costs arising from this report can be contained within budget.

Financial Risks

Full costs of any proposal will be available to Members ahead of any commitment of resources.

Carbon Footprint (Environmental) Implications:

It is the responsibility of all senior officers to ensure we develop and deliver our plans for both ensuring the Council is carbon neutral by 2030 and leading the City in carbon reduction. Digital will be a significant

contributor to enable 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. There will be minimum use of printing and paper as emails, virtual meetings and other media will be utilised where possible.

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

The Director of Resources (Section 151 Officer) holds statutory responsibility and is key to delivering priorities in relation to service delivery and ensuring the Council's statutory financial duties, responsibilities and accountabilities are discharged. Any recruitment and selection processes will be undertaken with reference to the 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

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>						
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Chief Officer Appointments Panel Report 17 March 2023		x					

Sign off:

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Originating Senior Leadership Team member: Tracey Lee – Chief Executive											
Date agreed: 26/05/2023											
Please confirm the Strategic Director(s) has agreed the report. Yes, approved by email											
<div style="text-align: center;">  </div>											
Cabinet Member approval:											
Date approved: 26/05/2023											

I. 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.

The 2001 Regulations require, in the case of the Section 151 Officer, that appointment be done by full Council, however it may be on recommendation from a committee of Council.

2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS

Council has delegated the function of interviewing, recommending a candidate for the appointment of the Section 151 Officer and agreeing the terms of that offer of appointment to the Chief Officer Appointments panel (COAP). COAP must then make a recommendation of appointment to full Council for any appointment of the Section 151 Officer.

3. PERMANENT RECRUITMENT TO POST

At the COAP meeting on 17 March 2023, Members confirmed their approval for permanent recruitment to commence to a new permanently established Director of Resources (Section 151 Officer) role on the Council's organisational structure. The creation of the role was subject to full Council approval and this was provided on 27 March 2023.

An executive search and selection agency, Tile Hill, was appointed via a procurement process to commence the initial stages of the recruitment process and the vacancy was advertised on a national basis. There was a good level of interest in the role and following longlisting four candidates were invited to initial technical interviews. Three of these candidates were invited to an assessment centre in Plymouth on 25 May.

On 2 June, the candidate(s) who have successfully completed the assessments are invited to attend for Member panel interview. Candidates will give a ten minute presentation to Members and answer a set of pre-prepared questions. A complete recruitment pack will be provided.

After the presentations and interviews have been scored, Members will receive further information. This includes the outcomes of psychometric testing and the assessment centre, in order that they have oversight of the selection information gathered during the recruitment process.

If Members recommend an appointment, the approval of Cabinet and Council will need to be sought.

4. RECOMMENDATION

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertake a recruitment process.

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Chief Officer Appointments Panel



Date of meeting:	02 June 2023
Title of Report:	Recruitment to Service Director for Human Resources and Organisational Development
Lead Member:	Councillor Sue Dann (Cabinet Member for Customer Services, Sport, Leisure, and Human Resources and Organisational Development)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Di Saunders-Brewer (HR Culture Partner)
Contact Email:	diana.saunders-brewer@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 the recruitment of both the permanent Service Director for HROD and the proposed temporary arrangements.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note progress on the recruitment of a permanent Service Director for Human Resources and Organisational Development.
2. Undertake a recruitment process for the post of Interim Service Director for Human Resources and Organisational Development.

Alternative options considered and rejected

To leave the role vacant until the new Director of Resources (S151 Officer) commences employment. This has been rejected as it is important to ensure continuity in the leadership of the directorate.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council and recommendations within this report align to this.

Implications for the Medium Term Financial Plan and Resource Implications:

The post 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 cost 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 we develop and deliver our plans for both ensuring the Council is carbon neutral by 2030 and leading the City in carbon reduction. Digital will be a significant contributor to enable 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. The minimum use of printing and paper will be encouraged.

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

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

Appendices

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		1	2	3	4	5	6	7
A	Role Profile Service Director Human Resources and Organisational Development							

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>						
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Sign off:

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Originating Senior Leadership Team member: Tracey Lee

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 24/05/2023



Cabinet Member approval:

Date approved: 24/05/2023

I. INTRODUCTION

The Local Authorities (Standing Orders) Regulations 1993 and The Local Authorities (Standing Orders) Regulations 2001 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),
- 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 in any recruitment, 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 Human Resources and Organisational Development was appointed to this role following a recruitment process undertaken by the Appointments Panel on 29 March 2019. She recently tendered her resignation and leaves the Council in June. This role is critical for leading the People Strategy and supporting the Council to transition to a new organisational culture. It provides leadership for the Human Resources and Organisational Development service and is a key role within the Senior Leadership Team in contributing to the wider organisational leadership needs. The role profile is attached at Appendix A.

4. RECRUITMENT TO POSTS

A verbal update was provided to the Chief Officer Appointments Panel on 14 April 2023 and approval was given for permanent and interim recruitment to commence.

Since that date, an initial search for an interim appointment has been undertaken, with suitable candidates sought via the Council's preferred supplier, Matrix. A large number of candidate CVs have

been reviewed. A smaller number of candidates have been screened by the Chief Executive and representatives from CMT. Members will be invited to interview a number of suitable interim candidates on 2 June 2023. A full recruitment pack will be provided.

The permanent recruitment timetable is shown below, and the involvement of COAP is indicated. The recruitment process will be closely managed to ensure a good candidate experience.

Stage	Proposed date
Role advertised, search commences	w/c 22 May
Advert and search closes	16 June
Longlist prepared by agency	By 21 June
Longlist meeting	w/c 26 June
Technical interviews by the agency	3/4 July
Technical interview reports sent to PCC	7 July
Shortlist meeting	w/c 10 July
Assessment day	w/c 17 July
COAP – Member Panel	w/c 17 July

Members will be supported in the recruitment process by the HROD department, and the Council's recruitment and selection policy and guidance notes will be followed to ensure fairness and equity. Refreshed training in recruitment and selection will be offered to new panel members ahead of any recruitment activity commencing.

Based on the timetable and the likelihood that a successful candidate will be required to give three months' notice (subject to negotiation with their employer), they may not be available to start employment with Plymouth City Council until October/November 2023.

5. FINANCIAL INFORMATION

The Service Director for HROD role is within Band 4 of the Chief Officer pay and grading structure £82,949 to £115,330 per annum for 2023/24.

An external executive search company is leading on the recruitment and selection campaign and the total cost incurred will be in the region of £22,000 to £25,000. These costs cover items including search and attraction of candidates, advertising, initial candidate sifting, services of a technical adviser and psychometric testing.

The Service Director HROD will provide further detail on interim pay rates if an appointment is recommended.

Cabinet approval will be required if Members recommend an appointment.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note progress on the recruitment of a permanent Service Director for Human Resources and Organisational Development.
2. Undertake a recruitment process for the post of Interim Service Director for Human Resources and Organisational Development.

SERVICE DIRECTOR

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT



Grade and Tier	Chief Officer – Band 4	Reference:	COF0019
Reports to:	Director of Resources (SI51 Officer)	Job Type:	Strategic Leader

Role Purpose

- Provide leadership and management in the operation of an integrated HROD and Health and Safety service to deliver customer focused and innovative centres of excellence.
- Enable 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.
- Engage and contribute to the long term strategic planning process to ensure the Council's organisational design, behaviours and leadership are aligned to the strategic direction of the organisation.

Member of the Federation for: Resources and the Executive Office; encouraging the best use of resources, avoiding duplication and silo working, facilitating knowledge transfer between the senior team.

Statutory and Key Responsibilities/Accountabilities

- Lead Signatory for DBS checks.
- Statutory Payroll and Pension Functions – retained client.

Key Responsibilities**Corporate and Organisational**

- 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 HROD and Health and Safety matters within own department and provide specific subject matter expertise and advice to directors, Chief Executive and elected 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 Human Resources and Organisational Development department contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.

Performance and Finance

- Take lead responsibility for the overall management of the department 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.
- To 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 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 HROD management team to provide a modern, responsive and compliant service which is aligned to the Council's People Strategy. ▪ Accountable for the development and delivery of strategy and performance across HROD so that it supports Council aims and objectives. ▪ Develop and deliver the next stage of the People Strategy to enable a workforce that is ready and able to meet the future needs of the organisation. ▪ Work in collaboration with Corporate Management Team (CMT)/SLT, politicians and the trade unions to secure the commitment of all stakeholders to the People Strategy. <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. 	<ul style="list-style-type: none"> ▪ HROD makes a demonstrable contribution to the Council and Plymouth being recognised as a safe and healthy place to work and live because of the services it delivers. ▪ Managers are provided with the right level of consistent advice, support and coaching to deliver good people management practices. ▪ Collaborative approach to managing trade union/professional association and other relationships relating to employment matters. ▪ HROD's workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ Statistical returns are made on time. ▪ Performance management framework clearly communicated, implemented and monitored to ensure good performance is recognised. Performance managed by outcomes and poor performance addressed quickly. ▪ HROD has a long term financial strategy and plan (MTFP) which is clear and actively

- Develop and facilitate the performance and reward system for Chief Officers ensuring the talent programme attracts and retains top leadership talent.
- Identify and develop high impact talent interventions, including strategic workforce planning, which attracts and retains the best talent.

Customer and Communities

- Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of customers and citizens.
- Facilitate a culture change programme to support the organisation's transition to a customer focused culture.
- Ensure HROD provide efficient processes and ease of use business focused support to customers.

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 HROD including those related to HSW.
- 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 hours' rota.
- Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements, including DBS checks and right to work in the UK checks and where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.

communicated to CMT, elected members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances.

- HROD is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.
- 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 HROD regional networks are established to best maximise investment from a range of funding agencies, grants and partners.
- Key partnerships are developed which have delivered better outcomes for Plymouth's employees/citizens.
- HROD links with other Council departments and partners to ensure coordination of activities including those relating to attraction, recruitment, retention of the core and peripheral workforce.
- Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.
- All HROD 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.
- Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.

Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ Degree and/or FCIPD or equivalent ▪ Management and Leadership qualification – Level 5 ▪ Demonstrable knowledge of empowering leadership styles ▪ Broad generalist experience of organisational development and employee relations gained from working in a complex, diverse and unionised organisation ▪ Strategic and operational HR experience ▪ 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. ▪ 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 multi-disciplinary 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. 	<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 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. ▪ Financial acumen to be able to interpret and interrogate complex financial 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. ▪ Ability to develop and maintain effective dialogue with stakeholders including other service directors, directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city.

Chief Officer Appointments Panel



Date of meeting:	02 June 2023
Title of Report:	Children's Directorate Senior Management Update
Lead Member:	Councillor Sally Cresswell
Lead Strategic Director:	Sharon Muldoon (Director for Childrens 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 permanent recruitment to the role of Service Director Education, Participation and Skills. It also seeks approval for the extension of a current interim post holder.

Recommendations and Reasons

It is recommended that the Appointments Panel:

- I. Agree the extension of the current interim post holder for a period of up to six months.

Alternative options considered and rejected

The recommendation is in line with the Council's established practices and is offered as the best option in these particular circumstances. It is essential that the role is filled to deliver a range 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.

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 we develop and deliver our 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, inclusion, skills and employability, early help, and the partnership with educational settings and business for children and young people. They are the champion for the Child Poverty Strategy and 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

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		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>						
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Sign off:

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Originating Senior Leadership Team member: Sharon Muldoon, Director of Children's Services

Date agreed: 24/05/2023

Please confirm the Strategic Director(s) has agreed the report – Yes

Date agreed 24 May 2023

Cabinet Member approval: Cllr Sally Cresswell, EPS PFH – email of 24 May 2023

Date approved: 24/05/2023

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

Reporting to the Director of Children's Services, the Service Director for EPS is a key role for driving up education standards, providing access to learning and supporting learning needs, and is also responsible for developing and maintaining strong relationships with educational providers in the City including Higher Education, Further Education, Schools and Early Years settings. The role leads and promotes the Child Poverty Strategy and in common with the Service Director for CYPF has a strong focus as a champion for vulnerable children, including access to and provision of Early Help across the Local Authority and wider partnership system. Following a Member interview at the Chief Officer Appointment Panel on 16 December 2022, an interim is currently undertaking this role. The interim arrangement was agreed for a period of three to six months.

4. RECRUITMENT TO PERMANENT POST

A recent recruitment and selection process for a permanent post holder was not successful. Rather than immediately proceed again to try to fill the role permanently at this point an alternative is outlined below.

Interim arrangements pending permanent appointment.

The current interim arrangement has worked extremely well with resource being provided for four days a week. Members are asked to agree an extension of a further period of up to six months from 1

June 2023. The current interim post holder is able to continue in the role for this further period with the exact working arrangements subject to discussion with the Director of Children's Services. This would allow key strategic work already in progress, including that related to the Improvement Board and to the implementation of the new Target Operating Model, to continue at pace and with the required oversight.

When a permanent appointment is made, a step down plan for the interim post holder will be developed.

5. FINANCIAL INFORMATION

The permanent role is established on the Plymouth City Council Senior Management Structure. The role is currently a Band 4 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £82,949 to £115,330 per annum. Chief Officer pay is linked to national pay bargaining.

The cost of the interim is a total charge to Plymouth City Council of £932.08 per day. The cost of continuing with the interim arrangement for up to a further six month period is calculated at circa £1,556 (see table below). Funding has been confirmed by finance and is based on the current costings.

Total cost (68 days from 1st Jun - 30th Nov 2023)	£63,381
Less EPS Service Director budget (pro rata'd 6 months)	-£61,826
Net cost	£1,556

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

I Agree the extension of the current interim post holder for a period of up to six months.

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

<p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ 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. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ 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. <p>Governance</p> <ul style="list-style-type: none"> ▪ 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. 	<p>improvement, including school improvement strategies and interventions.</p> <ul style="list-style-type: none"> ▪ 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.
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	<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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Chief Officer Appointments Panel



Date of meeting:	02 June 2023
Title of Report:	Children's Directorate Senior Management Update
Lead Member:	Councillor Jemima Laing
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 interim recruitment to a senior post in the Children's Services Directorate pending permanent recruitment to the role.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the action taken so far to source interim candidates for the role of Service Director for Children, Young People and Families and approve interim recruitment to this post.
2. If suitable candidates have been identified, to interview these on 2 June 2023.

Alternative options considered and rejected

This 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 the role is filled.

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 Children, Young People and Families 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 we develop and deliver our plans for both ensuring the Council is carbon neutral by 2030 and leading the City in carbon reduction. Digital will be a significant contributor to enable 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. The minimum of printing and paper will be used with use of email, virtual and other media being used where possible.

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

The Service Director for Children, Young People and Families is accountable for the provision of statutory children's services as specified in legislation including Children's Act 2004, Crime & Disorder Act, Legal Aid Sentencing & Punishment of Offenders Act 2012, Youth Justice Plans/functions, Education & Inspections Act and also acts as the 'Caldicott Guardian' for children's services. They are the lead officer for corporate parenting. 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)						
		1	2	3	4	5	6	7
A	Service Director Children, Young People and Families Role Profile							

Background papers:

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	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

Date agreed: 24/05/2023

Please confirm the Strategic Director(s) has agreed the report

Date agreed 24 May 2023

Cabinet Member approval: Cllr Jemima Laing, CYPFS PFH – email of 24 May 2023

Date approved: 24/05/2023

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.

The 2001 Regulations require, in the case of the S151 Officer, that appointment be done by full Council or a committee to who Council delegates the responsibility.

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 Children, Young People and Families has recently tendered her resignation to the Director of Children's Services. Discussions continue to confirm a final date of service.

This is a key role within Plymouth City Council and a member of the Council's senior leadership team. Reporting to the Director of Children's Services, the role is accountable for a range of statutory and non statutory services impacting on the life chances of some of our most vulnerable citizens and their families. The post also has a leading role in delivering the wider vision for social care, combating social exclusion and corporate parenting as well as the continued improvement of opportunities for care experienced young people, including care leavers. There is statutory guidance which instructs a large part of the activity undertaken in this area. A professional social work qualification and registration with Social Work England are required.

4. RECRUITMENT

It is critical that this role is covered by a suitably qualified and experienced service leader. This ensures that statutory services and that risk around child protection and the safety of children, young people and their families receives appropriate oversight. As well as driving improvement alongside the current Improvement Board, Children's Services Directorate is shortly to commence a period of consultation on the implementation of a new Target Operating Model (TOM) and accompanying staffing structure

which will require significant input from this post holder.

Rather than immediately move to permanent recruitment to the role, it is felt more appropriate to engage an interim for up to 12 months. This will facilitate a period of stability pending the implementation and embedding of the new TOM.

Members will be updated and authorisation sought ahead of the commencement of any recruitment activity to the permanent role.

In view of the need to ensure adequate cover and secure candidates, interim candidates have started to be sought via the corporate contract with Matrix SCM and Members are likely to interview suitable candidates at the Chief Officer Appointment Panel on 2 June 2023.

5. FINANCIAL INFORMATION

The established role is currently a Band 4 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £82,949 to £115,330. Chief Officer pay is linked to national pay bargaining. Benchmarking and review of current market rates and proposed day rates for interim appointments will be undertaken and information provided to Members ahead of any appointment.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the action taken so far to source interim candidates for the role of Service Director for Children, Young People and Families and approve interim recruitment to this post.
2. If suitable candidates are identified, to interview these on 2 June 2023.

SERVICE DIRECTOR

CHILDREN, YOUNG PEOPLE AND FAMILIES



Grade and Tier	Chief Officer – Band 4	Reference:	COF0010
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 commissioned services for children, youth and families, alongside health agencies and the Director of Integrated Commissioning ▪ Enable Strategic Directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level. ▪ To 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> <p>Statutory and Key Responsibilities/Accountabilities</p> <ul style="list-style-type: none"> ▪ Accountable for provision of statutory children’s services as specified in legislation including Children’s Act 2004, Crime & Disorder Act, Legal Aid Sentencing & Punishment of Offenders Act 2012, Youth Justice Plans/functions, Education & Inspections Act, Working Together. ▪ Act as the ‘Caldicott Guardian’ for children’s services. ▪ Lead for Corporate Parenting. 			
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 ▪ To act as the principal policy and professional advisor on the children, youth and families 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 strategies that protect children and young people and improve their life chances, ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities. ▪ To 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.
- To 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 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 (Inc civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Lead CYPF Management Team to transfer and redesign services from traditional departmental structures into modern and effective customer services. ▪ Accountable for the development of the Council's commissioned services (working with the Head of Service Strategic Cooperative Commissioning) within the social care, youth and health arena. ▪ Lead on the digital transformation of the Council ensuring that customer requirements are at the forefront of developments, that systems are fit for purpose and employees appropriately trained. ▪ Deliver services for all Children in Need. ▪ Lead and advocate for Corporate parenting responsibilities. ▪ Deliver responsibilities relating to the Safeguarding Partnership and Working Together <p>Performance and Finance</p>	<ul style="list-style-type: none"> ▪ The lives of children and young people are improved; their chances and aspirations are raised. Strategies for the improvement of outcomes for children, young people and their families are delivered. ▪ The Early Help Strategy is implemented across the Council and partner agencies. ▪ Youth Offending and Integrated Youth Services are delivered effectively and in line with Section 39 (i) of the 1998 Crime and Disorder Act, Legal Aid Sentencing and Punishment Act 2012, the Youth Justice Plan and relevant sections of the Education and Inspections Act 2006 ▪ 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. ▪ CYPF workforce understand the Council's values, priorities and desired outcomes.

<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. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ 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 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 <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ 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. ▪ Lead for operational partnership arrangements to protect and safeguard children. <p>Governance</p> <ul style="list-style-type: none"> ▪ Deliver the statutory functions within CYPF. ▪ The Council's obligations for safeguarding of vulnerable groups is reflected across all areas of service delivery with direct responsibility for children's social care safeguarding ▪ 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. 	<p>There is demonstrable evidence of engagement and progress.</p> <ul style="list-style-type: none"> ▪ 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. ▪ CYPF 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. ▪ Statistical returns are made on time. ▪ CYPF services make a demonstrable contribution to Plymouth being recognised as a safe place to live because of the services it delivers. ▪ CYPF is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards. ▪ 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 have been established in the region to best maximise 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 employees/citizens. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ All CYPF 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. ▪ Risks are mitigated and feedback is used to engender a culture of continuous improvement.
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	<ul style="list-style-type: none"> ▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies.
Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ A social work qualification and a registration to practice (with the Health and Care Professions Council (HCPC)). ▪ Knowledge of social care, youth and family services and commissioning frameworks and legislation, as well as current and future policy developments within the social care system. ▪ Substantial experience of leading and developing a successful social care department, including a strong commissioning and enabling model of delivery linked to outcomes. ▪ 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 children's social care sector. ▪ 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. ▪ 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. 	<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 silo'd 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"> ▪ 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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