



Oversight and Governance

Plymouth City Council
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Published 12 February 2025

Chief Officer Appointments Panel – Supplement Pack

Friday 14 February 2025
11.00 am
Council House

Members:

Councillor Evans OBE, Chair
Councillors Aspinall, Mrs Beer, Blight, Laing, Lugger and Stephens.

Please find additional information enclosed.

Tracey Lee
Chief Executive

Chief Officer Appointments Panel

- 7. Recruitment to the role of Strategic Director for Growth: (Pages 1 - 10)**
- 12. Recruitment to the role of Strategic Director for Growth: (Pages 11 - 62)**

Chief Officer Appointments Panel



Date of meeting:	14 February 2025
Title of Report:	Recruitment to Strategic Director for Growth
Lead Members:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Chris Squire (Service Director HR & Organisational Development)
Contact Email:	Tracey.Lee@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report highlights the requirement for Members to undertake formal interviews for the post of the Strategic Director for Growth.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Notes the content of this report.
2. Undertakes formal interviews for the post of the role of Strategic Director for Growth.

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 permanently as soon as possible to deliver a range of 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 Strategic Director for Growth 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.

Carbon Footprint (Environmental) Implications:

It is the responsibility of all senior officers to ensure we develop and deliver our plans to enable the Council to be carbon neutral by 2030 and leading the City in carbon reduction.

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

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 Strategic Director for Growth							

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: Tracey Lee, Chief Executive

Date agreed: 06/02/2025

Please confirm the Strategic Director(s) has agreed the report The Chief Executive approved the report by email.

Cabinet Member approval: Leader – Councillor Tudor Evans



Date approved: 12/02/2025

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 suitable and qualified applicants. If there are no suitable applicants, the local authority will then give consideration to making alternative 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

Following the resignation of the permanent postholder in August 2024, the Chief Officer Appointments Panel approved that Plymouth City Council commence the process to seek a permanent appointment to the Strategic Director for Growth, and that an executive search agency be appointed. It was acknowledged that the permanent selection processes were likely to last a minimum of three months' and that the successful candidate would be required to give three months' notice (subject to negotiation with their employer).

The Chief Officer Appointments Panel therefore agreed to fill the role on an interim basis with interviews being held on 16 August 2024.

The interim appointment was engaged initially for 6 months, but with the option to extend to 9 months pending a permanent appointment to role.

4. RECRUITMENT TO THE PERMANENT POST

Following the appointment of an executive search partner two candidates were presented for consideration. Both candidates were invited to an assessment centre on Monday 29 January 2024, and

a decision will shortly be made about which candidate(s) to invite to the Chief Officer Appointments Panel scheduled for 14 February 2025.

A supplementary pack, containing CVs and supporting statements will be forwarded to the Panel prior to that Chief Officers Appointment Panel.

5. FINANCIAL INFORMATION

The role is a Band 2 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £140,343 - £168,002 following the pay award for 2024/25. Chief Officer pay is linked to national pay bargaining.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertake formal interviews for the role of Strategic Director for Growth.

Appendix One – Role Profile for Strategic Director for Growth

STRATEGIC DIRECTOR FOR GROWTH

CORPORATE MANAGEMENT TEAM

Grade and Tier	Chief Officer – Band 2	Reference:	COF006
Reports to:	Chief Executive	Job Type:	Strategic Leader

Role Purpose

- Provide strategic and organisational leadership and direction to deliver the vision and priorities of the Council with particular reference to delivery of development of an infrastructure that supports economic growth and inward investment through the attraction of funding and the development of regeneration partnerships with the private, voluntary and public sectors
- To communicate the vision of the Council and motivate and influence others to acquire this.

Key Responsibilities

Corporate and organisational

- Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate and externally.
- Principal advisor to the Council in relation to developing the city infrastructure, its environment and sustainability, leveraging the Council's asset base and attracting inward investment and inclusive growth. 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 Directorate 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.
- Embed climate change actions across the functions of the Place directorate 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 corporate and organisational management of the Directorate ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate 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, Directorate 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 Directorate organisation and with partners.
- Leads and challenges Service Directors and other 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 long term, 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 regional and national level in promoting and advocating for the City and its communities to deliver sustainable growth, improvements and opportunities for residents and businesses.

Governance

- To ensure the statutory duties of the Directorate are met in accordance with legislation, guidance and regulatory requirements.

<ul style="list-style-type: none"> ▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate (including 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 so that it support Council aims and objectives. ▪ Strategic lead for: <ul style="list-style-type: none"> ○ Strategic Planning & Infrastructure ○ Economic Development ○ Street Services ▪ Responsible for implementing Council's Organisational Design principles within own Directorate. ▪ High performance of the Directorate workforce with specific responsibility for the performance of members of Directorate management teams. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the preparation and delivery of the Directorate revenue and capital budget as aligned to the corporate plan and city priorities. ▪ Responsible for ensuring the most effective use of the council's physical asset base to stimulate economic growth and opportunities for investment and regeneration. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate. <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. ▪ 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 is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, 	<ul style="list-style-type: none"> ▪ The Directorate makes a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers. ▪ The Directorate workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. Environmental sustainability is reflected in the operations of the Council and its contracts. ▪ 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. ▪ Appropriate schemes of delegation are in place to move decision making to the lowest appropriate levels for customer and people management issues. ▪ The Directorate 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. ▪ The Directorate 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 Directorate 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

<p>those of Ofsted, CQC, Health and Safety Executive and Information Security.</p>	<p>the Council and our partners through shared resource arrangements and effective contract delivery.</p> <ul style="list-style-type: none"> ▪ 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 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 and wider Council.
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>
<ul style="list-style-type: none"> ▪ Substantial record of senior strategic leadership achievement and experience consistently developing regeneration, investment and development strategies and translating them into effective operational plans gained in a in a large, complex, multi-disciplinary organisation. ▪ Substantial knowledge and experience of working with regional and national structures to support the city’s development, growth and regeneration aspirations; attracting investment and funding to the city. ▪ Experience of implementing complex policy matters and projects to a cost and time constraints. ▪ 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. ▪ 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. 	<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 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

- 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.
- Demonstrable commitment and experience of celebrating and valuing diversity.

major and prospective investors to protect and promote the best interests of the city.

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The following relates to exempt or confidential matters (Para(s) 2, 3 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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