



Democracy and Governance

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Chief Officer Appointments Panel

Friday 29 July 2022
10 AM
Warspite Room, Council House

Members:

Councillor Bingley, Chair
Councillors Mrs Aspinall, Evans OBE, Laing, Luggar and Mrs Pengelly.

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

For further information on attending Council meetings and how to engage in the democratic process please follow this link - <http://www.plymouth.gov.uk/accesstomeetings>

Tracey Lee
Chief Executive

Chief Officer Appointments Panel

Agenda

1. Apologies

To receive apologies for non-attendance submitted by Panel Members.

2. Declarations of Interest

Members will be asked to make any declarations of interest in respect of items on the agenda.

3. Minutes (Pages 1 - 4)

The Panel will be asked to confirm the minutes of the meeting held on 29 April 2022 and 3 May 2022.

4. Chair's Urgent Business

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

5. City Council Recruitment & Staffing – Responsibilities (Pages 5 - 12)

6. Authorisation to recruit Service Director for Finance, Section 151 officer (Pages 13 - 24)

7. People Directorate Senior Management Update (Pages 25 - 28)

8. Exempt Business

To consider passing a resolution under Section 100(4) of the Local Government Act, 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

Part II (Private Meeting)

Members of the Public to Note

That under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

Agenda

9. Confidential Minutes (Pages 29 - 30)

OFFICIAL

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Chief Officer Appointments Panel

Friday 29 April 2022 & 3 May 2022

PRESENT:

Councillor Kelly, in the Chair.

Councillors Mrs Aspinall, Carlyle, Dann, Dreaan and Laing (substituting).

Apologies for absence: Councillors Tudor Evans OBE & Wakeham

Also in attendance: Tracey Lee (Chief Executive), Kim Brown, Tracey Lee and Jake Metcalfe (Democratic Advisor).

The meeting started at 9.05 am and finished at 11.00 am. The meeting re-convened at 9.30am and finished at 12.30pm

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

11. **Minutes**

The minutes of the meeting held on 27 November 2021 were agreed as a true and accurate record.

12. **Declarations of Interest**

There were no declarations of interest.

13. **Chair's Urgent Business**

There was no urgent business from the chair.

14. **Exempt Business**

Agreed that under Section 100(4) of the local Government Act 1972, to exclude the press and public from meeting for the following item of business on the grounds that involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

15. **Minutes**

The private minutes from the meeting held on 27 November 2021 were agreed as a true and accurate record.

16. **Recruitment to the role of Director of Children's Services**

The Panel interviewed two candidates for the Director of Children's Services role on the 29 April 2022. The Panel had been split in their decision and could not select one candidate over the other. Both candidates had been invited to a further interview on Tuesday 3 May 2022 and the meeting on 29 April was adjourned.

The Panel reconvened on 3 May 2022 and both candidates delivered a presentation on a set question. The Panel would look to appoint Sharon Muldoon to the position of Director of Children's Services, and subject to accepting the position and subsequent references being satisfactory would proceed with awarding the position.

17. **Confidential Minutes** (Pages 3 - 4)

The following relates to exempt or confidential matters (Para(s) 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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Chief Officer Appointments Panel



Date of meeting:	29 July 2022
Title of Report:	City Council Recruitment & Staffing – Responsibilities
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Emma Jackman (Head of Legal Services)
Contact Email:	Emma.Jackman@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report sets out the responsibilities for appointment of staff and staffing organisation/structures within the Council. Other than very specific functions in respect of Chief Officers (dismissal and approval) and where the Head of Paid Service considers the need to report to Council on defined matters, staffing responsibilities rest with the Head of Paid Service.

Recommendations and Reasons

It is recommended that the Appointments Panel note the report.

Alternative options considered and rejected

None.

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:

None directly arising.

Financial Risks

None directly arising.

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:

There are clear statutory restrictions on how some staffing decisions must be taken by the council and these are summarised to ensure requirements are clearly understood and adhered to.

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	COAP responsibilities paper							

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: 20/07/2022

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

STAFFING & RECRUITMENT RESPONSIBILITIES

Appointments and Restructures



This report sets out the responsibilities for appointment of staff and staffing organisation/structures within the Council. Other than very specific functions in respect of Chief Officers (dismissal and approval) and where the Head of Paid Service considers the need to report to Council on defined matters, staffing responsibilities rest with the Head of Paid Service.

Appointment of HOPS/S151/MO

This solely applies to the Head of Paid Service (HOPS), Monitoring Officer and Chief Finance Officer (S151) as their appointment may only be made by full Council.

COAP only has responsibility for “undertaking the selection, appointment and dismissal processes for any staff where so required by law”.

Steps (in order)	Responsible Officer / body	Comments
Draw up the Person Specification and Job Description (Chief Officer)	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.
Made arrangements for the post to be advertised	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.
Shortlisting	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.

Interviewing of shortlisted candidates	Officers & COAP	There is no legal requirement as to who 'interviews' but final selection for appointment must be by recommendation of COAP – therefore there is an interview process culminating in COAP forming its recommendation.
Selection of preferred candidate and formalising offer to be recommended and made to candidate	COAP	s112 LGA 72 (setting terms of appointment) is delegated to COAP for Chief Officers
Notify Candidate to Cabinet (including terms)	Service Director for Human Resources and Organisational Development	Required in law (Sched. 1 of The Local Authorities (Standing Orders) (England) Regulations 2001) Appointment of Proper Officers
Recommendation of Candidate to Council (including terms)	COAP's recommendation via report to full Council	Required in law (Sched. 1 of The Local Authorities (Standing Orders) (England) Regulations 2001)
Appointment confirmation (including terms)	Full Council	Required to be Full Council (Sched. 1 of The Local Authorities (Standing Orders) (England) Regulations 2001)

Appointment of all other Chief Officers & Deputy Chief officers

Chief Officers for these purposes are:

1. The statutory Director of Children's Services
2. The statutory Director of Public Health
3. The statutory director of social services
4. Posts that (not included above) directly responsible to the HOPS
 - a. Strategic Director for Place
 - b. Strategic Director of Customer and Corporate Services
 - c. Assistant Chief Executive

Deputy Chief Officers for these purposes as the posts that report to any Chief Officer (unless they have been included under the exemption agreed by Council) and which is not administrative in nature. This is therefore all posts at a Service Director level.

Steps (in order)	Responsible Officer / body	Comments
Draw up the Person Specification and Job Description (chief officer)	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.
Made arrangements for the post to be advertised	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.
Shortlisting	HOPS or delegate	Scheme of Delegation Employment Standing Orders COAP Terms of Reference Falls to HOPS as not reserved to Council or COAP and not prohibited from being HOPS in law.
Interviewing of shortlisted candidates	COAP	There is no legal requirement as to who 'interviews' but final selection for appointment must be by COAP – therefore there is an interview

		process culminating in COAP making an appointment.
Selection of preferred candidate and formalising offer to be made to candidate	COAP	s112 LGA 72 (setting terms of appointment) is delegated to COAP for Chief Officers
Recommendation of Candidate to Cabinet	Service Director for Human Resources and Organisational Development	Required in law (Sched. 1 of The Local Authorities (Standing Orders) (England) Regulations 2001) Appointment of Proper Officers
Appointment confirmation	COAP	Required to be Council or a committee of it (The Local Authorities (Standing Orders) (England) Regulations 2001). Delegated to COAP.

Appointment of all other staff:

This is a matter for the HOPS of any other officer to who they delegate (See Article 10, Scheme of Delegation and Employment Standing Orders)

Restructuring:

Other than the appointment and dismissal of Chief Officers all other staffing functions are a matter for the Head of Paid Service (HOPS). The HOPS must, where they think it is appropriate to do so, report to Full Council on any proposals concerning:

- a. The manner in which functions are discharged
- b. The number of staff required for the discharge of the functions
- c. The organisation of the Council's staff (structure)
- d. The appointment and proper management of staff.

(Local Government Housing Act 89 s4 and Art. 10 of the constitution)

Council must consider the report within 3 months of its issue. Whilst a committee could consider it before Council its formal consideration cannot be delegated. It is not a matter within the Terms of Reference of COAP.

HOPS has restructuring authority subject only to:

- Any other legal requirements e.g. separation of specific duties
- Subject to any appointment to a Chief Officer post needing to be taken in accordance with the processes outlined above
- Subject to the need to dismiss a Chief Officer, which must be done by COAP and/or Council as appropriate.
- Subject to the HOPS considering it is a matter that requires a report to be made to Council where it falls within a. to d. above.

HOPS may rearrange and restructure so as to move service areas between Chief Officers. There is no need for the HOPS to seek approval unless:

- they consider that it is appropriate to report to Council; or
- there is an need to appoint an individual to a new/unoccupied Chief Officer post; or
- there is an need to dismiss an individual form a Chief Officer post

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Chief Officer Appointments Panel



Date of meeting:	29 July 2022
Title of Report:	Authorisation to recruit Service Director for Finance, Section 151 officer
Lead Member:	Councillor Shayer (Deputy Leader)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Andy Ralphs, Strategic Director for Customer and Corporate Services
Contact Email:	Andy.Ralphs@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 the recruitment to a post on the Council's Management Team and seeks approval to commence the process.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Service Director for Finance.
2. Note the draft timetable.

Alternative options considered and rejected

The Service Director for Finance is the Council's Section 151 Officer which ensures the statutory financial duties, responsibilities and accountabilities for the Council and Executive are discharged. The Council is required, in law, to have an officer appointed with responsibility for the council's finances.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council for the next four years 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.

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 Finance holds statutory responsibility as the Council's Section 151 Officer. It 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)						
		1	2	3	4	5	6	7
A	Role Profile							

Background papers:

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	1	2	3	4	5	6	7

Sign off:

Fin	ba.22. 23.79	Leg EJ/38 851/2 0.7.22 (2)	Click here to enter text.	Mon Off	Click here to enter text.	HR BS21/ 07/22	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Andy Ralphs											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 21/07/2022											

Cabinet Member approval: Councillor Shayer approved by email

Date approved: 21/07/2022

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.

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 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. BACKGROUND

The current Section 151 Officer (Service Director for Finance) was appointed to this role following a recruitment process undertaken by the Appointments Panel on 5 October 2020. He has recently announced his intention to leave and this is likely to take effect from 3 October 2022. The Section 151 Officer ensures that statutory financial duties, responsibilities and accountabilities for the Council and Executive are discharged and their responsibilities are detailed within the role profile attached at Appendix A.

4. PERMANENT RECRUITMENT TO POST

The recruitment process is likely to last a minimum of three months and will need to be closely managed to ensure a good candidate experience. Before the recruitment process commences a review of the content of the role profile will take place to ensure it is still current.

Members will be supported in the recruitment process by the HROD department. The Council's current recruitment and selection policy and guidance notes provide reference to ensure that recruitment processes and activities are fair and equitable.

If agreed by COAP, an executive search agency will be appointed. The involvement of COAP is shown in the timetable. Refreshed training in recruitment and selection will be offered to new panel members ahead of any recruitment activity commencing.

5. FINANCIAL INFORMATION

The Service Director for Finance role is within Salary Band 4 of the chief officer pay and grading structure. This band is currently £78,219 to £109,505 per annum. The current post holder receives a salary of £106,575 per annum.

Chief officer pay is linked to national pay bargaining and no increase has as yet been announced for the financial year 2022/2023.

This senior role is likely to require assistance from an external executive search company with potential costs 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.

6. INDICATIVE TIMELINE

Based on the draft timetable below 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 January/February 2023.

Stage	Proposed date
Procurement process for executive search and selection agency	w/c 1 & 8 August
Mapping and soft market testing commences Preparation of microsite and documents	w/c 15 August
Role advertised, search commences	w/c 5 September
Advert and search closes	26 September
Longlist prepared by agency	27 September
Agency and PCC officers undertake technical interviews	w/c 3 October
Shortlisting	w/c 3 October
Assessment day	w/c 10 October

COAP – Member Panel	21 October
Decision by Full Council to confirm appointment	EGM tbc (7 days' notice required)

7. INTERIM APPOINTMENT

As this role holds statutory responsibilities, as outlined above and contained within the role profile, it is proposed to seek an interim Service Director for Finance internally in the first instance. It is anticipated, due to the qualification requirements of the post holder, there are only two possible candidates and there may or may not be interest from them. As such discussions will take place to see what level of interest there is in an interim position before a course of action is decided and timetable set.

A verbal update will be provided to Committee.

8. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Service Director for Finance.
2. Note the draft timetable.

SERVICE DIRECTOR

FINANCE



Grade and Tier	Chief Officer – Band 4	Reference:	COF0020
Reports to:	Strategic Director Customer and Corporate Services	Job Type:	Strategic Leader

Role Purpose

- This role ensures that the relevant statutory financial duties, responsibilities and accountabilities for the Council and Executive are discharged.
- The role also provides strategic advice and guidance to the Chief Executive, elected Members and Senior Leadership Team on the financial management and policy of the Council ensuring that a clear focus on all financial matters, including tax, treasury management activities, appropriate strategies and vehicles are in place to deliver the best financial benefits.
- To lead, shape, develop and champion the Council's financial agenda as required by the Chief Executive and Executive.
- Communicate the vision of the Council, and motivate and influence others to acquire this.

Member of the Federation for: Customer and Corporate Services Directorate, and Executive Office; to encourage the best use of resources, avoid duplication and silo working, facilitating knowledge transfer between the senior team.

Statutory and Key Responsibilities/Accountabilities

- The Council's Section 151 Officer
- Land searches

Key Responsibilities**Corporate and Organisational**

- To act as a key financial advisor to the Council so that financial policies are agreed and implemented.
- To attend as a member of the Corporate Management Team.
- Act as the lead policy and professional advisor on financial strategies and specific revenue collection, including Council Tax, Business rates and Housing Benefit overpayments 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 employees understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Ensure that Members and SLT understand and act on advice in order to meet their responsibilities for management of budgets including control frameworks, income generation, revenue collection and the delivery of services.
- Provide strong, visible leadership, challenge and direction through compelling communication of the financial vision and values of the Council both internally and externally
- Embed climate change actions across the functions of the Finance department contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.
- Lead services including the Financial Accounting, Financial Planning, Management Accounting, Capital Accounting, Insurance, Treasury Management, Company Support, Revenues, Housing Benefit, Deputyships and the Service Centre teams, circa 175 FTE.

Performance and Finance

- Take lead responsibility for the overall leadership and 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.
- Lead and challenge 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 long term, mutually beneficial relationships with partners including Government departments, public institutions, other local authorities, Government agencies, charities and, where appropriate, commercial organisations. To bring about suitable integration of service delivery, to successfully deliver expected outcomes and benefits for the city.
- Be proactive at regional and national level in promoting and advocating for financial resources 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 financial probity of the Council and the city.

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Development and delivery of Medium Term Financial Plan and performance across the Council, including contract management. ▪ Responsible for all statutory financial reporting and grant claims. ▪ Lead a department with particular responsibility for provision of corporate financial services to all service areas and where appropriate others, ensuring efficient financial performance and delivery of outcomes. ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. ▪ Support the Chief Executive in determining the financial implications of Organisational Design of the Council and applies principles in own department. 	<ul style="list-style-type: none"> ▪ Plymouth is recognised as a great place to live and work because of the development of the city and the services the Council delivers. ▪ Plymouth has high fiscal performance with financial resources deployed to best and most efficient advantage. ▪ 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. ▪ There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters.

<ul style="list-style-type: none"> ▪ Lead and manage a service area ensuring efficient and effective delivery of functions and that organisational values and behaviours are promoted and followed. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Advise the Chief Executive and Executive in the preparation and delivery of the Council's revenue and capital budget, treasury management and capital strategy so that it is aligned to the corporate plan and city priorities. ▪ Accountable for delivery of own service budget within agreed tolerances. ▪ Ensures there is an appropriate performance framework in place to manage service performance and delivery objectives within department ▪ Ensuring the appropriate control environment exists: leading on all Audit matters including external audit and Devon Audit Partnership. ▪ Responsible for a range of services including those relating to housing benefit, council tax, some of which have substantial required income targets (comprising Council Tax, business rates, Housing Benefits overpayments and sundry income) and delivering benefits to residents. ▪ Responsible for Client Financial Services – and Deputyship. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ Ensure services are efficient and focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of customers and citizens. ▪ Ensure efficient processes and ease of use business focused support to customers. ▪ Lead the Council's Commercial Services. <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. <p>Governance</p> <ul style="list-style-type: none"> ▪ Member of Strategic/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. ▪ Support and advise the Audit Committee 	<ul style="list-style-type: none"> ▪ The Finance workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ The Council has a long-term financial strategy and plan (MTFS) which is clear and supported by Members and Chief Officers. The revenue and capital budget is delivered within agreed tolerances. ▪ Reduced resources are required in chasing up income payments. ▪ Financial risks are managed and steps taken to mitigate and ensuring decisions are taken to manage and mitigate them. Measures are in place in respect of Anti-Fraud and Audit matters. ▪ Customer experience and satisfaction is improved department and there are measures in place to demonstrate that. ▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. ▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies. ▪ A range of partnerships have been developed which have delivered better outcomes for Plymouth's citizens. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ All Council 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 reputation and liability of the Council.
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<ul style="list-style-type: none"> ▪ Deliver statutory functions within the Finance department. Ensure that the department is compliant with all statutory, regulatory, safeguarding and audit requirements, including those of HMRC, external auditors, Health and Safety Executive and Information Security. 	
<p>Essential Qualifications and Experience</p> <ul style="list-style-type: none"> ▪ A qualified accountant with substantial experience and understanding of: <ul style="list-style-type: none"> ○ CIPFA codes of Practice as applicable to local authority accounting ○ IFRS and accounting standards, ○ Companies Act 2006 and its application to local authority owned and controlled companies ○ Corporation tax and its application to local authority owned and controlled companies ○ VAT across all council activities ○ Evidence of continuous professional development. ▪ Substantial experience gained in a large, complex, multi-disciplinary organisation of senior strategic leadership achievement and experience consistently developing financial strategies and translating them into effective operational delivery plans. ▪ Experience of successful management and implementation of complex policy issues leading to organisational / cultural change. ▪ Experience of deploying commercial and transformational acumen within large organisations. Business acumen - cost and customer experience ▪ Experience in the financial aspects of statutory and legal, income and recovery ▪ Extensive experience in working effectively and impartially with elected members and in supporting the democratic decision-making process ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning. ▪ 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 	<p>Essential Skills and Behaviours</p> <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 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 line with Council vision. ▪ Accounting skills and strong financial awareness to include revenue and capital, treasury management strategies, pension investment and asset management. ▪ Advanced analytical and numeracy skills, ability to use a wide range of data and information for formulating plans and projects, writing reports and presentations. ▪ 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 SLT, Members and Partners to protect and promote the best financial interests of the city. ▪ Ability to challenge in a constructive manner to tackle potential financial risks, including fraud, to the organisation.

<p>methodologies to deliver impactful organisational change at pace.</p> <ul style="list-style-type: none">▪ Experience of working and succeeding in complex partnership arrangements.▪ Experience of leading a large 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.	
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Chief Officer Appointments Panel



Date of meeting:	29 July 2022
Title of Report:	People Directorate Senior Management Update
Lead Member:	Councillor Dr John Mahony (Cabinet Member for Health and Adult Social Care & Planning)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Tracey Lee (Chief Executive)
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 updates Members on proposals for recruitment to a post on the Councils Management Team and seeks approval to commence the process.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Strategic Director for People.
2. Approve the proposal to seek candidates for the role of interim Strategic Director for People

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 Strategic Director of People 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 Strategic Director of People is also the Director of Adult Social Services (DASS) a statutory role by virtue of the Children Act 2004, which updated the Local Authority Social Services Act 1970, s6(A1) 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								

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:

Fin	ba.2 2.23. 81	Leg	Click here to enter text.	Mon Off	EJ/38 8551 /20.7. 22(1)	HR	DSB 20/0 7/22	Assets	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Tracey Lee, Chief Executive											
Please confirm the Strategic Director(s) has agreed the report - YES											
Date Agreed: 21 July 2022											
Cabinet Member approval: YES, Approved by Councillor Dr Mahony via email on 21 July 2022 @1138.											
Date approved: 21/07/2022											

1. INTRODUCTION

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

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

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

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

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

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 Strategic Director for People, Craig McArdle, has tendered his resignation to the Chief Executive and his last day of service will be 21 October 2022. Members will note the short timescale from the date of the resignation to the date of the Appointment Panel on 29 July 2022 and further verbal information will be provided at the meeting.

The Strategic Director of People is a key role within Plymouth City Council, not only as a member of the Council's most senior management team, but by virtue of the statutory role as the Director of Adult Social Services, (DASS). Each council with responsibility for providing social services must have a post with strategic responsibility and accountability for the planning, commissioning and delivery of social services for all adult client groups. The post will also have a leading role in delivering the wider vision for social care and combating social exclusion.

There is statutory guidance which instructs local authorities about arrangements for establishing a (DASS) post, pursuant to the Children Act 2004 (which amended the Local Authority Social Services Act 1970). The creation of the 'Director of Adult Social Services' post, alongside the Director of

Children's Services, is intended to ensure that all the social care needs of local communities are given equal emphasis and are managed in a co-ordinated way through joint strategic needs assessment and joint planning.

The DASS also has a key role in ensuring accountability of services to local communities through consultation with local citizens and, in particular, users of services.

4. RECRUITMENT TO POST

Interim recruitment

In view of timescales for permanent recruitment and as this role holds statutory and other key responsibilities, it is proposed to seek an interim arrangement initially. There may be an opportunity for an internal candidate to undertake the role temporarily, for example by acting up or being asked to perform additional duties and this will be explored in the first instance. This allows a degree of continuity and stability, for example for Council's Management Team, our workforce and partners.

If this option cannot be realised, Pertemps, the Council's preferred supplier for temporary workforce requirements, who has access to second tier suppliers such as Solace, Penna and others, can be engaged initially to identify candidates. If this search does not yield the calibre of candidate required for this role, other agencies will then need to be engaged in time to allow an appropriate handover.

Members will interview interim internal or external candidates.

Permanent

In parallel with the appointment of an interim, a permanent postholder will also be sought and if agreed by COAP, an executive search agency will be appointed as quickly as possible.

The permanent selection process is likely to last a minimum of three months and will need to be closely managed to ensure a good candidate experience. Based on 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 January/February 2023. Internal candidates would be able to apply for the permanent role if suitably qualified and experienced and Members will interview candidates.

5. FINANCIAL INFORMATION

The role is currently a Band 2 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £130,365 to £156,436. The current post holder receives a salary of £130,365 per annum. Chief Officer pay is linked to national pay bargaining and no increase has as yet been announced for the financial year 2022/2023.

Benchmarking has commenced to ensure advice is available about current market rates for this role ahead of any appointment to the permanent role. Benchmarking will also provide an indication of the current market rates for interim appointments.

Recruitment to this specialist senior role is likely to require assistance from an external executive search company, at least for the permanent role, with potential costs 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 following relates to exempt or confidential matters (Para(s) 1, 2 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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