



Democracy and Governance

Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for
T 01752 668000
E democraticsupport@plymouth.gov.uk
www.plymouth.gov.uk/democracy
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Chief Officer Appointments Panel

Friday 21 October 2022
10.00 am
Council House

Members:

Councillor Bingley, Chair

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

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

For further information on attending Council meetings and how to engage in the democratic process please follow this link - <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 (To follow)

The Panel will be asked to confirm the minutes of the meeting held on the 30 September 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. Recruitment of Permanent Service Director for Children, Young People and Families (Pages 1 - 12)

6. Recruitment of Interim Service Director for Education, Participation and Skills (Pages 13 - 22)

7. 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)

Agenda

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.

8. Confidential Minutes (To follow)

- 9. Recruitment of Permanent Service Director for Children, Young People and Families (To follow)**
- 10. Recruitment of Interim Service Director for Education, Participation and Skills (To follow)**

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Chief Officer Appointments Panel



Date of meeting:	21 October 2022
Title of Report:	Recruitment of permanent Service Director for Children, Young People and Families
Lead Member:	Councillor Charlotte Carlyle (Cabinet Member for Education, Skills and Children and Young People)
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 provides an update for Members on Senior Management resources within the Children's Services Directorate.

Recommendations and Reasons

It is recommended that the Panel undertake a selection process for a permanent Service Director for Children, Young People and Families.

Alternative options considered and rejected

The recommendation put forward is in line with the Council's established practices and is offered as the best option in these circumstances. It is essential that the role is filled to ensure the ongoing delivery 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 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 develop and deliver 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 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 any relevant legislation.

Appendices

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

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
Chief Officer Appointment Report 9 September 2022							

Sign off:

Fin	djn.22. 23.239	Leg	EJ/3885 1.11.10. 22/1	Mon Off	Click here to enter text.	HR	KAB 121022	Ass ets	Click here to enter text.	Str at Pro c	Click here to enter text.
Originating Senior Leadership Team member: Sharon Muldoon, Director of Children's Services											

Date agreed: **10/10/2022** Please confirm the Strategic Director(s) has agreed the report YES



Cabinet Member approval: Cllr Charlotte Carlyle, PFH (approved by email)

Date approved: **11/10/2022**

1. INTRODUCTION

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

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

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

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

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

2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS

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

3. BACKGROUND

Members were last updated at the Chief Officer Appointment Panel on 23 September 2022 with a report dated 9 September 2022. The role of Service Director for Children, Young People (CYPF) will be vacant from 5 November 2022. This is a key role within Plymouth City Council and a member of the Council's senior leadership team. The role reports to the Director of Children's Services and is accountable for a range of statutory and non statutory services which impacts on the life chances of some of the city's most vulnerable citizens and their families. The post also has a leading role in delivering the wider vision for social care, combating social exclusion, corporate parenting and the continued improvement of opportunities for care experienced young people, including care leavers.

There is statutory guidance which instructs a large part of the activities undertaken in this area. A professional social work qualification and current registration with Social Work England are required.

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

4. RECRUITMENT TO POSTS

An external recruitment process was undertaken, two applications were received by the closing date of 2 October 2022. Following Shortlisting by the Director of Children's Services and Service Director

for Human Resources and Organisational Development (HROD), two candidates progressed to the Assessment Centre on 14 October 2022.

The assessment process comprised of a number of activities, those in bold were formally assessed.

- **External Technical Assessment**
- Psychometric Tests
- **Professional interview**
- External and Internal Stakeholder Panels
- Young Persons Panel
- **Finance Exercise**

Candidates were also invited to speak with the Portfolio Holder and the Chief Executive.

Any suitable candidates will proceed to the Chief Officer Appointment Panel on 21 October 2022 for Member Interview. A full recruitment pack will be provided and Members will undertake a formal selection process. Candidates will give a presentation and answer a series of pre-prepared questions.

Further detail about the assessment process will be provided so that a rounded picture of candidates is available to Members.

Cabinet approval will be required if Members recommend an appointment.

If no candidates are presented to Members on 21 October 2022 advice and guidance will be available on alternative options.

5. FINANCIAL INFORMATION

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

The Service Director HROD will be available to provide guidance on salary levels if an appointment is recommended.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel undertake a selection process for a permanent Service Director for Children, Young People and Families.

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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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Chief Officer Appointments Panel



Date of meeting:	21 October 2022
Title of Report:	Recruitment of Interim Service Director for Education, Participation and Skills
Lead Member:	Councillor Charlotte Carlyle (Cabinet Member for Education, Skills and Children and Young People)
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 interim recruitment to the Service Director Education, Participation and Skills.

Recommendations and Reasons

It is recommended that the Appointments Panel undertake a recruitment process for the post of Interim Service Director for Education, Participation and Skills.

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 and inclusion, skills and employability, early help, inclusion and the partnership with educational settings and business for children, young people, citizens, families and communities. They are the champion for the Child Poverty Strategy and will lead the Early Help agenda for all vulnerable families.

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


Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		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)						
	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: 10/10/2022											
Please confirm the Strategic Director(s) has agreed the report – Yes											
											
Date agreed 10/10/2022											
Cabinet Member approval: Cllr Charlotte Carlyle, PFH (approved by email)											
Date approved: 11/10/2022											

1. INTRODUCTION

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

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

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

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

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

2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS

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

3. BACKGROUND

The current Service Director for Education, Participation and Skills (EPS) leaves the organisation on 30 November 2022.

Reporting to the Director of Children's Services, the Service Director for EPS is key to 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 in their role as a champion for vulnerable children, including access to and provision of Early Help across the Local Authority and wider partnership system.

4. RECRUITMENT TO POSTS

Members were last updated at the Chief Officer Appointment Panel on 23 September 2022 agreed that the post would be filled on an interim basis to allow the permanent 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 Director of Children's Services and Service Director Human Resources and Organisational Development (HROD). Members will be invited to interview a number of suitable interim candidates on 21 October 2022. A full recruitment pack will be made available.

An update will be provided on progress relating to permanent recruitment to this post.

5. FINANCIAL INFORMATION

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

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 undertake a recruitment process for the post of Interim Service Director for Education, Participation and Skills.

SERVICE DIRECTOR

EDUCATION, PARTICIPATION AND SKILLS



Grade and Tier	Chief Officer – Band 4	Reference:	COF009
Reports to:	Director of Children’s Services	Job Type:	Strategic Leader

Role Purpose

- 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.

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.

Statutory and Key Responsibilities/Accountabilities

- 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**

- 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

- Take lead responsibility for the overall management of the Department, with particular reference to the development and implementation of the wider Education, Participation and Skills agenda ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.

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

Customer and Communities

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

Partnerships and External Relationships

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

Governance

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

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

Customer and Communities

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

Partnerships and External Relationships

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

Governance

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

improvement, including school improvement strategies and interventions.

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

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

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