



**Oversight and Governance**

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Published 20 July 2023

## Chief Officer Appointments Panel

Friday 28 July 2023  
10.00 am  
Council House

**Members:**

Councillor Evans OBE, Chair

Councillors Aspinall, Mrs Beer, Blight, Darcy, Laing and Luggier.

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

For further information on webcasting, attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

**Tracey Lee**

Chief Executive

# Chief Officer Appointments Panel

## 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. Chair's Urgent Business

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

## 4. Senior Management Recruitment: (Pages 1 - 26)

## 5. 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.

## 6. Senior Management Recruitment:

## 7. Interim Arrangements for People Directorate: (Pages 27 - 36)

# Chief Officer Appointments Panel



Date of meeting:	28 July 2023
Title of Report:	<b>Senior Management Recruitment</b>
Lead Member:	Councillor Jemima Laing (Deputy Leader) Councillor Mark Lowry (Cabinet Member for Finance) Councillor Sally Cresswell (Cabinet Member for Education, Skills and Apprenticeships) Councillor Sue Dann (Cabinet Member for Customer Services, Sport, Leisure and HROD)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Di Saunders-Brewer (HR Culture Partner)
Contact Email:	diana.saunders-brewer@plymouth.gov.uk
Your Reference:	<a href="#">Click here to enter text.</a>
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This report provides Members with updates on the permanent recruitment to vacant Chief Officer positions.

## Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the update on the recruitment of the Director of Resources (S151 Officer).
2. Note the update on the recruitment of the permanent Service Director for Education, Participation and Skills.
3. Note progress on the recruitment of the permanent Service Director for Human Resources and Organisational Development.
4. Note progress on the recruitment of the permanent Head of Legal Services (Monitoring Officer).

## Alternative options considered and rejected

The roles in this report are essential to the leadership required for the delivery of the Council's vision and objectives. Interim arrangements have previously been approved by the Chief Officer Appointments Panel for each role to ensure appropriate cover is in place while permanent recruitment and selection is completed, especially for those which hold statutory duties, responsibilities and accountabilities. It is important that a permanent appointment is made to each role.

## Relevance to the Corporate Plan and/or the Plymouth Plan

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

**Implications for the Medium Term Financial Plan and Resource Implications:**

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

**Financial Risks**

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

**Carbon Footprint (Environmental) Implications:**

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

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

The Section 151 Officer and Monitoring Officer roles are statutory and key to delivering priorities in relation to service delivery and ensuring the Council's statutory duties, responsibilities and accountabilities for the Council and Executive are discharged.

The Service Director for Education, Participation and Skills is accountable as the strategic lead for ensuring the local authority performs its statutory functions as set out in a number of areas of legislation, including a sufficiency of school places. They lead on the development and implementation of the Council's strategy for learning, SEND, inclusion, skills and employability, early help, and the partnership with educational settings, and business for children and young people. They are the champion for the Child Poverty Strategy and lead the Early Help agenda for all vulnerable families. All roles are key leadership roles with associated management of the health and safety of the workforce. Any recruitment and selection processes will be undertaken with reference to the Council's established procedures and relevant legislation.


**Appendices**

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		<i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Role Profile Director of Resources (S151 Officer)							
B	Role Profile Service Director Education, Participation and Skills							
C	Role Profile Service Director Human Resources and Organisational Development							
D	Role Profile Head of Legal Services							

**Background papers:**

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

**Sign off:**

Fin	CH 20.07. 23 1543	Leg	<b>LS/0 0001 312/ AC/2 723</b>	Mon Off	Click here to enter text.	HR	AM20 0723	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Tracey Lee											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 20/07/2023											
Cabinet Member approval: Date approved: 20/07/2023 <div style="text-align: right; margin-top: 10px;">  </div>											

## **I. INTRODUCTION**

The Local Authorities (Standing Orders) Regulations 1993 and The Local Authorities (Standing Orders) Regulations 2001 prescribe a number of actions when recruitment to a Chief Officer post is required.

The definition of 'Chief Officer' for the purposes of these regulations refers to:

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

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

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

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

## **2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS**

Council has delegated the function of interviewing, agreeing terms and recommending a preferred candidate for Chief Officer roles to the Chief Officer Appointments Panel (COAP). COAP will make recommendations for appointment/designation to full Council where required by legislation.

## **3. DIRECTOR OF RESOURCES (S151 OFFICER)**

A recruitment and selection process led by an executive search agency for this permanent role earlier this year was unsuccessful. The Chief Officer Appointments Panel received an update on 2 June 2023, and the interim arrangement for the Section 151 Officer responsibilities has been extended until March 2024. It is essential for permanent recruitment to re-commence for the Director of Resources (S151 Officer) to ensure appropriate handover arrangements are in place.

Planning is underway to relaunch the executive search and selection for this role in August, with a view to presenting suitably qualified and experienced candidates to COAP in the autumn. The role profile is attached at Appendix A.

## **4. SERVICE DIRECTOR EDUCATION, PARTICIPATION AND SKILLS**

A recruitment and selection process for the permanent vacancy was unsuccessful during spring 2023. At the Chief Officer Appointments Panel on 2 June 2023, the interim arrangements for the role were considered and an extension was confirmed, however this arrangement will end in December 2023.

Planning is underway to relaunch the executive search and selection for this role in August, with a view

to presenting suitably qualified and experienced candidates to COAP in the autumn. The role profile is attached at Appendix B.

## **5. SERVICE DIRECTOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

The Chief Officer Appointments Panel on 13 June 2023 recommended an interim appointment for this role, while permanent recruitment continued. An executive search and selection campaign has produced a small number of candidates. It is proposed to continue the search for suitably qualified and experienced candidates and to provide an update to the Chief Officer Appointments Panel in September. The role profile is attached at Appendix C.

## **6. HEAD OF LEGAL SERVICES**

The Chief Officer Appointments Panel on 2 June 2023 received an update on the interim arrangements for this role, and approved for permanent recruitment to commence. The search for candidates has started and it is hoped that suitably qualified and experienced candidates will be interviewed at the Chief Officer Appointments Panel in August. The role profile is attached at Appendix D.

## **7. RECOMMENDATIONS**

It is recommended that the Appointments Panel:

1. Note the update on the recruitment of the Director of Resources (S151 Officer).
2. Note the update on the recruitment of the permanent Service Director for Education, Participation and Skills.
3. Note progress on the recruitment of the permanent Service Director for Human Resources and Organisational Development.
4. Note progress on the recruitment of the permanent Head of Legal Services (Monitoring Officer).

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**DIRECTOR OF RESOURCES (S151 OFFICER)**

CORPORATE MANAGEMENT TEAM



<b>Grade and Tier</b>	Chief Officer – Band TBC	<b>Reference:</b>	TBC
<b>Reports to:</b>	Chief Executive	<b>Job Type:</b>	Strategic Leader
<b>Role Purpose</b>			
<ul style="list-style-type: none"> <li>▪ To provide strategic and organisational leadership to deliver the vision and priorities of the Council with particular reference to the financial management and policy of the Council ensuring 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; and the delivery of a transformative customer experience across all of the Council's services.</li> <li>▪ To lead, shape, develop and champion the Council's financial agenda as required by the Chief Executive and Executive, ensuring that the relevant statutory financial duties, responsibilities and accountabilities for the Council and Executive are discharged.</li> <li>▪ To provide strategic leadership and work internally and externally across functional and organisational boundaries to integrate and reform services to make them fit for the future.</li> <li>▪ To provide leadership for Finance, Human Resources, Health &amp; Safety, Facilities Management, Customer Services, ICT, Libraries, Business Support, and Transformation, and ensure a co-ordinated approach to resource management.</li> <li>▪ To communicate the vision of the Council and motivate and influence others to acquire this.</li> </ul>			
<b>Federated lead for: Resources and the Executive Office</b>			
<ul style="list-style-type: none"> <li>▪ Create and lead a Federation consisting of the Resources directorate and the Executive Office to encourage the best use of resources, avoid duplication and silo working, facilitating knowledge transfer between the senior team. Create centres of excellence and co-design solutions which focus on national, regional and local objectives in a joined up way across services.</li> </ul>			
<b>Statutory and Key Responsibilities/Accountabilities</b>			
<ul style="list-style-type: none"> <li>▪ The Council's Section 151 Officer</li> <li>▪ Senior Information Risk Officer – SIRO</li> <li>▪ Lead for Health and Safety across the Council</li> <li>▪ Land searches</li> </ul>			
<b>Key Responsibilities</b>			
<b>Corporate and organisational</b>			
<ul style="list-style-type: none"> <li>▪ Work with the Chief Executive and Members to drive the Council's overall objectives at a city, sub region, regional and national level.</li> <li>▪ Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate, Federation and externally.</li> <li>▪ Is the principal advisor to the Council so that financial policies are agreed and implemented.</li> <li>▪ To act as the principal policy and professional advisor for financial strategies, policies and specific revenue collection.</li> <li>▪ Provide specific subject matter expertise and advice to Directors, Chief Executive and Members as required.</li> <li>▪ Ensure departments within the Directorate deliver the policies set by elected members, ensuring everyone in the workforce understands and acts on the aims of the organisation, in order to meet the needs of the people of Plymouth.</li> </ul>			

- 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.
- Embed climate change actions across the functions of the Resources directorate contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.
- To identify and exploit opportunities to increase resources through commercial approaches, income generation and external funding.

### **Performance and Finance**

- Take lead responsibility for the overall corporate and organisational management of the Directorate and Federation ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- To ensure the Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation programmes of the Council reflecting political leadership and direction. Embed a positive, innovative culture, which responds effectively and efficiently to the financial, service delivery, economic and social challenges facing the council and its communities, responding continually to the changing external environment.

### **Customer and communities**

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council, Directorate and Federation and deepen the Council's understanding of those it exists to serve.
- Champion digital transformation of the Council ensuring that customer requirements are at the forefront of developments.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Directorate/Federation, organisation and with partners.
- Leads and challenges Service Directors and other reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council's agreed outcomes.

### **Partnerships and external relationships**

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

### **Governance**

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

Role Accountabilities	Role Outcomes
<p><b>Corporate and organisational</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the development and delivery of strategy and performance across Directorate/Federation so that it supports Council aims and objectives.</li> <li>▪ Strategic lead for: <ul style="list-style-type: none"> <li>○ Finance, Revenues and Benefits</li> <li>○ Business support</li> <li>○ Libraries</li> <li>○ Lead on Transformation and ICT</li> <li>○ Human Resources and Organisational Development.</li> <li>○ Information Governance and Statutory Complaints</li> <li>○ Customer Service</li> <li>○ Facilities Management and Corporate Assets</li> </ul> </li> <li>▪ Development and delivery of Medium Term Financial Plan and performance across the Council.</li> <li>▪ Responsible for all statutory financial reporting and grant claims.</li> <li>▪ Responsible for implementing Council's Organisational Design principles within own Directorate/Federation.</li> <li>▪ High performance of the Directorate/Federation workforce with specific responsibility for the performance of members of Directorate/Federation management teams.</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the preparation and delivery of the Directorate/Federation revenue and capital budget as aligned to the corporate plan and city priorities.</li> <li>▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate/Federation.</li> </ul> <p><b>Customer and communities</b></p> <ul style="list-style-type: none"> <li>▪ Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens.</li> </ul> <p><b>Partnerships and external relationships</b></p> <ul style="list-style-type: none"> <li>▪ Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Directorate/Federation make a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers.</li> <li>▪ Plymouth has high fiscal performance with financial resources deployed to best and most efficient advantage.</li> <li>▪ The Directorate/Federation workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress.</li> <li>▪ 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.</li> <li>▪ Appropriate schemes of delegation are in place to move decision making to the lowest appropriate levels for customer and people management issues.</li> <li>▪ The Directorate/Federation has a long term financial strategy and plan (MTFS) which is clear and actively communicated to Members and CMT. The revenue and capital budget is delivered within agreed tolerances.</li> <li>▪ Financial risks are identified and decisions taken to manage and mitigate them. Measures are in place in respect of anti-fraud and audit matters.</li> <li>▪ The Directorate/Federation is able to demonstrate how each department is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.</li> <li>▪ Customer experience and satisfaction is improved across all Directorates/Federations and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.</li> <li>▪ Decisions are made as close to the customer as possible, reflecting our operating model.</li> <li>▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Promote the city by supporting and participating in key corporate events</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>▪ Delivers the statutory functions within own Directorate/Federation.</li> <li>▪ A Member of the Strategic Command for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hours rota.</li> <li>▪ Support and advise the Audit Committee.</li> <li>▪ Ensure the Directorate/Federation is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's citizens.</li> <li>▪ Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery.</li> <li>▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.</li> <li>▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.</li> <li>▪ All Directorate/Federation information is held securely, safely and in line with legal and statutory requirements.</li> <li>▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation and wider Council.</li> </ul>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<ul style="list-style-type: none"> <li>▪ A qualified accountant with substantial experience and understanding of: <ul style="list-style-type: none"> <li>○ CIPFA codes of practice as applicable to local authority accounting</li> <li>○ IFRS and accounting standards</li> <li>○ Companies Act 2006 and its application to local authority owned and controlled companies</li> <li>○ Corporation tax and its application to local authority owned and controlled companies</li> <li>○ VAT across all council activities</li> <li>○ Evidence of continuous professional development</li> </ul> </li> <li>▪ Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational plans gained in a large, complex, multi-disciplinary organisation.</li> <li>▪ Substantial knowledge and experience of a range of modern professional services including , Finance, HROD, HSW, ICT, and customer facing services gained in a large complex multi-disciplinary organisation.</li> <li>▪ Experience of implementing complex policy matters and projects to cost and time constraints.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to be a collaborative system leader across council and wider with focus on community and citizens.</li> <li>▪ Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on cross cutting matters to deliver objectives jointly.</li> <li>▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> <li>▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate/Federation in line with Council vision.</li> <li>▪ Accounting skills and strong financial awareness to include revenue and capital, treasury management strategies, pension investment and asset management.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Experience of successful implementation of organisational / cultural change.</li> <li>▪ Experience of deploying commercial and transformational acumen within large organisations.</li> <li>▪ Experience in the financial aspects of statutory and legal, income and recovery</li> <li>▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</li> <li>▪ Experience of working in a political or democratic environment.</li> <li>▪ Experience of engaging and involving communities to whom statutory or other services are provided.</li> <li>▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li> <li>▪ Experience of working and succeeding in complex partnership arrangements.</li> <li>▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture.</li> <li>▪ Experience of working as a visible System Leader.</li> <li>▪ Experience of working within and promoting a health and safety and safeguarding culture.</li> <li>▪ Demonstrable commitment and experience of celebrating and valuing diversity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to understand performance management systems and methods to drive continuous improvement.</li> <li>▪ Ability to coach and mentor others to improve and build a high performance culture.</li> <li>▪ Ability to act as the vanguard in driving up the quality of customer experience at all levels and be able to demonstrate quantifiable change in this area.</li> <li>▪ Ability to develop and maintain effective dialogue with local MP's, MEP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city.</li> <li>▪ Able to challenge in a constructive manner to tackle potential financial risks, including fraud, to the organisation.</li> </ul>
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**SERVICE DIRECTOR**

EDUCATION, PARTICIPATION AND SKILLS



<b>Grade and Tier</b>	Chief Officer – Band 4	<b>Reference:</b>	COF009
<b>Reports to:</b>	Director of Children’s Services	<b>Job Type:</b>	Strategic Leader
<b>Role Purpose</b>			
<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Enable Strategic Directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level.</li> <li>▪ Communicate the vision of the Council and motivate and influence others to acquire this.</li> </ul>			
<p><b>Member of the Federation for:</b> 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>			
<b>Statutory and Key Responsibilities/Accountabilities</b>			
<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>			
<b>Key Responsibilities</b>			
<b>Corporate and Organisational</b>			
<ul style="list-style-type: none"> <li>▪ Provide strong, visible leadership and direction through compelling communication of the Council’s vision and values to own Department, Federation and wider where necessary</li> <li>▪ 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.</li> <li>▪ 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</li> <li>▪ 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.</li> </ul>			
<b>Performance and Finance</b>			
<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Ensure the department provides cost effective and efficient services for customers.</li> </ul>			

- 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).

<b>Role Accountabilities</b>	<b>Role Outcomes</b>
<p><b>Corporate and organisational</b></p> <ul style="list-style-type: none"> <li>▪ Lead the EPS Management Team</li> <li>▪ 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.</li> <li>▪ Lead and champion the Child Poverty Strategy.</li> <li>▪ Develop and maintain strong relationships with educational providers in the City including Higher Education, Further Education, Schools, and Early Years settings.</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan.</li> <li>▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department.</li> <li>▪ Accountable for the Dedicated Schools Grant and other passported funding to schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices.</li> <li>▪ There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters.</li> <li>▪ EPS workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress.</li> <li>▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised, including appropriate monitoring and plans for prioritised</li> </ul>



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

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

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT



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

**Role Purpose**

- Provide leadership and management in the operation of an integrated HROD and Health and Safety service to deliver customer focused and innovative centres of excellence.
- Enable directors to focus on driving the Council's overall objectives at a city, sub region, regional and national level.
- Communicate the vision of the Council and motivate and influence others to acquire this.
- Engage and contribute to the long term strategic planning process to ensure the Council's organisational design, behaviours and leadership are aligned to the strategic direction of the organisation.

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

**Statutory and Key Responsibilities/Accountabilities**

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

**Key Responsibilities****Corporate and Organisational**

- Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own department, federation and wider where necessary.
- Act as the principal policy and professional advisor on HROD and Health and Safety matters within own department and provide specific subject matter expertise and advice to directors, Chief Executive and elected members as required.
- Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Embed climate change actions across the functions of the Human Resources and Organisational Development department contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.

**Performance and Finance**

- Take lead responsibility for the overall management of the department ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best in class policies and practices which respond continually to the changing internal and external environments.

### Customer and Communities

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

### Partnerships and external relationships

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

### Governance

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

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

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

### **Customer and Communities**

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

### **Partnerships and External Relationships**

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

### **Governance**

- Deliver the statutory functions within HROD including those related to HSW.
- Member of tactical command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hours' rota.
- Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements, including DBS checks and right to work in the UK checks and where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.

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

- HROD is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.
- Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.
- Strong HROD regional networks are established to best maximise investment from a range of funding agencies, grants and partners.
- Key partnerships are developed which have delivered better outcomes for Plymouth's employees/citizens.
- HROD links with other Council departments and partners to ensure coordination of activities including those relating to attraction, recruitment, retention of the core and peripheral workforce.
- Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.
- All HROD information is held securely, safely and in line with legal and statutory requirements.
- Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council.
- Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.

Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> <li>▪ Degree and/or FCIPD or equivalent</li> <li>▪ Management and Leadership qualification – Level 5</li> <li>▪ Demonstrable knowledge of empowering leadership styles</li> <li>▪ Broad generalist experience of organisational development and employee relations gained from working in a complex, diverse and unionised organisation</li> <li>▪ Strategic and operational HR experience</li> <li>▪ Leadership experience in a culture change environment</li> <li>▪ Experience of deploying commercial and transformational acumen within medium or large organisations.</li> <li>▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation.</li> <li>▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</li> <li>▪ A broad knowledge of public sector service delivery including direct delivery and commissioning.</li> <li>▪ Understanding of the principles of system leadership.</li> <li>▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li> <li>▪ Experience of working and succeeding in complex partnership arrangements.</li> <li>▪ Experience of leading a multi-disciplinary workforce to drive performance and a successful culture.</li> <li>▪ Experience of working within and promoting a health and safety and safeguarding culture.</li> <li>▪ Demonstrable commitment and experience of celebrating and valuing diversity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership.</li> <li>▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>▪ Able to work as part of a high functioning non siloed directorate team</li> <li>▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> <li>▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to think innovatively to identify income generation opportunities/income streams in own department in line with Council vision.</li> <li>▪ Able to understand performance management systems and methods to drive continuous improvement for customers.</li> <li>▪ Ability to influence, coach and mentor others to improve and build a high performance culture.</li> <li>▪ Ability to develop and maintain effective dialogue with stakeholders including other service directors, directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city.</li> </ul>



# HEAD OF LEGAL SERVICES

CORPORATE MANAGEMENT TEAM



<b>Grade and Tier</b>	Chief Officer – Band 4	<b>Reference:</b>	COF0022
<b>Reports to:</b>	Assistant Chief Executive	<b>Job Type:</b>	Strategic Leader
<b>Role Purpose</b>			
<ul style="list-style-type: none"> <li>▪ The senior responsible officer for legal matters across the Council providing advice and guidance to the Council, elected members and officers.</li> <li>▪ Enable the Chief Executive and directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level.</li> <li>▪ Provide leadership and management in the operation of the Legal Services department to deliver a customer focused, innovative centre of excellence.</li> <li>▪ Communicate the vision of the Council and motivate and influence others to acquire this.</li> <li>▪ Engage and contribute to the long term strategic planning process to ensure the Council’s organisational design, behaviours and leadership are aligned to the strategic direction of the organisation.</li> </ul> <p>Be an active member of the Council’s leadership team, delivering transformation across the Council and within the specified department. Lead and take ownership for organisational change which impacts on their department, improving quality, efficiency and value for money.</p> <p>Lead the department with responsibility for its performance, delivery of outcomes, management and use of staffing, financial resources and technology. Involving, engaging, co-designing and working with communities, stakeholders and partners.</p> <p>Empower managers and staff to operate and run effective functions which are in line with the Council’s values and Corporate Plan.</p> <p>Represent the Council across the city, region and nationally; promoting the city as a place for business, opportunity and innovation.</p> <p><b>Member of the Federation for:</b> Resources and the Executive Office; encouraging the best use of resources, avoiding duplication and silo working, facilitating knowledge transfer between the senior team.</p> <p><b>Statutory and Key Responsibilities/Accountabilities</b></p> <ul style="list-style-type: none"> <li>▪ Act as the Council’s Monitoring Officer pursuant to Section 5 Local Government and Housing Act 1989 as amended, ensuring that governance arrangements are maintained which encourage high levels of probity and ethical standards amongst elected members and officers.</li> </ul>			
<b>Key Responsibilities</b>			
<b>Corporate and Organisational</b>			
<ul style="list-style-type: none"> <li>▪ Provide strong, visible leadership and direction through compelling communication of the Council’s vision and values to own department, federation and wider where necessary.</li> <li>▪ Act as the principal policy and professional advisor on legal, governance and procurement matters within own department and provide specific subject matter expertise and advice to directors, Chief Executive and elected members as required.</li> <li>▪ Facilitate informed decision-making by ensuring elected members and officers are proactively appraised of issues and receive relevant best practice professional advice.</li> </ul>			

- 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 Legal 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 ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best in class policies and practices which respond continually to the changing internal and external environments.

### **Customer and Communities**

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

### **Partnerships and external relationships**

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

### **Governance**

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

<b>Role Accountabilities</b>	<b>Role Outcomes</b>
<p><b>Corporate and organisational</b></p> <ul style="list-style-type: none"> <li>▪ Act as the 'responsible officer' for all statutory functions of Legal Services, including the provision of services in line with current Council policies, and national and European legislation.</li> <li>▪ Act as the principal advisor to the Council on legal matters.</li> <li>▪ Under the Localism Act 2011 as Monitoring Officer to maintain arrangements for the handling of allegations under the Councillors'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legal Services makes a demonstrable contribution to the Council and Plymouth being recognised as a safe and healthy place to work and live because of the services it delivers.</li> <li>▪ Allegations against elected members are dealt with promptly and in line with established procedures.</li> <li>▪ Legal Service's workforce understand the Council's values, priorities and desired</li> </ul>

<p>Code of Conduct for Members, including their investigation and determination.</p> <ul style="list-style-type: none"> <li>▪ Lead the Legal Services management team to provide a modern, responsive and compliant service which is aligned to the Council's Corporate Plan.</li> <li>▪ Accountable for the development and delivery of strategy and performance across Legal Services so that it supports Council aims and objectives.</li> <li>▪ Develop a centre of expertise for procurement and contract management, and lead on this for the Council.</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan.</li> <li>▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department.</li> </ul> <p><b>Customer and Communities</b></p> <ul style="list-style-type: none"> <li>▪ Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of customers and citizens.</li> <li>▪ Ensure Legal Services provide efficient processes and ease of use business focused support to customers.</li> </ul> <p><b>Partnerships and External Relationships</b></p> <ul style="list-style-type: none"> <li>▪ Create and manage effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.</li> <li>▪ Promote the city by supporting and participating in key corporate events.</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>▪ Deliver the statutory functions within Legal Services including those related to those of the Monitoring Officer, in line with current Council policies, and national and European legislation.</li> <li>▪ Member of tactical command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hours' rota.</li> </ul>	<p>outcomes. There is demonstrable evidence of engagement and progress.</p> <ul style="list-style-type: none"> <li>▪ Collaborative approach to managing trade union/professional association and other relationships relating to employment matters.</li> <li>▪ Statistical returns are made on time.</li> <li>▪ Performance management framework clearly communicated, implemented and monitored to ensure good performance is recognised. Performance managed by outcomes and poor performance addressed quickly.</li> <li>▪ Legal Services has a long term financial strategy and plan (MTFP) which is clear and actively communicated to CMT, elected members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances.</li> <li>▪ Legal Services is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.</li> <li>▪ Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.</li> <li>▪ Strong legal and governance regional networks are established to best maximise investment from a range of funding agencies, grants and partners.</li> <li>▪ Key partnerships are developed which have delivered better outcomes for Plymouth's employees/citizens.</li> <li>▪ Legal Services links with other Council departments and partners to ensure coordination of activities including those relating to attraction, recruitment, retention of the core and peripheral workforce.</li> <li>▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.</li> <li>▪ All Legal Services information is held securely, safely and in line with legal and statutory requirements.</li> <li>▪ Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council.</li> </ul>
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<ul style="list-style-type: none"> <li>▪ Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements and where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.</li> </ul>	<p>Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.</p>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<ul style="list-style-type: none"> <li>▪ A qualified solicitor and registered to practice law within the UK.</li> <li>▪ Up-to-date knowledge of legislation, particularly the Local Government and Housing Act 1989, the Localism Act 2011 and other legislation relating to local authorities.</li> <li>▪ Experience of working in a political or democratic environment.</li> <li>▪ Leadership experience in a culture change environment</li> <li>▪ Experience of deploying commercial and transformational acumen within medium or large organisations.</li> <li>▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation.</li> <li>▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</li> <li>▪ A broad knowledge of public sector service delivery including direct delivery and commissioning.</li> <li>▪ Understanding of the principles of system leadership.</li> <li>▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li> <li>▪ Experience of working and succeeding in complex partnership arrangements.</li> <li>▪ Experience of leading a multidisciplinary workforce to drive performance and a successful culture.</li> <li>▪ Experience of working within and promoting a health and safety and safeguarding culture. Demonstrable commitment and experience of celebrating and valuing diversity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership.</li> <li>▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>▪ Able to work as part of a high functioning non siloed directorate team</li> <li>▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> <li>▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to think innovatively to identify income generation opportunities/income streams in own department in line with Council vision.</li> <li>▪ Able to understand performance management systems and methods to drive continuous improvement for customers.</li> <li>▪ Ability to influence, coach and mentor others to improve and build a high performance culture.</li> <li>▪ Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations.</li> <li>▪ Ability to develop and maintain effective dialogue with stakeholders including other service directors, directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city.</li> </ul>

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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