



Oversight and Governance

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Published 12 October 2023

Chief Officer Appointments Panel

Friday 20 October 2023
11.30 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

Agenda

1. Apologies

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

2. Declarations of Interest

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

3. Minutes (Pages 1 - 6)

The Panel will be asked to confirm the minutes of the meeting held on 24th and 28th July 2023.

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. Update on the recruitment to the role of Service Director Children, Young People and Families: (Pages 7 - 18)

6. Update on the recruitment to the role of Service Director HR & OD: (Pages 19 - 26)

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 (Pages 27 - 32)

The Panel will be asked to confirm the confidential minutes of the meetings held on 24th and 28th July 2023.

- 9. Update on the recruitment to the role of Service Director Children, Young People and Families:**
- 10. Update on the recruitment to the role of Service Director HR & OD:**

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Chief Officer Appointments Panel**Monday 24 July 2023****PRESENT:**

Councillor Evans OBE, in the Chair.

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

Also in attendance: Tracey Lee (Chief Executive), Di Saunders-Brewer (HR Culture Partner) and Jake Metcalfe (Democratic Advisor).

The meeting started at 11.30 am and finished at 1.28 pm.

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

97. Declarations of Interest

There were no declarations of interest.

98. Minutes

The minutes from 13 June 2023 were agreed as a true and accurate record.

99. Chair's Urgent Business

There were no items of urgent business.

100. Recruitment to Director of Children's Services

Tracey Lee (Chief Executive) introduced the report.

The Panel agreed to:

1. Note progress on the recruitment of a permanent Director of Children's Services;
2. Undertake a recruitment process for the post of Interim Director of Children's Services.

101. Exempt Business

The Panel agreed to pass 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.

102. **Confidential Minutes**

The confidential minutes from 13 June 2023 were agreed as a true and accurate record.

103. **Recruitment to Director of Children's Services**

Tracey Lee (Chief Executive) presented the report to the Panel and it was highlighted to the Panel that one candidate would be interviewed by the Panel.

Following an interview process, the Panel agreed to appoint David Haley to the position of Director of Children's Services on an interim basis for a period of up to 12 months, subsequent to the recruitment to the permanent Director of Children's Services, Cabinet agreement and the necessary pre-employment checks.

Chief Officer Appointments Panel

Friday 28 July 2023

PRESENT:

Councillor Laing, in the Chair.

Councillors Aspinall, Mrs Beer, Blight, Dann, Darcy and Luggar.

Also in attendance: Tracey Lee (Chief Executive), Pamela Moffatt (Interim Service Director for HROD) and Jake Metcalfe (Democratic Advisor).

The meeting started at 10.00 am and finished at 10.39 am.

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

104. **Apologies**

Apologies were received from Councillor Tudor Evans OBE and Councillor Dann substituted.

The Panel unanimously voted Councillor Laing in to Chair the meeting.

105. **Declarations of Interest**

There were no declarations of interest.

106. **Chair's Urgent Business**

There were no items of urgent business.

107. **Senior Management Recruitment**

Tracey Lee (Chief Executive) provided an update to the Panel and highlighted the following key points:

- a) An interim Director of Children's Services was appointed and would start on Monday 31 July 2023. Sharon Muldoon would remain as the Statutory Director of Children's Services until an agreed transfer of the role between the two was agreed by Tracey Lee. This would allow a good quality and timely handover which would also provide stability for the service;
- b) Recruitment to the Director of Resources (Section 151 Officer) continued;
- c) The Council had secured the services of Annie Gammon (Interim Service Director of Education, Participation and Skills) until 25 December 2023 and recruitment to the permanent post would continue;

- d) The Council had gone into the market for a permanent Service Director for HROD, but it was agreed to continue the search in order to yield stronger candidates;
- e) The Head of Legal services (Monitoring Officer) recruitment had continued and the advert for the role was live;

Pamela Moffatt (Interim Service Director for HROD) provided an update to the Panel and highlighted the following key points:

- f) Work was being undertaken to understand the root cause of candidates not coming to Plymouth and then the Council not able to retain those staff;
- g) The Council needed to make the executive search agencies work harder and produce a field of candidates from across the UK;
- h) Recruitment to the Director of Resources was done at the incorrect time due to accountants producing their end of year accounts;
- i) The Head of Communications at Plymouth City Council would be creating a campaign for future recruitment. The Director of Resources and Service Director for Education, Participation and Skills adverts would go live at the same time on the same microsite;
- j) The recruitment process for a permanent Service Director for Education, Participation and Skills continued and the executive search agency had started informal network conversations with potential candidates;
- k) Recruitment to the permanent Service Director for HROD had continued. A pool of candidates was sourced, however after longlisting it was agreed to go back to search for candidates, in order to yield a stronger pool of candidates for the Panel;
- l) Alison Critchfield would continue to be the Interim Head of Legal services and Monitoring Officer until a permanent candidate had been found;

In response to questions raised it was reported that:

- m) Plymouth City Council would look to grow its own talent in future years and conversations were beginning in relation to succession planning between Tracey Lee (Chief Executive) and the Corporate Management Team;
- n) The Council did and continued to undertake exit interviews for Chief Officers. Three Chief Officers had left the Council for personal circumstances, a fourth wanted to be closer to home due to having a young family and another was made redundant in order to meet budget savings proposals. None had voiced that Plymouth City Council was a bad place to work and prior to COVID, the Council had a stable Corporate Management Team;

- o) It was acknowledged that previous Chief Officers didn't fully commit to Plymouth by moving and this was evidenced in the number of Chief Officers leaving their roles. The Council had to work to investigate why this was happening and what the solutions could be.

The Panel agreed to:

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;
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).

108. **Exempt Business**

The Panel agreed to pass 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.

109. **Senior Management Recruitment**

This item was considered under part I of the agenda.

110. **Interim Arrangements for People Directorate**

Tracey Lee (Chief Executive) provided an update to the Panel.

The Panel agreed to:

1. Approve the interim arrangements for the post of Strategic Director of People.

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Chief Officer Appointments Panel



Date of meeting:	20 October 2023
Title of Report:	Update on the recruitment to the role of Service Director Children, Young People and Families
Lead Member:	Councillor Jemima Laing (Deputy Leader, and Cabinet Member for Children's Social Care, Culture, Events and Communications)
Lead Strategic Director:	David Haley (interim Director of Children's Services)
Author:	David Haley (interim Director of Children's Services)
Contact Email:	David.haley@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 progress towards the permanent recruitment of the Service Director Children, Young People and Families.

Recommendations and Reasons

It is recommended that the Chief Officer Appointments Panel

1. Note the content of this report.
2. Undertake a recruitment process for the post of the permanent Service Director for Children, Young People & Families

Alternative options considered and rejected

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

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:

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

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

Appendices

*Add rows as required to box below

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							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Click here to enter text.											

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

Date agreed: 11/10/2023

Cabinet Member approval: Councillor Laing (Deputy Leader and Cabinet Member for Children's Social Care, Culture, Events and Communications) - Approved via email

Date approved: 11/10/2023

I. INTRODUCTION

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

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

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

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

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

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

As highlighted in the report of 2 June 2023, the previous permanent Service Director for Children, Young People and Families resigned from their post and left the Council in July 2023. At that time, COAP were advised that rather than immediately move to permanent recruitment to the role, it was felt more appropriate to engage an interim for up to 12 months pending the implementation and embedding of the new TOM.

An interim Service Director of Children, Young People and Families was appointed by the COAP in June 2023.

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

undertaken in this area. A professional social work qualification and registration with Social Work England are required.

Following consideration of the need for stability in the senior management structure within Children's Services, it has been decided that the Council should move to permanently appoint to this role at the same time as undertaking recruitment to the Director of Children's Services and the Service Director for Education Participation and Skills.

4. PERMANENT RECRUITMENT UPDATE.

An executive search partner has therefore been engaged via the Council's preferred supplier Matrix. The role has been advertised and a number of applications received. Management will now undertake an appropriate assessment process with a view to inviting the successful candidates to the Chief Officer Appointments Panel scheduled for 17 November 2023.

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

5. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertake a recruitment process for the post of the role of Service Director for Children, Young People & 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			
<p>Corporate and Organisational</p> <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. <p>Performance and Finance</p> <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:	20 October 2023
Title of Report:	Update on the recruitment to the role of Service Director HR&OD
Lead Member:	Councillor Sue Dann (Cabinet Member for Customer Services, Sport, Leisure and HR and OD)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Tracey Lee (Chief Executive)
Contact Email:	Tracey.lee@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report updates Members on progress towards the permanent recruitment of the Service Director Human Resources & Organisational Development.

Recommendations and Reasons

It is recommended that the Chief Officer Appointments Panel

1. Note the content of this report;
2. Undertake a recruitment process for the post of the role of Service Director Human Resources & Organisational Development.

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. This role is critical for leading the People Strategy and supporting the Council in developing organisational culture. It provides leadership for the Human Resources and Organisational Development service and is a key role within the Senior Leadership Team in contributing to the wider organisational leadership needs.

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 HR&OD 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:

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

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

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		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.						
		1	2	3	4	5	6	7
A	Role Profile							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

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

Sign off:

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Originating Senior Leadership Team member: Tracey Lee											

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

Date agreed: 11/10/2023

Cabinet Member approval: Councillor Sue Dann (Cabinet Member for Customer Services, Sport, Leisure and HR and OD) - Approved by email

Date approved: 11/10/2023

I. INTRODUCTION

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

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

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

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

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

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 previous Service Director for Human Resources & Organisational Development left employment with Plymouth City Council on 26 June 2023. To ensure adequate cover for this key senior role pending permanent recruitment Members interviewed and appointed an interim replacement on 13 June 2023 for a period of six months. If an extension is required, this matter will return to COAP for consideration.

4. PERMANENT RECRUITMENT UPDATE.

An executive search partner was engaged via the Council's preferred supplier Matrix, earlier this year. An insufficient number of strong candidates were identified at that time and the process was therefore paused and resumed in August 2023. Three potential candidates have now been identified and will be going through an assessment process during w/c 9 October 2023, with a view to inviting the successful candidates to the Chief Officer Appointments Panel scheduled for 20 October 2023.

A supplementary pack, containing CVs and supporting statements will be forwarded to the Panel as soon as the outcome of the initial assessment process has concluded.

SERVICE DIRECTOR

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT



Grade and Tier	Chief Officer – Band 4	Reference:	COF0019
Reports to:	Director of Resources (S151 Officer)	Job Type:	Strategic Leader

Role Purpose

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

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

Statutory and Key Responsibilities/Accountabilities

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

Key Responsibilities**Corporate and Organisational**

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

Performance and Finance

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

Customer and Communities

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

Partnerships and external relationships

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

Governance

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

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

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

Customer and Communities

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

Partnerships and External Relationships

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

Governance

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

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

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

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

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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