



Oversight and Governance

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Chief Officer Appointments Panel

Friday 16 February 2024
10.00 am
Council House

Members:

Councillor Evans OBE, Chair

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

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. Minutes (Pages 1 - 4)

The Panel will be asked to confirm the minutes of the meeting held on 19 January 2024.

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 5 - 10)

6. Recruitment to posts of Strategic Director for People and Service Director for Integrated Commissioning: (Pages 11 - 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. Update on the recruitment to the role of Service Director Children, Young People and Families:

9. Recruitment to posts of Strategic Director for People and Service Director for Integrated Commissioning:

Chief Officer Appointments Panel

Friday 19 January 2024

PRESENT:

Councillor Laing, in the Chair.

Councillors Aspinall, Mrs Beer, Blight, Cresswell, Harrison and Luggier.

Also in attendance: Chris Squire (Service Director for HROD), David Haley (Director of Children's Services) and Jake Metcalfe (Democratic Advisor)

The meeting started at 10.00 am and finished at Time Not Specified.

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.

153. **Apologies**

Apologies were received from:

- Councillor Evans OBE, Councillor Cresswell substituted
- Councillor Darcy, Councillor Harrison substituted

154. **Declarations of Interest**

There were no declarations of interest.

155. **Minutes**

The minutes from the meeting that took place on 15 December 2023 were agreed as a true and accurate record.

156. **Chair's Urgent Business**

The Chair advised the Panel that an addendum report was published which amended a recommendation within item 6. Members would be asked to undertake an interview process in place of undertaking a recruitment process.

Candidates were identified after the summons had been produced and to mitigate against the risk of losing candidates, members were being asked to undertake an interview process to prevent a failed recruitment process.

157. **Recruitment to the role of Service Director - Education, Participation & Skills**

Chris Squire (Service Director for HROD) presented the report to the Panel and highlighted the following key point:

The Council's interim Service Director for Education Participation left the Council on 18 January 2024. One candidate would be put forward for interview in item 9 on the agenda.

The Panel agreed to:

1. Note the content of this report.
2. Undertake a recruitment process for the post of the role of Service Director for Education, Participation and Skills

158. **Update on the recruitment to the role of Service Director Children, Young People and Families**

Chris Squire (Service Director for HROD) presented the report to the Panel and highlighted the following key points:

- a) Stakeholder interviews took place on 12 January 2024 and two candidates were being put forward to the Panel for interview at item 10 of the agenda;
- b) The service had an interim in post and the Council wanted to appoint to the position permanently.

The Panel agreed to:

1. Note the content of the report
2. Undertake an interview process at item 10 for the post of the role of Service Director for Children, Young People & Families

159. **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.

160. **Confidential Minutes**

The confidential minutes from the meeting that took place on 15 December 2023 were agreed as a true and accurate record.

161. **Recruitment to the role of Service Director - Education, Participation & Skills**

Following an interview process, the Panel agreed to appoint Lisa Linscott to the permanent position of Service Director for Education, Participation and Skills, subject to Cabinet agreement and the necessary pre-employment checks.

162. **Update on the recruitment to the role of Service Director Children, Young People and Families**

Following an interview process, the Panel did not appoint to the position of Service Director for Children, Young People and Families and the recruitment process would continue.

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Chief Officer Appointments Panel



Date of meeting:	16 February 2024
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 (Strategic Director of Children's Services)
Author:	Chris Squire (Service Director HR-OD)
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. Notes the content of this report.
2. Undertakes a further recruitment process for the post of the role of 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	Briefing report title							

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>						
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Sign off:

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Originating Senior Leadership Team member: David Haley (Director of Children's Services)

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

Date agreed: 05/02/2024

Cabinet Member approval: *[electronic signature (or typed name and statement of 'approved by email/verbally')]* Cllr Laing approved by email

Date approved: 05/02/2024

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 subsequently 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 Target Operating Model. 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 Strategic 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 led the delivery of the children's social care improvement plan in response to the Ofsted Inspecting Local Authority Children's Services (ILACS) in January 2024 and 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.

4. PERMANENT RECRUITMENT UPDATE.

An executive search partner was engaged via the Council's preferred supplier Matrix. While the role was advertised during September/October 2023, and a number of candidates considered, regrettably none were regarded as being suitable. The search was extended and two candidates were interviewed by the Chief Officer Appointments Panel on 19 January 2024. No appointment was made from that recruitment process.

It is therefore proposed that the search is resumed with the support of an executive search partner to identify further suitable candidates.

5. FINANCIAL INFORMATION

The permanent role is established on the Plymouth City Council Senior Management Structure.

The role is currently a Band 4 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £82,949 to £115,330 per annum. Chief Officer pay is linked to national pay bargaining.

6. RECOMMENDATIONS

It is recommended that the Chief Officer Appointments Panel:

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

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Chief Officer Appointments Panel



Date of meeting:	16 February 2024
Title of Report:	Recruitment to posts of Strategic Director for People and Service Director for Integrated Commissioning
Lead Member:	Councillor Mrs Mary Aspinall
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Chris Squire (Service Director HR & Organisational Development)
Contact Email:	Tracey.Lee@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report updates Members on proposals for recruitment to the posts of Strategic Director for People and Service Director for Integrated Commissioning. The Strategic Director for People post also includes the statutory Director of Adult Social Services ('DASS') designation. The report also requests a change to the job title for the role, from Strategic Director for People to Strategic Director of Adults, Health & Communities.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Approve the proposal to change the title of the role of Strategic Director for People, to Strategic Director of Adults, Health & Communities.
2. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Strategic Director for Strategic Director of Adults, Health & Communities.
3. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Service Director for Integrated Commissioning.

Alternative options considered and rejected

This recommendation put forward is in line with the Council's established practices and is offered as the best option in these particular circumstances. It is essential that the roles are filled.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council. Recommendations within this report align to the current Plymouth City Council Corporate Plan.

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

Both roles are permanent with established budget contained within the Medium-Term Financial Plan. Further information relating to financial implications are contained within the body of the report.

Carbon Footprint (Environmental) Implications:

It is the responsibility of all senior officers to ensure we develop and deliver our plans 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.

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

The Strategic Director of People is also the Director of Adult Social Services (DASS) a statutory role by virtue of the Children Act 2004, which updated the Local Authority Social Services Act 1970, s 6(A1) Any recruitment and selection processes will be undertaken with reference to Plymouth City Council's established procedures and relevant legislation.

Appendices

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

Background papers:

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

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Originating Senior Leadership Team member: Tracey Lee, Chief Executive											
Please confirm the Strategic Director(s) has agreed the report											
Date agreed 07/02/2024											
Cabinet Member approval: <i>Approved verbally</i>											
Date approved: 08/02/2024											

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

3.1. Strategic Director of People

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

There is statutory guidance which instructs local authorities about arrangements for establishing a (DASS) post, pursuant to the Children Act 2004 (which amended the Local Authority Social Services Act 1970). The creation of the 'Director of Adult Social Services' post, alongside the Director of Children's Services, is intended to ensure that all the social care needs of local communities are given equal emphasis and are managed in a co-ordinated way through joint strategic needs assessment and joint planning.

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

The job-title Strategic Director of People was established at a time when the post also had responsibility for Children's Services. This is no longer the case and therefore COAP is asked to consider changing the job-title to Strategic Director of Adults, Health & Communities which more accurately reflects the scope of the role.

The role profile for the post can be seen in Appendix One.

3.2. Service Director for Integrated Commissioning

The Service Director for Integrated Commissioning is a key role within Plymouth City Council, as part of the Council's leadership team and leading the integrated commissioning and contracting function across the Council, including Children's Services, Adult Social Care (ASC), Adult Safeguarding, aspects of Public Health and Integrated Commissioning with Health and relevant Social Enterprises.

This post has remained vacant since the previous appointment of the Strategic Director for People to allow time to review the working relationships with our key health partners who have been undergoing some significant changes. We have now reached the point where we can move forward with our arrangements and will want to now begin the process of recruiting to this vacant role.

The role profile for the post can be seen in Appendix Two.

4. RECRUITMENT TO POSTS

This paper proposes that Plymouth City Council commences the process to seek permanent appointments to the posts of Strategic Director of Adults, Health & Communities and Service and Director for Integrated Commissioning. If agreed by COAP, an executive search agency(ies) will be appointed as quickly as possible.

The permanent selection processes are likely to last a minimum of three months and will need to be closely managed to ensure a good candidate experience. Based on the likelihood that successful candidates will be required to give three months' notice (subject to negotiation with their employer), they may not be available to start employment with Plymouth City Council until September 2024.

Internal candidates would be able to apply for the permanent roles if suitably qualified and experienced. It is suggested that the interview process is supported by appropriate assessments and panels, including employees, service users, partner organisations as part of an assessment centre, prior to interviews by the Chief Officer Appointment Panel.

The current interim appointment to the post of Strategic Director of People has agreed to continue in this capacity, pending permanent recruitment to the role.

The Service Director for Integrated Commissioning post will remain vacant.

5. FINANCIAL INFORMATION

Recruitment to these specialist senior roles is likely to require assistance from an external executive search company, with potential costs in the region of £22,000 to £25,000 per role. These costs cover items including search and attraction of candidates, advertising, initial candidate sifting, services of a technical adviser and psychometric testing. It is possible that the combined cost for the two roles can be reduced by commissioning one recruitment provider.

5.1. Strategic Director of People

The role is currently a Band 2 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £136,920 - £163,904. Chief Officer pay is linked to national pay bargaining and no increase has as yet been announced for the financial year 2024/25.

Benchmarking has commenced to ensure advice is available about current market rates for this role ahead of any appointment to the permanent role.

5.2. Service Director for Integrated Commissioning

The role is currently a Band 4 Chief Officer within the chief officer pay and grading structure and the salary is currently within the range of £82,949 - £115,330.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Approve the proposal to change the title of the role of Strategic Director for People, to Strategic Director of Adults, Health & Communities.
2. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Strategic Director for People.
3. Approve the commencement of activity, including the procurement of an executive search agency, for the recruitment of a permanent Service Director for Integrated Commissioning.

Appendix One – Role Profile for Strategic Director for People**STRATEGIC DIRECTOR FOR PEOPLE**

Grade and Tier	Chief Officer – Band 2	Reference:	COF005
Reports to:	Chief Executive	Job Type:	Strategic Leader

Role Purpose

- To provide strategic and organisational leadership and direction across Directorate and Federated arrangements to deliver the vision and priorities of the Council with particular reference to the planning and commissioning of services for health and social care in line with Strategic Commissioning arrangements for Wider Devon.
- To communicate the vision of the Council and motivate and influence others to acquire this.

Federated lead for: People, Children’s Services and Public Health

- Create and lead a Federation consisting of People, Children’s Services and Public Health 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.

Statutory and Key Corporate Accountabilities

- Director of Adult Services (DASS)

Key Responsibilities**Corporate and Organisational**

- Work with the Chief Executive and Members to drive the Council’s overall objectives at a city, sub region, regional and national level.
- Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate, Federation and externally within the CCG. Lead the Local Care Partnership for Plymouth and Devon.
- Is the principal advisor to the Council on the development, commissioning and integration of universal and personalised services across adult social care.
- Is the principal advisor to the Council on Adult Safeguarding, all Adult Social Care Legislation and Care Markets
- To act as the principal policy advisor within own Directorate and provide specific subject matter expertise and advice to Members as required.
- Ensure departments within the Federation deliver the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Work closely with clinical and executive leaders of the Devon Integrated Care System to deliver the vision and priorities for the health and wellbeing system.
- Embed climate change actions across the functions of the People directorate contributing to core reductions in support of the Council’s pledge to become carbon neutral by 2030.

Performance and Finance

- Take lead responsibility for the overall corporate and organisational management of the Directorate and Federation ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Lead responsibility for ensuring the Integrated Fund is delivered within the risk share agreement.
- To ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate and Federation management, organisation and service delivery reflecting political leadership and direction. Embed a positive, innovative culture, which responds effectively and efficiently to the financial, service delivery,

economic and social challenges facing the council and its communities, responding continually to the changing external environment.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council 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, 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 strategic external 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

- 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 (Inc civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Accountable for the development and delivery of strategy and performance across Directorate/Federation so that it support Council aims and objectives. ▪ Strategic lead for: <ul style="list-style-type: none"> ○ Adult Social Care ○ Integrated Commissioning ○ Community Connections ▪ Responsible for implementing Council’s Organisational Design principles within own Directorate/Federation. ▪ High performance of the Directorate/Federation workforce with specific responsibility for the performance of members of Directorate/Federation management teams. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the preparation and delivery of the Directorate/Federation revenue and capital budget as aligned to the corporate plan and city priorities. ▪ Ensure there is an appropriate performance framework in place to manage service 	<ul style="list-style-type: none"> ▪ 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. ▪ The Directorate/Federation workforce understand the Council’s values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. Performance is managed by outcomes and poor performance is addressed quickly. ▪ 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. ▪ Integrated Fund is delivered within risk share agreement

<p>performance and delivery objectives within Directorate/Federation.</p> <p>Customer and Communities</p> <ul style="list-style-type: none"> Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services. Promote the city by supporting and participating in key corporate events <p>Governance</p> <ul style="list-style-type: none"> Delivers the statutory functions within own Directorate/Federation. A Member of the Strategic Command for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota. Ensure the Directorate/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. 	<ul style="list-style-type: none"> Commissioning strategies are aligned to outcomes for individuals and the city priorities across complex partnerships. 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. Customer experience and satisfaction is improved across all Directorate/Federation and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low. Decisions are made as close to the customer as possible, reflecting our operating model. Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners. A number of key partnerships have been developed which have delivered better outcomes for Plymouth's citizens. Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery. Local CarePartnership is developed and in place. ICS plans are developed, implemented and delivered Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. All Directorate/Federation information is held securely, safely and in line with legal and statutory requirements. Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation and wider Council.
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>

<ul style="list-style-type: none"> ▪ Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational plans gained in a in a large, complex, multi-disciplinary organisation. ▪ Substantial knowledge and experience of health, social care and local authority structures and policy to develop effective of joint-strategies. ▪ Experience of implementing complex policy matters and projects to cost and time constraints. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning ▪ Experience of deploying commercial and transformational acumen within large organisations. ▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ Experience of working in a political or democratic environment. ▪ Demonstrable experience of working as a visible System Leader. ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council and wider with focus on community and citizens. ▪ Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on cross cutting matters to deliver objectives jointly. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate/Federation in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement. ▪ Ability to coach and mentor others to improve and build a high performance culture. ▪ Ability to develop and maintain effective dialogue with local MP's, MEP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city.
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Appendix Two – Role Profile for Service Director Integrated Commissioning

SERVICE DIRECTOR

INTEGRATED COMMISSIONING



Grade and Tier	Chief Officer – Band 4	Reference:	COF0013
Reports to:	Strategic Director for People	Job Type:	Strategic Leader
Role Purpose			
<ul style="list-style-type: none"> ▪ Lead and manage the integrated commissioning and contracting function across the Council, to include Children’s Services, Adult Social Care, (ASC) Adult Safeguarding, aspects of Public Health and Integrated Commissioning with Health and relevant Social Enterprises. ▪ Enable Strategic Directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level. ▪ Communicate the vision of the Council and motivate and influence others to acquire this. 			
<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>			
Statutory and Key Responsibilities/Accountabilities			
<ul style="list-style-type: none"> ▪ Statutory requirements relating to Social Care commissioning and direct provision, Regulation and Contracting 			
Key Responsibilities			

Corporate and Organisational

- Act as the principal policy and professional advisor on Integrated commissioning and contracting of health and social care, retained other elements of portfolio within own Department and provide specific subject matter expertise and advice to Directors, Chief Executive and Members as required.
- Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own Department, Federation and wider where necessary
- Lead and Champion work in the City around those with Complex Needs, ensuring that the city has appropriate strategies to challenge and reduce poor outcomes caused by them.
- 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 Integrating Commissioning 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.
- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

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

Role Accountabilities	Role Outcomes
<p>Corporate and organisational</p> <ul style="list-style-type: none"> ▪ Lead the Integrated Commissioning Management Team ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. ▪ Lead the development and implementation of the 4 strategies for the Health and Wellbeing System. ▪ Lead and manage the Statutory Functions retained in house. ▪ Provide strategic lead and overview of in house provision of learning disability services. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Lead on behalf of the Council, the allocation, monitoring and commissioning of the Section 75 total pooled budget with Devon CCG. ▪ Develop and lead on Integrated Strategic Commissioning with the Western Locality, and other Council Departments including Public Health to ensure greater service integration and improved value for money. 	<ul style="list-style-type: none"> ▪ Plymouth is actively involved in strategic commissioning at a regional level and seeks partnerships that explore economies of scale and efficiencies at a regional and local level ▪ 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. ▪ There is a range of strategically relevant, high quality, cost efficient integrated health and social care provision for citizens. ▪ Commissioned services, from over 150 service providers, in the private, voluntary and community sectors as well as in house provision supporting approximately 10, 000 service users the majority of whom have multiple complex needs, are safe, of high quality, represent value for money and are routinely monitored for quality assurance.

- Responsibility for ensuring service standards across commissioned services and for driving service improvements
- 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.

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 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.
- Ensure that vulnerable people's needs are being met in the City
- Ensure mechanisms in place to involve patient's users and carers involvement in commissioning and market development.

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
- Work in partnership with Health, wider council and region to develop collaborative and innovative approaches to commissioning both non-regulated and universal services, work with markets to build local capacity, promote positive outcomes and quality in commissioned services.

Governance

- Deliver the statutory functions within Community Connections.
- Ensure compliance and manage risk around delivery of investment into adaptations to meet the need of disabled households.
- The Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery.

- Integrated Commissioning workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress.
- Statistical returns are made on time
- 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.
- Integrated Commissioning 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.
- Integrated Commissioning 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.
- Integrated strategic commissioning strategies aimed at improving outcomes and reducing inequalities are in place.
- Provision is strategically aligned to meet the city's priorities particularly to reduce health inequalities
- Integrated Commissioning makes a demonstrable contribution to Plymouth being recognised as a great place to live 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.
- The local authority is represented on regional strategic commissioning bodies
- There are strategic partnerships between People Directorate and other strategic partners for example Health, Police, Education and Social Enterprises, to

<ul style="list-style-type: none"> ▪ Contribute to a harmonious Employee Relations climate with the recognised Unions, professional associations and others. ▪ 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, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security. 	<p>ensure co-ordination of integrated commissioning strategies.</p> <ul style="list-style-type: none"> ▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's employees/citizens. ▪ Strong networks have been established in the region to best maximise investment from a range of funding agencies/from grants/from partners. ▪ 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 Integrated Commissioning information is held securely, safely and in line with legal and statutory requirements. ▪ The Council's statutory obligation for safeguarding of vulnerable groups with direct responsibility for adult social care safeguarding are met. ▪ 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
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>
<ul style="list-style-type: none"> ▪ Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the posts direct management including the strategic commissioning of social care and health services, including regulation and contracting. ▪ 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. 	<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.

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| <ul style="list-style-type: none"> ▪ Strong record of the involvement of service users in the design and determination of services within the relevant sectors. ▪ Substantial experience of leading and developing successful partnerships and cross disciplinary/multi-agency working at high level. ▪ 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. ▪ 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. | <ul style="list-style-type: none"> ▪ 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 protect and promote the best interests of the city. ▪ 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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