



**Oversight and Governance**

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## Chief Officer Appointments Panel

Monday 24 July 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

## 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 - 2)

The Panel will be asked to confirm the minutes of the meeting held on 13 June 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. Recruitment to Director of Children's Services: (Pages 3 - 12)

## 6. 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.

## 7. Confidential Minutes (Pages 13 - 16)

The Panel will be asked to confirm the confidential minutes of the meeting held on 13 June 2023.

## 8. Recruitment to Director of Children's Services:

## **Chief Officer Appointments Panel**

**Tuesday 13 June 2023**

### **PRESENT:**

Councillor Evans OBE, in the Chair.

Councillors Aspinall, Blight, Darcy, Laing, Luggier and Ms Watkin.

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

The meeting started at 9.07 am and finished at 11.51 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.*

88. **Apologies**

There were no apologies.

89. **Declarations of Interest**

There were no declarations of interest.

90. **Minutes**

The minutes from 2 June 2023 were agreed as a true and accurate record.

91. **Chair's Urgent Business**

There were no items of urgent business.

92. **Recruitment to Service Director for Human Resources and Organisational Development**

Kim Brown (Service Director for HROD) presented this item to the Panel and highlighted the following key points:

- a) Recruitment to the permanent Service Director for HROD had been progressing and the advert would close on 16 June 2023;
- b) Candidates would then go through the normal processes before being presented to the Panel for interview.
- c) On 2 June 2023, Panel did not appoint a suitable candidate for the role of interim Service Director for HROD and the Council went back out to the market and had sourced two candidates who would be interviewed in part

II of the meeting.

The Panel thanked Kim Brown (Service Director for HROD) for her service to the Council and wished her all the best in her career.

The Panel agreed to:

1. Note the progress on the recruitment of a permanent Service Director for Human Resources and Organisational Development;
2. Undertake a recruitment process for the post of Interim Service Director for Human Resources and Organisational Development.

93. **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.

94. **Confidential Minutes**

The confidential minutes from 2 June 2023 were agreed as a true and accurate record.

95. **Senior Management Update**

Tracey Lee (Chief Executive) verbally presented the report to the Panel in part II of the meeting.

The Panel agreed to:

1. The recruitment process for the interim Director of Children's Services;
2. The recruitment process for the permanent Director of Children's Services;
3. The recruitment process for the permanent Service Director for Education, Participation and Skills.

96. **Recruitment to Service Director for HROD**

Following an interview with two candidates, the Panel agreed unanimously to the appointment of Pamela Moffat to the role of Interim Service Director for Human Resources and Organisational Development subject to Cabinet agreement and the necessary pre-employment checks.

# Chief Officer Appointments Panel



Date of meeting:	24 July 2023
Title of Report:	<b>Recruitment to Director of Children's Services</b>
Lead Member:	Councillor Jemima Laing (Deputy Leader and Cabinet Member for Children's Social Care, Culture, Events and Communications)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Di Saunders-Brewer (HR Culture Partner)
Contact Email:	diana.saunders-brewer@plymouth.gov.uk
Your Reference:	<a href="#">Click here to enter text.</a>
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This report updates Members on the recruitment of both the permanent Director of Children's Services and the proposed temporary arrangements.

## Recommendations and Reasons

It is recommended that the Appointments Panel:

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.

## Alternative options considered and rejected

This is a key post on the Council's Management Team with responsibility for a number of statutory activities around the protection of some of the City's most vulnerable people and which is best served by a dedicated permanent appointment. Interim arrangements are required while the permanent recruitment and selection process is completed.

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

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

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

The post is a permanent role with established budget contained within the Medium Term Financial Plan. Further information relating to financial implications are contained within the body of the report.

## Financial Risks

Full cost of any proposal will be available to Members ahead of any commitment of resources. There will be appropriate scrutiny by the Council's Section 151 Officer.

**Carbon Footprint (Environmental) Implications:**

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

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

This is a key role in the minimisation of risk and active prevention of harm to children and their families. It has oversight of both the Children's Social Care and Education, Participation and Skills departments with a focus on working with children, young people and their families to enhance their life and education prospects. Any recruitment and selection processes will be undertaken with reference to the Council's established procedures and relevant legislation.

**Appendices**

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

**Background papers:**

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

**Sign off:**

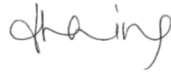
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Originating Senior Leadership Team member: Tracey Lee

Please confirm the Chief Executive has agreed the report? Yes

Date agreed: 14/07/2023

Cabinet Member approval: Cllr Jemima Laing



Date approved: 14/07/2023

## **I. INTRODUCTION**

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

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

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

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

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

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

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

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

## **3. BACKGROUND**

The current Director of Children's Services was appointed to this role following a recruitment process undertaken by the Appointments Panel in 2022. She recently tendered her resignation and leaves the Council in September.

The Director of Children's Services has a number of statutory responsibilities including those conferred by:

- Section 18(2) of the Children Act 2004
- Social services functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children, and the Council's functions for children and young people leaving care
- Any health related functions exercised by the Council on behalf of an NHS body under section 31 of the Health Act 1999, insofar as they relate to children.

The role is also the Council's Chief Education Officer. The role profile is attached at Appendix A.



#### **4. RECRUITMENT TO POSTS**

A verbal update was provided to the Chief Officer Appointments Panel on 13 June 2023 and approval was given for permanent and interim recruitment to commence.

Since that date, an initial search for an interim appointment has been prioritised, with suitable candidates sought via the Council's preferred supplier, Matrix. A number of candidate CVs have been reviewed. A smaller number of candidates have been screened by the Chief Executive and 2 external advisors. Members will be invited to interview a suitable interim candidate on 24 July 2023. A full recruitment pack will be provided.

The permanent recruitment process has started with final interviews at COAP in the Autumn. The recruitment process will be closely managed to ensure a good candidate experience.

Members will be supported in the recruitment process by the HROD department, and the Council's recruitment and selection policy and guidance notes will be followed to ensure fairness and equity. Refreshed training in recruitment and selection will be offered to new panel members ahead of any recruitment activity commencing.

Based on the likelihood that a successful candidate will be required to give three months' notice (subject to negotiation with their employer), they may not be available to start employment with Plymouth City Council until January/February 2024.

#### **5. FINANCIAL INFORMATION**

The Director of Children's Services role is within Band 2 of the Chief Officer pay and grading structure £136,920 to £163,904 per annum for 2023/24.

An external executive search company is leading on the recruitment and selection campaign and the total cost incurred will be in the region of £22,000 to £25,000. These costs cover items including search and attraction of candidates, advertising, initial candidate sifting, services of a technical adviser and psychometric testing.

The Service Director HROD will provide further detail on interim pay rates if an appointment is recommended.

Cabinet approval will be required if Members recommend an appointment.

#### **6. RECOMMENDATIONS**

It is recommended that the Appointments Panel:

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.

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## DIRECTOR OF CHILDREN'S SERVICES

<b>Grade and Tier</b>	Chief Officer – Band 2	<b>Reference:</b>	COF004
<b>Reports to:</b>	Chief Executive	<b>Job Type:</b>	Strategic Leader

### Role Purpose

- Provide strategic and organisational leadership and direction to deliver the vision and priorities of the Council with particular reference to responsibility for championing the needs and aspirations of children, young people and their families.
- To communicate the vision of the Council and motivate and influence others to acquire this.

**Member of People Federation:** People, Children's Services and Public Health

### Statutory and Key Corporate Accountabilities

- Director Children's Services
- Chief Education Officer

### Key Responsibilities

#### Corporate and Organisational

- Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate and externally.
- Ensure effective provision of high quality, integrated services and support to children, young people and families in Plymouth to enable them to live healthy, rewarding and fulfilling lives.
- Principal advisor to the Council in relation to education, safeguarding and children's social care.
- 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 Directorate 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.
- Embed climate change actions across the functions of the Children's Services 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 ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate 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, Directorate 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 Directorate organisation and with partners.
- Leads and challenges Service Directors and other reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council's agreed outcomes.

### Partnerships and External Relationships

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

### Governance

- To ensure the statutory duties of the Directorate 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 (Inc. civil contingencies).

Role Accountabilities	Role Outcomes
<p><b>Corporate and Organisational</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the development and delivery of strategy and performance across Directorate so that it support Council aims and objectives.</li> <li>▪ Strategic lead (Plymouth) for:               <ul style="list-style-type: none"> <li>○ Children, Young People &amp; Families</li> <li>○ Education, Participation &amp; Skills</li> </ul> </li> <li>▪ Responsible for implementing Council's Organisational Design principles within own Directorate.</li> <li>▪ High performance of the Directorate workforce with specific responsibility for the performance of members of Directorate</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the preparation and delivery of the Directorate revenue and capital budget as aligned to the corporate plan and city priorities.</li> <li>▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate.</li> </ul> <p><b>Customer and Communities</b></p> <ul style="list-style-type: none"> <li>▪ Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens.</li> </ul> <p><b>Partnerships and External Relationships</b></p> <ul style="list-style-type: none"> <li>▪ Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.</li> <li>▪ Promote the city by supporting and participating in key corporate events.</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>▪ Delivers the statutory functions within own Directorate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Directorate makes a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers.</li> <li>▪ Improved outcomes for children and young people can be demonstrated.</li> <li>▪ The Directorate workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress.</li> <li>▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. Performance is managed by outcomes and poor performance is addressed quickly.</li> <li>▪ Appropriate schemes of delegation are in place to move decision making to the lowest appropriate levels for customer and people management issues.</li> <li>▪ The Directorate has a long term financial strategy and plan (MTFP) which is clear and actively communicated to Members and CMT. The revenue and capital budget is delivered within agreed tolerances.</li> <li>▪ The Directorate is able to demonstrate how each department is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.</li> <li>▪ Customer experience and satisfaction is improved across Directorate and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.</li> <li>▪ Decisions are made as close to the customer as appropriate, reflecting our operating model.</li> <li>▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners.</li> </ul>

<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Ensure the Directorate is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's children, young people and families.</li> <li>▪ Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery.</li> <li>▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.</li> <li>▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.</li> <li>▪ Children's social services and education functions are effectively discharged in line with the requirements of relevant legislation including but not limited to: <ul style="list-style-type: none"> <li>○ Section 18(2) of the Children Act 2004. the Education Acts except certain functions relating to further education, higher education and adult education</li> <li>○ Social services functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children, and the Council's functions for children and young people leaving care</li> <li>○ Any health related functions exercised by the Council on behalf of an NHS body under section 31 of the health Act 1999, insofar as they relate to children</li> </ul> </li> <li>▪ All Directorate information is held securely, safely and in line with legal and statutory requirements.</li> <li>▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate and wider Council.</li> </ul>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<ul style="list-style-type: none"> <li>▪ Social work or teaching qualification</li> <li>▪ Substantial knowledge of the legislative framework governing Children's, Health and Education Services.</li> <li>▪ Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational plans gained in a large, complex, multi-disciplinary organisation.</li> <li>▪ A broad knowledge of public sector service delivery including direct delivery and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to be a collaborative system leader across council and wider with focus on community and citizens.</li> <li>▪ Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on cross cutting matters to deliver objectives jointly.</li> <li>▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> </ul>

<p>commissioning within health, social care and local authority settings.</p> <ul style="list-style-type: none"><li>▪ Experience of implementing complex policy matters and projects to cost and time constraints.</li><li>▪ Experience of deploying commercial and transformational acumen within large organisations.</li><li>▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</li><li>▪ Experience of working as a visible System Leader.</li><li>▪ Experience of engaging and involving communities to whom statutory or other services are provided.</li><li>▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li><li>▪ Experience of working and succeeding in complex partnership arrangements.</li><li>▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture.</li><li>▪ Experience of working within and promoting a health and safety and safeguarding culture.</li><li>▪ Demonstrable commitment and experience of celebrating and valuing diversity.</li></ul>	<ul style="list-style-type: none"><li>▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate in line with Council vision.</li><li>▪ Able to understand performance management systems and methods to drive continuous improvement.</li><li>▪ Ability to coach and mentor others to improve and build a high performance culture.</li><li>▪ Ability to develop and maintain effective dialogue with local MP's, MEP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city.</li><li>▪ Ability to champion a clear strategic vision to address the challenges facing children, young people and families.</li></ul>
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March 2022.

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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