



Oversight and Governance

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Chief Officer Appointments Panel

Friday 14 February 2025
11.00 am
Council House

Members:

Councillor Evans OBE, Chair
Councillors Aspinall, Mrs Beer, Blight, Laing, Lugger and Stephens.

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 - 4)

The Panel will be asked to confirm the minutes of the meeting held on 13 December 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. Recruitment to new role of Service Director for Adult Social Care: (Pages 5 - 16)

6. Recruitment to the role of Chief Operating Officer: (Pages 17 - 26)

7. Recruitment to the role of Strategic Director for Growth: (To Follow)

8. 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.

9. Confidential Minutes (Pages 27 - 28)

The Panel will be asked to confirm the confidential minutes of the meeting held on 13 December 2024.

- 10. Recruitment to new role of Service Director for Adult Social Care:**
- 11. Recruitment to the role of Chief Operating Officer:**
- 12. Recruitment to the role of Strategic Director for Growth:**

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Chief Officer Appointments Panel

Friday 13 December 2024

PRESENT:

Councillor Laing, in the Chair.

Councillors Aspinall, Mrs Beer, Cresswell (Substitute for Councillor Evans OBE), Luggar, Penrose (Substitute for Councillor Blight), and Stephens.

Apologies for absence: Councillors Evans OBE and Blight.

Also in attendance: David Haley (Director of Children's Services), Chris Squire (Service Director, HROD), and Elliot Wearne-Gould (Democratic Advisor).

The meeting started at 10.00 am and finished at 2.00 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.

(The meeting was opened at 10:00 and adjourned until 12:00)

28. **Declarations of Interest**

There were no declarations of interest in respect of items on the agenda.

29. **Minutes**

The minutes of the meeting held on 14 November 2024 were agreed as a correct record.

30. **Chair's Urgent Business**

There were no items of Chair's Urgent Business.

31. **Recruitment of a Chief Officer**

Chris Squire (Service Director, HROD) and David Haley (Director of Children's Services) introduced the report and discussed:

- a) At the Chief Officer Appointments Panel on 15 November 2024, approval was given for the Director of Children's Services to consider the following options to replace the Service Director for EPS, including:
 - Asking an existing employee to act-up into the post.
 - Progressing the recruitment of an interim service director.

- b) While the preferred option was to ask that an existing employee act-up into the post, it has not been possible to progress the discussions to a favourable outcome;
- c) Other options had been considered to leave the post vacant however, the Service Director for EPS was a key role within the Children's Services management team, and continuity of leadership and experience in this role was required during this period;
- d) Consequently, contact was made with appropriate executive search agencies, and candidates had been identified as having the requisite skills, knowledge and experience for the role;
- e) Candidates has therefore been invited to an interview with the Chief Officer Appointments Panel today, 13 December 2024;
- f) If successful, it was proposed that interim be engaged initially for 6 months, but with the option to extend to 9 months pending the permanent appointment to the role;
- g) The recommendations put forward to the Chief Officer Appointment Panel were to recruit an interim post holder, pending permanent recruitment to the role.

The Panel agreed:

- 1. To note content of the report.
- 2. To undertake a recruitment process for the post of Service Director for EPS, in order to appoint to the post on a permanent basis.
- 3. To undertake a formal interview for the post of Interim Service Director for EPS.

32. **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 involved 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.

33. **Confidential Minutes**

The Panel agreed the confidential minutes of the meeting held on 14 November 2024 as a correct record.

34. **Recruitment of a Chief Officer**

This item was considered under Part Two.

Following an interview process, the Panel unanimously agreed to offer the role of Interim Service Director for Education, Participation and Skills, to Amanda Davis for a 6 month period, with options to extend for 3 months, subject to Cabinet approval.

(Please note, there is a confidential part to this minute)

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Chief Officer Appointments Panel



Date of meeting:	14 February 2025
Title of Report:	Recruitment to new role of Service Director for Adult Social Care
Lead Member:	Councillor Mrs Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge (Strategic Director – Adults Health & Communities)
Author:	Chris Squire (Service Director HR-OD)
Contact Email:	Gary.walbridge@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 the recruitment to the new post of Service Director for Adult Social Care within the Council's senior management team and seeks approval to commence the process.

Recommendations and Reasons

It is recommended that the Chief Officer Appointments Panel

1. Note the role profile for Service Director for Adult Social Care
2. Approve the independent job evaluation of the role, procurement of an executive search agency, and preparation of recruitment materials for the recruitment of a permanent Service Director for Adult Social Care, subject to approval of the role by Full Council
3. Note the indicative timeline for the creation and recruitment to this role.

Alternative options considered and rejected

The alternative option considered was to retain the current role of Head of Adult Social Care and Retained Functions. This was rejected due to the responsibility and accountability of the post, which is responsible for one of the largest budgets within the council, includes both commissioned and retained services, and is influential across the Plymouth health & care system.

The role of Service Director for Adult Social Care is required to ensure that all statutory functions in relation to Adult Social Care as specified in legislation including the Care Act 2014, Mental Capacity Act 2005 and Health and Social Care Act 2012 are discharged through the arrangements in place to safeguard the people of Plymouth, with their needs assessed and appropriate support available. This will include partnership working with our key adult social care partners.

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 these 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:

This role is a permanent position with established budget contained within the Medium-Term Financial Plan, and costs arising from this report can be contained within budget. The role replaces the Head of Adult Social Care Post, which will be removed from the establishment if the proposal in this paper is approved. There will be an increase in cost (£30k-£40k) due to the move to a Service Director position, based on permanent appointments, however the Head of Adult Social Care post is currently filled by an interim and on that basis, the proposal is cost neutral.

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.

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:

Fin	OW.2 4.25. 019	Leg	LS/00 0033 91/17 /LB/0 5/02/ 2025	Mon Off		HR	CS.24. 25.03 4	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Gary Walbridge (Strategic Director Adults, Health & Communities)											
Please confirm the Strategic Director(s) has agreed the report? Gary Walbridge confirmed by email. Date agreed: 5 February 2025											
Cabinet Member approval: Cllr Aspinall approved by email. Date approved: 5 February 2025											

1. INTRODUCTION

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

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

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

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

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

Following the completion of the restructure of the Adults, Health and Communities directorate in April 2024, and the process to appoint the permanent Strategic Director for Adults Health and Communities in August 2024, the final significant change to the structure is the proposal to create a Service Director for Adult Social Care. This is a key role within Plymouth City Council, as part of the Council's leadership team ensuring that all statutory functions in relation to Adult Social Care as specified in legislation are discharged through the arrangements in place to safeguard the people of Plymouth, with their needs assessed and appropriate support available.

4. PERMANENT RECRUITMENT UPDATE.

It is proposed to create the role of Service Director for Adult Social Care, which will be permanently established subject to full Council approving the changes to the Chief Officer Structure on 17 March 2025.

The Service Director for Adult Social Care will replace the existing Head of Adult Social Care and

Retained Functions (evaluated at NJC Grade L £62,662 to £66,970). This role is currently filled on an interim basis.

A new role profile has been created for the Service Director for Adult Social Care and this is attached at Appendix A.

It is anticipated that the role will be evaluated within Chief Officer Band 4 £85,023 to £118,213. Should the role be evaluated at anything other than Chief Officer Band 4, a further report will be provided to COAP and no further recruitment activity will be undertaken, until all necessary approvals are in place.

On that basis, permission is now sought from Members of COAP to commence the work activities required in advance of launching the recruitment process to secure a permanent post holder. This will include:

- submitting the role profile for independent job evaluation by Korn Ferry to determine the salary band
- engaging an external executive search partner
- preparation of recruitment materials.

We anticipate that suitably qualified and experienced candidates for this role are likely to be employed in similar senior roles requiring a three month notice period, therefore it is important for the preparation required prior to advertising the role to commence as soon as possible. The Strategic Director for Adults Health and Communities and Service Director Human Resources and Organisational Development will lead on the recruitment process with regular updates provided to Members. Indicative timelines are shown in the table below. The role will not be advertised until after the full Council meeting on 17 March 2025.

Date	Activity
14 February 2025	Chief Officer Appointment Panel
w/c 17 February 2025	Role submitted for independent evaluation to determine salary band
w/c 24 February 2025	Engagement of external executive search partner Preparation of recruitment materials
17 March 2025	Full Council
w/c 17 March 2025	Role advertised - subject to approval by Full Council

5. FINANCIAL INFORMATION

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

As highlighted above, this role will replace the existing Head of Adult Social Care (evaluated at NJC Grade L £62,662 to £66,970).

It is anticipated that the role will be evaluated as Chief Officer Band 4 within the range of £85,023 to £118,213 per annum. Chief Officer pay is linked to national pay bargaining.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

- I. Note the content of this report.

SERVICE DIRECTOR ADULT SOCIAL CARE

JANUARY 2025

OFFICIAL

2. Approve the independent job evaluation of the role, procurement of an executive search agency, and preparation of recruitment materials for the recruitment of a permanent Service Director for Adult Social Care, subject to approval of the creation of the role by Full Council
3. Note the indicative timeline for the creation and recruitment to this role.

SERVICE DIRECTOR

Adult Social Care



Grade and Tier	Chief Officer – Band 4 (TBC)	Reference:	COFXXX
Reports to:	Strategic Director Adults Health & Communities	Job Type:	Strategic Leader

Role Purpose:

- Lead and manage the development and implementation of the Council's strategy for adult social care services working alongside the Service Director for Integrated Commissioning, key strategic partners and delegated services.
- Enable Strategic Directors to focus on driving the Council's overall objectives at a city, sub region, regional and national level.
- To ensure that people, resources, and budgets are managed effectively across our commissioned arrangements and that service users/carers receive a high-quality personalised service.
- To communicate the vision of the Council and motivate and influence others to acquire this.
- To provide assurance and governance over the performance and delivery of Adult Social Care and prepare the Local Authority for Care Quality Commission assessment of Adult Social Care and lead delivery of improvement priorities.

Member of federation consisting of the Adults Health & Communities, Children's Services and Public Health Directorates encouraging best use of resources, avoiding duplication and silo working and facilitating knowledge transfer across the senior team.

Statutory and Key Responsibilities/Accountabilities

- To ensure that all statutory functions in relation to Adult Social Care as specified in legislation including the Care Act 2014, Mental Capacity Act 2005 and Health and Social Care Act 2012 are discharged through the arrangements in place to safeguard the people of Plymouth, with their needs assessed and appropriate support available.
- To lead the range of in-house services to deliver care and support to those who need it.

Key Responsibilities

Corporate and organisational

- Act as the principal policy and professional advisor on Adult Social Care and provide specific subject matter expertise and advice to Directors, the 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.
- Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Adult Social Care and Wellbeing.
- 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 Adult Social Care team, contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.
- Respond to requests from elected members, scrutiny panels and service users groups; this may require the chairing of meetings and taking decisions at short notice.

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.
- Oversee, authorise, verify and take decisions to manage the Adult Social Care budget against demand; prioritising work streams within the Council or with the providers delivering financial management of a service that is sensitive to market conditions.
- Evaluate local and national data and determine performance targets for areas of responsibility.

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.
- Work across the Council and with partners to put in place strategies for the improvement of outcomes and performance for the community for health and social care, customer services and public perception of the Council through a defined approach to deliver high quality services that meet the needs of the community and clients.
- Promote and develop co-operative partnerships, including effective use and alignment of resources across the city. This includes developing business models to maximise the efficiency of functions across the Directorate and our partners.
- Build operational and strategic links with key external partners such as Health, Police, Probation and the Care Quality Commission

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 Adult Social Care and Retained Client teams • Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. • Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Adult Social Care and Wellbeing. <p>Performance and Finance</p> <ul style="list-style-type: none"> • Management of people, services, resources and budgets (circa £70M) making decisions on structure and efficiency as required. Overseeing the budget for social care services, ensuring resources are allocated effectively. • Leadership of front-line operations ensuring quality, value, performance and direction in line with Governmental, Corporate, and Strategic targets • Monitoring and evaluating the quality and effectiveness of services, making improvements where necessary. 	<ul style="list-style-type: none"> • 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. • Adult Social Care has a long-term financial strategy and plan (MTFP) which is clear and actively communicated to Corporate Management Team, Members and the wider departmental workforce. The revenue and capital budgets are delivered within agreed tolerances.

<ul style="list-style-type: none"> Ensuring that services meet regulatory standards and are compliant with relevant legislation. Supporting the recruitment, training, and development of staff within the social care sector. <p>Customer and Communities</p> <ul style="list-style-type: none"> Collaborating with service users, families, and other stakeholders to gather feedback and improve services. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> Development, support and, in areas leading strategic partnerships within the city, focused on improving the wellbeing of the citizens of Plymouth <p>Governance</p> <ul style="list-style-type: none"> Overseeing PCC in-house Adult Social Care direct provision, ensuring such provision is safe, efficient and effective meeting all CQC regulatory requirements 	<ul style="list-style-type: none"> ASC services make a demonstrable contribution to Plymouth being recognised as a safe place to live because of the services it delivers.
Essential Qualifications and Experience	Essential Skills and Behaviours
<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 Substantial experience of maintaining high safeguarding standards and practice for Adults and understanding of systems to protect vulnerable groups. 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 	<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.

<p>operational plans gained in a multi-disciplinary organisation.</p> <ul style="list-style-type: none"> • 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 and addressing inequalities. 	<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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Chief Officer Appointments Panel



Date of meeting:	14 February 2025
Title of Report:	Recruitment to the role of Chief Operating Officer
Lead Members:	Councillors Mark Lowry (Cabinet Member for Finance), Sue Dann (Cabinet Member for Customer Services, Sport, Leisure, HR & OD) and Sally Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries and Crematoria)
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 the permanent recruitment for the post of Chief Operating Officer.

Recommendations and Reasons

It is recommended that the Appointments Panel:

- Note the content of this report.
- Agree to undertake a permanent recruitment process for the post of Chief Operating Officer.
- Approve the procurement of an executive search agency, for the recruitment of a permanent Chief Operating Officer.

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 circumstances. This is a key post on the Council's Management Team with responsibility for a number of critical activities relating to the effectiveness of the organisation.

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 Chief Operating Officer 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.

Carbon Footprint (Environmental) Implications:

It is the responsibility of all senior officers to ensure we develop and deliver our plans to enable the Council to be carbon neutral by 2030 and leading the City in carbon reduction.

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

The post would be the Council’s Senior Information Risk Owner, as well as the strategic lead for Health & Safety. 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							

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:

Fin	OW.2 4.25. 018	Legal	LS/00 0033 91/16 /LB/0 5/02/ 2025	Mon Off	Click here to enter text.	HR	CS.24 .25.03 2	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Tracey Lee, Chief Executive											
Date agreed: 06/02/2025											
Please confirm the Strategic Director(s) has agreed the report: Chief Executive has approved by email.											
Cabinet Member approval: Councillor Sue Dann (Cabinet Member for Customer Services, Sport, Leisure, HR & OD)											
Date approved: 05/02/2025											

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 consider alternative 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 Chief Operating Officer is a key role within the Corporate Management Team of the Council, leading a range of support functions that are critical to the health and effectiveness of the organisation.

At the Chief Officer Appointments Panel held on 22 March 2024, it was agreed to retitle the role from Strategic Director for Resources (Section 151) to Chief Operating Officer. As a result, the role no longer has the designation of the section 151 officer role and no longer requires the postholder to be a qualified accountant. Instead, the Service Director for Finance will retain the s151 designation and report to the COO, with a strategic financial reporting line to the Chief Executive.

Following approval by the Chief Officer Appointments Panel in March 2024, an executive search partner was engaged, with several candidates subsequently being presented for consideration. Two candidates were invited for interview by the Chief Officer Appointments Panel scheduled for 2 August 2024. The Chief Officer Appointments Panel did make an offer of a permanent appointment on 2 August 2024 to the post, however that candidate was subsequently successful in obtaining an offer of another internal role.

Several alternative options were considered, including leaving the role vacant pending permanent recruitment, however given the strategic importance of this role, the Panel agreed to start the process

to recruit an interim candidate. Interviews were held on 20 September 2024 by the Chief Officer Appointments Panel, and an interim Chief Operating Officer was subsequently appointed initially for 6 months, but with the option to extend to 9 months pending the permanent appointment to the role.

A further recruitment process for the permanent role was undertaken in November 2024, although no candidates were assessed as having the requisite skills and experience to progress to the Chief Officer Appointments Panel.

4. RECRUITMENT TO THE PERMANENT POST

This paper proposes that Plymouth City Council commences the process to seek a permanent appointment to the Chief Operating Officer post. If agreed by the Chief Officer Appointments Panel, an executive search agency will be appointed as quickly as possible.

The search for candidates will focus on organisations and sectors outside of local government, therefore a different emphasis to previous campaigns.

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 2025.

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 Appointments Panel.

5. FINANCIAL INFORMATION

The permanent 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 £140,343 - £168,002 following the 2024/25 pay award. Chief Officer pay is linked to national pay bargaining.

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Agree to undertake a permanent recruitment process for the post of Chief Operating Officer.
3. Approve the procurement of an executive search agency, for the recruitment of a permanent Chief Operating Officer.

CHIEF OPERATING OFFICER

CORPORATE MANAGEMENT TEAM



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

Role Purpose

- To ensure operational efficiency and effectiveness through systems, people and processes aligning to the Council's operating model.
- To provide strategic and organisational leadership to deliver the vision and priorities of the Council with particular reference to the Council's operations including HR, Finance, Information Technology, Digital, Customer Services, Procurement, Property and Internal Audit.
- To work with elected members and officers to deliver a transformative customer experience across all of the Council's services.
- To provide strategic leadership and work internally and externally across functional and organisational boundaries to integrate and reform services.
- Joint leadership of the Council's climate change work alongside the Strategic Director of Place, with a focus on delivery of the Council's targets for carbon reduction.
- To provide leadership for Finance, Human Resources, Health & Safety, Facilities Management, Customer Services, ICT, Libraries, Business Support, and Transformation, and ensure a co-ordinated approach to corporate services.
- To communicate the vision of the Council and motivate and influence others to acquire this.

Federated lead for: Corporate Services and the Executive Office

- Create and lead a Federation consisting of the Corporate Services directorate and the Executive Office to encourage the best use of resources, avoid duplication and silo working, facilitating knowledge transfer across 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 Responsibilities/Accountabilities

- Senior Information Risk Officer – SIRO
- Strategic Lead for Health and Safety across the Council

- **Key Responsibilities**

Corporate and organisational

- Work with the Chief Executive and Members to deliver 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 Council's vision and values to own Directorate, Federation, Plymouth City Council and externally.
- Provide expertise and advice to Directors, Chief Executive and Members as required.

- Provide leadership to departments within the Directorate and across the Council, ensuring everyone in the workforce understands and acts on the aims of the organisation.
- Ensure that Members and SLT understand and act on advice provided by the Directorate.
- Embed climate change actions across the functions of the Corporate Services directorate, contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030. Jointly lead on climate change actions across the Council.
- To identify and exploit opportunities to increase resources through commercial approaches, income generation and external funding.

Performance and Finance

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

Customers and Communities

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

Partnerships and external relationships

- Develop long term, mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Work as the strategic lead for the Council's shared services ICT and Payroll provider.
- Work with colleagues to provide strategic co-ordination to the Council's 'family of companies'.
- To fulfil a proactive role at regional and national level in promoting and advocating for the city and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- To ensure the statutory duties of the Directorate/Federation are met in accordance with legislative and regulatory requirements.

<ul style="list-style-type: none"> ▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation (including civil contingencies) and the financial probity of the Council and the city. 	
<ul style="list-style-type: none"> • Role Accountabilities 	<ul style="list-style-type: none"> • 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 supports Council aims and objectives. ▪ Strategic lead for: <ul style="list-style-type: none"> ○ Finance, Revenues and Benefits ○ Business support ○ Libraries ○ Transformation and ICT ○ Human Resources and Organisational Development. ○ Information Governance and Statutory Complaints ○ Customer Service ○ Facilities Management and Corporate Assets ▪ Development and delivery of Medium-Term Financial Plan and performance across the Council. ▪ 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 performance and delivery objectives within Directorate/Federation. 	<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. ▪ Plymouth has high fiscal performance with financial resources deployed to best and most efficient advantage. ▪ The Directorate/Federation workforce understands 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. ▪ Appropriate schemes of delegation are in place to move decision making to the lowest appropriate levels for customer and people management issues. ▪ 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. ▪ Financial risks are identified and decisions taken to manage and mitigate them. Measures are in place in respect of anti-fraud and audit matters. ▪ 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 Directorates/Federations and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.
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<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 hours rota. Support and advise the Audit Committee. 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"> 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. 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.
Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> Degree or relevant professional/management qualification. 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. Substantial knowledge and experience of a range of modern professional services including , Finance, HROD, HSW, ICT, and customer facing services gained in a large complex multi-disciplinary organisation. Experience of implementing complex policy matters and projects to cost and time constraints. Experience of successful implementation of organisational / cultural change. 	<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

<ul style="list-style-type: none"> ▪ 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. ▪ 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 as a visible System Leader. ▪ Experience of working within and promoting a health and safety and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. 	<p>Directorate/Federation in line with Council vision.</p> <ul style="list-style-type: none"> ▪ Accounting skills and strong financial awareness to include revenue and capital, treasury management strategies, pension investment and asset management. ▪ 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 act as the vanguard in driving up the quality of customer experience at all levels and be able to demonstrate quantifiable change in this area. ▪ Ability to develop and maintain effective dialogue with local MP'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. ▪ Able to challenge in a constructive manner to tackle potential financial risks, including fraud, to the organisation.
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The following relates to exempt or confidential matters (Para(s) 2, 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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