



Oversight and Governance

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Chief Officer Appointments Panel

Friday 23 May 2025
12.15 pm
Council House

Members:

Councillor Evans OBE, Chair

Councillors Aspinall, Mrs Beer, Blight, Laing, Lugger and One Labour Vacancy.

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

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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 21 March 2025.

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 the role of Service Director for Integrated Commissioning: (Pages 5 - 14)

6. Recruitment to the role of interim Service Director Children, Young People and Families: (To Follow)

7. Exempt Business

To Consider passing a resolution under Section 100A(2/3/4) 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 paragraph 1 and 2 of Part 1 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.

Chief Officer Appointments Panel

Friday 21 March 2025

PRESENT:

Councillor Evans OBE, in the Chair.

Councillors Aspinall, Mrs Beer, Laing, Lugger, Penrose and Stephens and Penrose (substituting).

Also in attendance: Chris Squire (Service Director for HROD) and Jake Metcalfe and Chris Squire

The meeting started at 10.00 am and finished at 10.20 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.

13. **Apologies**

There were apologies from:

- Councillor Blight, Councillor Penrose substituted.

14. **Declarations of Interest**

There were no declarations of interest.

15. **Minutes**

The minutes of the meeting that took place on 14 February 2025 were agreed as a true and accurate record.

16. **Chair's Urgent Business**

There were no items of chairs urgent business.

17. **Recruitment to role of Service Director for Customer Experience and Digital**

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

- a) The post of Service Director for Customer Experience and Digital was vacant for several years with no attempt to recruit into the post;
- b) The post holder would focus on front facing customer service development, digital strategy, Artificial Intelligence (AI), FOI and other parts of governance;

- c) The Council would recruit to the post differently in the first instance and look at candidates, but not excluding those not steeped in local government. The Council would look to target other public sector organisations and universities using LinkedIn;
- d) If the option for targeting through LinkedIn was not forthcoming, the Council would look to engage an executive search agency.

In response to questions raised it was reported that:

- e) Due to AI being a feature of the role, it was agreed to amend the title of the job title to include AI;
- f) The Council should look to recruit a candidate with at least good management ability but with expertise to progress AI within the Council.

The Panel agreed to:

1. Note the updated role profile for the Service Director for Customer Experience, Digital and AI;
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 Customer Experience, Digital and AI;
3. Approve commencement of the recruitment process for the post, dependent on the evaluation of the role.

18. **Recruitment to the role of Service Director for Education, Participation & Skills**

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

- a) Lisa Linscott resigned the post in January 2025 and the Panel appointed Amanda Davis as an interim who started in February 2025;
- b) The Council would look to engage in a recruitment process to the permanent post that would be done nationally.

In response to a question raised it was reported that:

- c) Members of the Panel expressed an interest for SEND to be included within the title of the job due to the Council's priorities around that area.

The Panel agreed to:

1. Note the content of this report;

2. Agree to undertake a permanent recruitment process for the post of Service Director for Education, Participation and Skills and for the Service Director for HROD to amend the job title in consultation with the Director of Children's Services;
3. Approve the procurement of an executive search agency to support this recruitment process.

19. **Exempt Business**

(The Panel did not enter into part 2 of the meeting)

20. **Recruitment to role of Service Director for Customer Experience and Digital**

(The Panel did not consider this item and its discussion was covered in part 1)

21. **Recruitment to the role of Service Director for Education, Participation & Skills**

(The Panel did not consider this item and its discussion was covered in part 1)

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Chief Officer Appointments Panel



Date of meeting:	23 May 2025
Title of Report:	Recruitment to the role of Service Director for Integrated Commissioning
Lead Member:	Councillor Mrs Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge (Strategic Director Adults Health and Communities)
Author:	Gary Walbridge (Strategic Director Adults Health and Communities)
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 Integrated Commissioning 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. Notes the content of this report.
2. Approves commencement of the recruitment process for the permanent post of Service Director for Integrated Commissioning.

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 ensure continuity and to deliver a range of 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 Integrated Commissioning is a permanent role with established budget contained within the Medium Term Financial Plan

Financial Risks

This appointment falls within existing budget. 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. There are no carbon footprint implications arising from this process.

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							
B	Equalities Impact Assessment (if applicable)							
C	Climate Impact Assessment (if applicable)							

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	ITG.2 5.26.0 10	Leg	LS/00 0024 65/1/ AC/1 2/5/2 5	Mon Off		HR	CS.25 .26.00 1	Assets	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?

Date agreed: 12/05/2025

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

Date approved: 15/05/2025

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 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

A permanent postholder was appointed to the role of Service Director for Integrated Commissioning in July 2024. Their resignation has recently been received, and they will leave Plymouth City Council in early August 2025.

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.

It is proposed that steps are taken permanently recruit to this role as soon as possible, including the procurement of an executive search agency to provide specialist support.

4. 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 £85,023 to £118,213 per annum. Chief Officer pay is linked to national pay bargaining.

5. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Approves commencement of the recruitment process for the permanent post of Service Director for Integrated Commissioning

SERVICE DIRECTOR

INTEGRATED COMMISSIONING



Grade and Tier	Chief Officer – Band 4	Reference:	COF0013
Reports to:	Strategic Director for Adults, Health & Communities	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 across 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			
<ul style="list-style-type: none"> 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, especially those facing Homelessness and Rough Sleeping, 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			
<ul style="list-style-type: none"> 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
Corporate and organisational <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 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. Performance and Finance <ul style="list-style-type: none"> ▪ Lead on behalf of the Council, the allocation, monitoring and commissioning of the pooled budget with Devon ICB. ▪ Develop and lead on Integrated Strategic Commissioning with other Council Departments including Public Health to ensure greater service integration and improved value for money. ▪ Responsibility for ensuring service standards across commissioned services and for driving service improvements 	<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. ▪ Integrated Commissioning workforce understand the Council's values, priorities and desired outcomes. There is

- 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 change to support a customer-focused culture.
- Ensure that vulnerable people's needs are being met in the City
- Ensure mechanisms in place to involve users and carers 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

- Ensure compliance and manage risk around delivery of investment into adaptations to meet the need of disabled households.
- Ensure the Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery.
- 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 hour's rota.
- Ensure the Department is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable,

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 ensure co-ordination of integrated commissioning strategies.
- A number of key partnerships have been developed which have delivered better

<p>those of Ofsted, CQC, Health and Safety Executive and Information Security.</p>	<p>outcomes for Plymouth's employees/citizens.</p> <ul style="list-style-type: none"> ▪ 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
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 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. ▪ Strong record of the involvement of service users in the design and determination of services within the relevant sectors. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership. ▪ Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to work as part of a high-functioning non-silo'd Directorate Team ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. ▪ Commercial acumen to be able to interpret and interrogate complex financial and other information. ▪ Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision.

<ul style="list-style-type: none"> ▪ 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"> ▪ 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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