



Oversight and Governance

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Chief Officer Appointments Panel

Friday 11 July 2025
11.00 am
Council House

Members:

Councillor Evans OBE, Chair
Councillors Aspinall, Mrs Beer, Blight, Coker, Laing and Luggar.

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

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. Chair's Urgent Business

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

4. Recruitment to Interim Service Director for Street Services: (Pages 1 - 10)

5. 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.

6. Recruitment to Interim Service Director for Street Services: (To Follow)

Chief Officer Appointments Panel



Date of meeting:	11 July 2025
Title of Report:	Recruitment to Interim Service Director for Street Services
Lead Members:	Councillor Tom Briars-Delve (Cabinet Member for Environment and Climate Change) Councillor John Stephens (Cabinet Member for Strategic Planning & Transport)
Lead Strategic Director:	Glenn Caplin-Grey (Strategic Director for Growth)
Author:	Chris Squire (Service Director HR & Organisational Development)
Contact Email:	glenn.caplin-grey@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report highlights the request for Members to approve the recommendation to recruit to the post of Service Director for Street Services and to undertake formal interviews for the post of Interim Service Director for Street Services on an acting-up arrangement.

Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Approves recruitment to this role on an interim basis pending permanent recruitment
3. Undertakes formal interviews for the post of Interim Service Director for Street Services on an acting-up arrangement.

Alternative options considered and rejected.

The recommendation to fill this role through an acting up arrangement pending permanent recruitment is put forward as the most effective option in light of the resignation and imminent departure of the permanent postholder. Other options considered were to leave the post vacant. This option was discounted on the basis that the Service Director for Street Services is a key member of the Council's Senior Leadership Team, and continuity of leadership and experience in this role is required during this period. A further option to fill this role with an external interim resource was also considered, but this option is likely to create delay, impact on continuity of service and is likely to be significantly more costly. It is therefore recommended that an interim appointment through an acting-up arrangement be made

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 Street Services 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.

Fin	ITG.2 5.26.0 26	Leg	LS/00 00246 5/1/A C/1/7/ 25	Mon Off	N/A	HR	CS.25 .26.00 7	Asset s	N/A	Strat Proc	N/A
<p>Originating Senior Leadership Team member: Glenn Caplin-Grey (Strategic Director for Growth)</p> <p>Please confirm the Strategic Director(s) has agreed the report.</p> <p>Date agreed 20/06/2025</p> <p>Cabinet Member approval: Councillor Tom Briars-Delve & Councillor John Stephens</p> <p>Date approved by email: 01/07/2025</p>											

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 suitable and qualified applicants. If there are no suitable 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 Service Director for Street Services has resigned and is due to leave the Council on 4 July 2025. Decisions relating to the recruitment of this role have been delayed to allow the newly appointed Strategic Director for Growth consider the available options.

This is a key role, reporting to the Strategic Director for Growth, and acting as the 'responsible officer' for all statutory functions of Street Services including the provision of services in line with current Council policies, and national and European legislation. The role provides strategic leadership to deliver the vision for the service and the Council, and public value in the delivery of efficient and effective services, including leading on the city's Street Services maintenance and green estate management including transport infrastructure and car parking, street scene, green space, waste collection and disposal, strategic waste planning and waste policy, commercial operations and related statutory services.

4. INTERIM RECRUITMENT UPDATE

Given the imminent departure of the current postholder, consideration has been given to the following options to replace the Service Director for Street Services on an interim basis, including:

- Asking an existing employee to act-up into the post.
- Progressing the recruitment of an interim service director.

The preferred option is to ask that an existing employee act-up into the post, and discussions have progressed to a favourable outcome. This is deemed to be the most effective option, because it will ensure a smooth transition, support continuity of service and offer a more cost-effective solution than resourcing an external interim service director.

Subject to the Chief Officer Appointments Panel approving recruitment to this role on an interim basis, candidate(s) will be invited to an interview, on an acting-up arrangement, with the Chief Officer Appointments Panel on 11 July 2025.

If successful, it is proposed that the acting-up arrangement will initially be for 6 months, but with the option to extend to 9 months pending the permanent appointment to the role.

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

5. FINANCIAL INFORMATION

Interim Appointment via an acting up arrangement

If successfully appointed to the role on an interim acting-up basis, the role will be paid at Band 4 Chief Officer within the chief officer pay and grading structure and following the 2024/25 national pay award, the salary is within the range of £85,023 - £118,213

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Approves recruitment to this role on an interim basis pending permanent recruitment
3. Undertakes formal interviews for the post of Interim Service Director for Street Services on an acting-up arrangement.

SERVICE DIRECTOR

STREET SERVICES



Grade and Tier	Chief Officer – Band 4	Reference:	COF0017
Reports to:	Strategic Director for Place	Job Type:	Strategic Leader
Role Purpose			
<ul style="list-style-type: none"> Lead on all of the city's Street Services maintenance and green estate management including transport infrastructure and car parking, street scene, green space, waste collection and disposal, strategic waste planning and waste policy, commercial operations and related statutory services, working with elected members, Corporate Management Team (CMT) and Senior Leadership Team (SLT). Provide strategic leadership to deliver the vision for the service and the Council, and public value in the delivery of efficient and effective services. Enable directors to focus on driving the Council's overall objectives at a city, sub region, regional and national level. Communicate the vision of the Council, and motivate and influence others to deliver this. 			
Statutory and Key Responsibilities/Accountabilities			
<ul style="list-style-type: none"> Act as the 'responsible officer' for all statutory functions of Street Services, including the provision of services in line with current Council policies, and national and European legislation. 			
Key Responsibilities			
Corporate and Organisational			
<ul style="list-style-type: none"> Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own department and wider partners where necessary. Act as the principal policy and professional advisor on the Council's street services maintenance including transport infrastructure and car parking, street scene, green estate management, waste collection and disposal, strategic waste planning and waste policy, and commercial operations within the department. Provide specific subject matter expertise and advice to directors, Chief Executive and elected members as required. Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth. Embed climate change actions across the functions of the Street Services 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 outstanding customer focussed services that 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, including the private sector and local communities which are designed to promote the work of the Council and own department and deepen the Council's understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the department, with the directorate, organisation and with partners.
- Lead and challenge 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 where appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

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

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Lead the Street Services management team. ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. ▪ Lead the improvement of street services to provide good quality frontline services for the benefit of residents of the city. ▪ Lead the delivery of the Highway Services Partnership, including all engineering solutions and proposals in relation to highways, flooding and coastal erosion. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance, effective planning practice and delivery objectives within department. 	<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. ▪ The Street Services workforce understands the Council's values, priorities and desired outcomes. ▪ 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. ▪ Street Services has a long term financial strategy and plan (MTFS) which is clear and actively communicated to CMT, elected members and the wider departmental workforce. The revenue

Customer and Communities

- Ensures services within own department are focussed on continuous improvement within agreed levels of customer satisfaction to best meet the needs of internal and external customers and citizens.
- Ensure that vulnerable people's needs are being met in the City.
- Ensure efficient processes and ease of use business focussed support to customers.
- Facilitate a culture change programme to support the organisation's transition to a customer focussed culture.

Partnerships and External Relationships

- Create and manage effective relationships and partnerships with a broad range of stakeholders, including those in the private sector, building support amongst them in order to deliver better public services.
- Promote the city by supporting and participating in key corporate events.
- Ensure the provision of services reflecting major growth and development opportunities.

Governance

- Deliver the statutory functions within Street Services.
- Ensure compliance and manage risk around delivery of investment into the City.
- 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 trade 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, those of Ofsted, CQC, Health and Safety Executive and Information Security.

and capital budget is delivered within agreed tolerances.

- Street Services is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.
- Providing frontline services to published standards.
- Strong networks have been established in the region to best maximise investment from a range of funding agencies/from grants/from partners.
- The provision of frontline services and access to services is in place aimed at improving outcomes and reducing inequalities.
- Street Services makes a demonstrable contribution to Plymouth being recognised as a great place to invest, live and work because of the services it delivers.
- 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 and national bodies.
- There are effective strategic partnerships between other Council departments and other strategic partners for example Health, Police, Education and Social Enterprises, to ensure coordination of integrated planning, housing and transport strategies.
- A number of key partnerships have been developed which have delivered better outcomes for Plymouth's employees/citizens.
- 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 Street Services information is held securely, safely and in line with legal and statutory requirements.
- Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council.

	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 experience of leading and managing a complex department responsible for strategic functions including those relating to highways, parking and marine, waste, fleet and garage, and street cleansing and grounds, within the public or private sector. Leadership experience in a culture change environment. Experience of deploying commercial and transformational acumen within medium or large organisations. Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation. Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. A broad knowledge of public sector service delivery including direct delivery and commissioning of third party contracts / SLAs. Experience of engaging and involving communities to whom statutory or other services are provided. Proven experience of commissioning/delivering services to achieve quality and value for money for customers. Understanding of the principles of system leadership. Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. Experience of working and succeeding in complex partnership arrangements. Experience of leading a multi-disciplinary workforce to drive performance and a successful culture. Experience of working within and promoting a health and safety, well-being and safeguarding culture. Demonstrable commitment and experience of celebrating and valuing diversity. Demonstrable commitment to Continuous Professional Development in own career to date. 	<ul style="list-style-type: none"> Able to be a collaborative system leader across council with focus on culture change and transformational leadership. Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. Able to work as part of a high functioning non silo'd directorate team. Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. Commercial acumen to be able to interpret and interrogate complex financial and other information. Ability to think innovatively to identify income generation opportunities/income streams in own department in line with Council vision. Able to understand performance management systems and methods to drive continuous improvement for customers. Ability to influence, coach and mentor others to improve and build a high performance culture. Authentic and effective communication skills. Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. Stakeholder management skills within the public or 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 key public services, to protect and promote the best interests of the city.

	<ul style="list-style-type: none">▪ Ability to deal with competing interests while maintaining effective working relationships and a productive work environment.▪ Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes.▪ Advanced political awareness and acumen.▪ Innovative and able to challenge traditional ways of doing things in a positive, constructive way.▪ Project management skills and knowledge of established project management methodologies.▪ Strong personal resilience and drive, with the ability to manage the pressures and demands of the role.
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