

# Chief Officer Appointments Panel



Date of meeting:	19 December 2025
Title of Report:	<b>Recruitment to the role of Interim Service Director Team Plymouth</b>
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Glenn Caplin-Grey (Strategic Director for Growth)
Author:	Chris Squire (Service Director HROD)
Contact Email:	glenn.caplin-grey@plymouth.gov.uk
Your Reference:	<a href="#">Click here to enter text.</a>
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This report highlights the request for Members to appoint to the post of Interim Service Director for Team Plymouth.

## Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertakes formal interviews for the role of Interim Service Director for Team Plymouth

## Alternative options considered and rejected

Alternative options considered and rejected included current employees taking on responsibility for the partnership in addition to their substantive roles. This option was rejected as the role is a full-time job and requires a dedicated individual.

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 interim Service Director for Team Plymouth is filled as soon as possible to ensure that the advantages presented by Team Plymouth and the defence deal are realised.

## 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. Team Plymouth is a unique partnership between Plymouth City Council, the Ministry of Defence, HM Government and Babcock International, maximising the economic and social impact of long-term defence investment in our city and region.

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

The interim Service Director for Team Plymouth is a new role, with the budget to be established by utilising existing resources within the Medium Term Financial Plan. As a result, the introduction of this role will not create an additional cost pressure on the MTFP, however this will be subject to ongoing review to ensure the resource requirements remain in place

## Financial Risks

There may be a risk to ongoing funding for the post, however the interim post falls within existing budget. There will be appropriate scrutiny by the Council's section 151 Officer.

## Legal Implications

The legal position regarding the appointment of Chief Officers and Deputy Chief Officers is set out in this 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. 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.*

Any 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	Recruitment of Interim Service Director for Team Plymouth							

## 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

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Sign off:

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Originating Senior Leadership Team member: Glenn Caplin-Grey (Strategic Director for Growth)											
Please confirm the Strategic Director(s) has agreed the report? Date agreed: 12/12/2025											
Cabinet Member approval: Councillor Laing (Acting Leader) Date approved: 16/12/2025											

## **APPENDIX A - RECRUITMENT OF SERVICE DIRECTOR FOR TEAM PLYMOUTH**

### **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 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**

Plymouth is one of only five key national defence growth areas announced in the UK Defence Industrial Strategy, and the only city to be named. The main players of what was Growth Alliance Plymouth have come together to form Team Plymouth, in order to capitalise on unprecedented levels of investment and interest in the city's role in defence.

The interim Service Director Team Plymouth will lead and manage the Council's input into the Team Plymouth partnership. Working across government, the private sector, and within Plymouth City Council, the role will help shape and support the development of Team Plymouth, ensuring that people, resources and budgets are managed across the partnership and that Plymouth City Council resources are aligned with the partnership's objectives.

The role holder will be the Council's main point of contact and interaction with the Team Plymouth partnership, ensuring that governance, commissioning and delivery are robust, meet the needs of the city and the partnership is democratically accountable.

The role of Service Director for Team Plymouth was approved at the meeting of the City Council on 24 November 2025, as an addition to the Plymouth City Council Senior Management Structure.

#### **4. FINANCIAL INFORMATION**

Following approval at the meeting of the City Council on 24 November 2025, role has been 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 £87,744 to £121,996 per annum. Chief Officer pay is linked to national pay bargaining.

#### **5. RECOMMENDATIONS**

It is recommended that the Appointments Panel:

1. Note the contents of this report.
2. Undertakes formal interviews for the role of interim Service Director for Team Plymouth.

## SERVICE DIRECTOR – TEAM PLYMOUTH

<b>Grade and Tier</b>	Chief Officer –	<b>Reference:</b>	
<b>Reports to:</b>	Strategic Director Growth	<b>Job Type:</b>	Strategic Leader

### Role Purpose:

- Lead and manage the Council's input into the Team Plymouth partnership with the Ministry of Defence (MOD), Ministry of Housing, Communities and Local Government (MHCLG) and Babcock International Limited. This will include working at a strategic level across government and the private sector by shaping and supporting Team Plymouth governance structures.
- Maximise the impact of Team Plymouth by leading the implementation of the Team Plymouth vision and strategy for *Defence led Growth*, by working alongside Service Directors across the organisation. The role holder will matrix manage across the Council to deliver agreed partnership priorities and commission specific outcomes and outputs.
- To ensure that people, resources, and budgets are managed effectively across the Team Plymouth partnership and aligned with partnership objectives. This will mean developing new ways of partnership working across the Council which support the objectives of Team Plymouth both to support the defence of the realm and ensure Plymouth maximises the economic and social benefits of the Defence Industrial Strategy and the Plymouth Plan.
- To lead the Council's response to Team Plymouth co-ordinating complex and diverse activity across multiple departments and service areas through the establishment of strong Programme and Project management arrangements, effective governance and matrix team management.
- To communicate the vision of the Council and Team Plymouth and motivate and influence others to deliver this.

### Statutory and Key Responsibilities/Accountabilities

- The role holder will be the Council's main point of contact and interaction with the Team Plymouth partnership, ensuring that governance, commissioning and delivery are robust, meet the needs of the city and the partnership is democratically accountable
- Through Team Plymouth, we are driving and cohering transformational outcomes to create jobs, develop skills, build new homes, modernise infrastructure and address longstanding inequalities. This is a cross-cutting role that will help develop a new way of working across a range of Team Plymouth workstreams. Specifically:
  - Transport
  - City Centre, Housing and Regeneration
  - Business, Innovation and Marine Autonomy
  - Skills (post 16)
  - Education
  - Social value delivering impact across the city
- Provide a 'System Leadership' approach to implementing Team Plymouth priorities underpinned by effective programme management. The programme will deliver the workforce, infrastructure, and wider business ecosystem to drive inclusive sustainable long-term growth and deliver defence capability for the nation. Long term defence investment and surety of contracted work in His Majesty's Naval Base (HMNB) Devonport and Babcock's Devonport

Royal Dockyard presents an opportunity that extends outside the city and into the wider Southwest region.

## Key Responsibilities

### Corporate and Organisational

- In the Defence Industrial Strategy, Plymouth was announced as one of five initial areas named for defence-based place growth, delivering the 'defence growth dividend' for Plymouth and the wider region. The role holder will act as the principal policy advisor on Team Plymouth governance and performance and provide specific subject matter expertise and advice to Directors, the Chief Executive and Members and MPs as required.
- Lobby nationally for recognition and funding to support defence led growth.
- Support accelerating the pace of innovation in Marine Autonomy.
- Provide strong, visible leadership and direction through compelling communication of the Partnership's vision, values and delivery.
- Representation and promotion of the Council and the Partnership across the city, regionally and nationally in relation to all matters concerning defence led growth.
- Ensure own directorate and wider Council departments deliver the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Embed climate change actions across the remit of Team Plymouth, contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.
- Respond to requests from MPs elected members, scrutiny panels and service-user groups; this will require the chairing of meetings and taking decisions at short notice.
- To Ensure effective governance and programme management arrangements are in place. To establish and chair an internal PCC Team Plymouth Officers' group reporting to the Strategic Director of Growth.
- To produce an annual Team Plymouth work programme.
- To work collaboratively and in partnership with key service Directors for responsibility for delivery within Team Plymouth for individual elements including the Service Directors for Strategic Planning & Infrastructure, Education and Skills and Economic Development.
- To provide updates to Extended Leadership Team, Senior Leadership Team, Scrutiny, Cabinet and associated committees as required.
- Provide strategic leadership for health, safety, and wellbeing across the directorate and Council, ensuring compliance with statutory duties and best practice.
- Provide tactical leadership during emergencies, acting as Duty Tactical Commander or supporting the Council Emergency Management Team as required.

### Performance and Finance

- Take lead responsibility for the Council's input to the Partnership. This means managing direct and matrix-managed resource and ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities. This will include managing programme and project managers to ensure implementation of Team Plymouth outcomes.
- Embrace new ways of working (e.g. Place-Based Business Cases) to maximise funding and delivery into the City.

- Ensure the Partnership and department provide cost effective and efficient services for customers and partners.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding Plymouth-focused partnership with best-in-class policies and practices, which respond continually to changing internal and external environments.
- Oversee, authorise, verify and take decisions to manage the Council's applications for Team Plymouth funding (linked to the Defence Industrial Strategy) and operation of the Team Plymouth Partnership Office. This will include programme management of PCC funding from Team Plymouth and other funding linked to Team Plymouth delivery.
- Evaluate local and national data and research to determine performance targets for areas of responsibility. This includes looking at best practice from Team Barrow and UKAUS. Specifically, to measure the success of the Plymouth Economic Strategy, we will monitor key performance indicators across each of the Team Plymouth pillars: High-value jobs and Productivity, Inclusive Growth, Sustainable Growth and Civic Pride and Regeneration. Skills and workforce development will serve as a cross-cutting theme underpinning all pillars.
- To be proactive in developing funding and income streams enabling sustainable capacity to be built.

**Customer and Communities**

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders, particularly in the defence and marine autonomy sectors, and local communities designed to promote the work of the Council and the Partnership 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 Partnership and with delivery 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 commissioning and service delivery, to successfully deliver expected outcomes and benefits for the city.
- Fulfil a proactive role at local, regional and national level in promoting and advocating for the city and its communities to deliver improvements and opportunities for residents and businesses.
- 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 Universities, Colleges and those in the Defence supply chain to understand the barriers to delivery.
- To be the main point of contact for the business community for Team Plymouth including providing strategic updates to the Growth Board, Chamber and Plymouth Area Business Council.

**Governance**

- To be responsible for establishing and leading strong internal programme governance arrangements for Team Plymouth across relevant Service Directors and Heads of Service. To ensure the programme is supported by strong project management, performance monitoring and comms.
- Ensure that complex funding streams are joined up across delivery
- Ensure the duties of the Partnership and the Council 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 Council and the Directorate (including civil contingencies).

Role Accountabilities	Role Outcomes
<p><b>Corporate and Organisational</b></p> <ul style="list-style-type: none"> <li>• Be part of the Team Plymouth leadership team and represent PCC at strategic and operational levels.</li> <li>• Build a consistent approach to leadership styles across the partnership to derive an empowered leadership culture.</li> <li>• Representation and promotion of the Council and the Partnership across the city; regionally and nationally in relation to all matters concerning Team Plymouth.</li> <li>• To play a full role at Extended Leadership Team as a Service Director supporting wider corporate initiatives as required.</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>• Management of people, services, resources and budgets linked to the delivery of the Defence Industrial Strategy (circa £50M) making decisions on commissioning of projects and programmes and efficiency as required. Matrix managing multi-disciplinary teams across the partnership.</li> <li>• Leadership of Team Plymouth programme as it affects PCC.</li> <li>• Monitoring and evaluating the quality and effectiveness of services, making improvements where necessary.</li> <li>• Ensuring that services meet regulatory standards and are compliant with relevant legislation.</li> </ul> <p><b>Customer and Communities</b></p> <ul style="list-style-type: none"> <li>• Collaborating with communities, residents and other stakeholders to gather feedback and improve services.</li> </ul>	<ul style="list-style-type: none"> <li>• Council officers and Members are provided with the right level of support and advice to engage in the partnership and deliver agreed outputs and outcomes.</li> <li>• There is a collaborative approach to Team Plymouth.</li> <li>• Team Plymouth is a high performing partnership which delivers agreed priorities for the MOD, MHCLG Babcock and the Council.</li> <li>• Team Plymouth has a long-term financial and investment strategy which is clear and actively communicated to Corporate Management Team, Members and the wider organisation. The revenue and capital budgets flowing from Team Plymouth are delivered within agreed tolerances.</li> <li>• The Team Plymouth programme delivers, and is seen to deliver, the workforce, infrastructure, and wider business ecosystem to drive inclusive sustainable long-term growth and deliver defence capability for the nation.</li> <li>• Services are continuously improved and better aligned with the needs of Plymouth's communities, residents, and stakeholders, as evidenced by regular feedback collection, engagement activities, and demonstrable changes made in response to input.</li> <li>• Develop, support and provide leadership to strategic partnerships within the city,</li> </ul>

<p><b>Partnerships and External Relationships</b></p> <ul style="list-style-type: none"> <li>• Develop, support and provide leadership to strategic partnerships within the city, focused on improving the economy of Plymouth</li> <li>• Ensure a joined up and complimentary PR and communications strategy across the city.</li> <li>• Promote the city by supporting and participating in key corporate events.</li> <li>• To work closely with existing partnerships including the Plymouth growth Board, Destination Plymouth and Plymouth Culture</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Overseeing PCC interaction with Team Plymouth and ensuring the City Council is a proactive partner. This will include ensuring good governance standards are developed and maintained.</li> <li>• Ensure neighbouring Local Authorities are engaged in Team Plymouth</li> <li>• Ensure compliance and manage risk around delivery of investment into the City.</li> <li>• The Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery</li> <li>• 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.</li> <li>• 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.</li> </ul>	<p>focused on improving the economy of Plymouth.</p> <ul style="list-style-type: none"> <li>• Plymouth benefits from a unified and effective PR and communications strategy, resulting in consistent messaging, increased public awareness of partnership initiatives, and enhanced reputation for the Council and Team Plymouth.</li> <li>• The new approach to branding Plymouth is coordinated with the Team Plymouth communications strategy.</li> <li>• Plymouth City Council is recognised as an engaged and proactive partner within Team Plymouth, consistently upholding robust governance standards. Effective oversight ensures that partnership activities are well-coordinated, compliant with relevant legislation, and deliver transparent, accountable outcomes for the city and its stakeholders.</li> <li>• The skills, employment and supply chain benefits of the Defence Industrial Strategy are delivered across the Southwest.</li> <li>• Team Plymouth makes a demonstrable contribution to Plymouth being recognised as a great place to work and invest.</li> <li>• 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.</li> <li>• Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.</li> <li>• All data and information is held securely, safely and in line with legal and statutory requirements.</li> <li>• 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.</li> </ul>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<ul style="list-style-type: none"> <li>• Evidence of continued professional development; Level 7 management qualification desirable.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to be a collaborative system leader across council with focus on culture change and transformational leadership.</li> </ul>

<ul style="list-style-type: none"> <li>• Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the post's direct management.</li> <li>• Substantial experience of delivering economic development investment programmes.</li> <li>• Strong record of the involvement of businesses in the design and determination of services within the relevant sectors.</li> <li>• Substantial experience of leading and developing successful partnerships and cross disciplinary/multi-agency working at high level. Specifically, strong diplomacy skills</li> <li>• Leadership experience in a public-private partnership context.</li> <li>• Experience of deploying commercial and transformational acumen within medium or large organisations.</li> <li>• Experience of securing private sector investment.</li> <li>• Experience of developing strategies and translating them into effective operational plans and programmes in a multi-disciplinary organisation.</li> <li>• Experience in working effectively and impartially with MP's, elected members/senior board/executive members and in supporting democratic decision-making processes.</li> <li>• A broad knowledge of public sector service delivery including direct delivery and commissioning of third-party contracts / SLAs.</li> <li>• Experience of delivering economic development strategies.</li> <li>• Experience of engaging and involving communities and businesses.</li> <li>• Proven experience of Green Book, commissioning/delivering projects or services to achieve quality and value for money for funders.</li> <li>• Understanding of the principles of System Leadership.</li> <li>• Experience of working and succeeding in complex partnership arrangements.</li> <li>• Experience of leading a multidisciplinary workforce to drive performance and a successful culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively manage and motivate a diverse team of employees and matrix-managed resource, enabling them to deliver quality customer services.</li> <li>• Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>• Able to work as part of a high-functioning non-silo'd Directorate Team</li> <li>• Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> <li>• Business planning skills - including analysing demand, priorities, trends and predicting future customer needs.</li> <li>• Commercial acumen to be able to interpret and interrogate complex financial and other information.</li> <li>• Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision.</li> <li>• Able to understand performance management systems and methods to drive continuous improvement for customers.</li> <li>• Ability to influence, coach and mentor others to improve and build a high-performance culture.</li> <li>• Authentic and effective communication skills.</li> <li>• Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations.</li> <li>• 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.</li> <li>• Ability to deal with competing interests while maintaining effective working relationships and a productive work environment.</li> </ul>
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<ul style="list-style-type: none"><li>• Experience of working within and promoting a health and safety, well-being and safeguarding culture. Demonstrable commitment and experience of celebrating and valuing diversity and addressing inequalities.</li></ul>	<ul style="list-style-type: none"><li>• Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes.</li><li>• Political awareness and acumen.</li><li>• Innovative and able to challenge traditional ways of doing things in a positive, constructive way.</li><li>• Project management skills and knowledge of established project management methodologies.</li></ul>
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