



**Oversight and Governance**

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## Chief Officer Appointments Panel

Thursday 3 July 2025  
11.30 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**

### **1. Apologies**

To receive apologies for non-attendance submitted by Panel Members.

### **2. Declarations of Interest**

Members will be asked to make any declarations of interest in respect of items on the agenda.

### **3. Minutes (Pages 1 - 2)**

The Panel will be asked to confirm the minutes of the meeting held on 20 June 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 Service Director for Adult Social Care: (Pages 3 - 12)**

### **6. Exempt Business**

To consider passing a resolution under Section 100(4) of the Local Government Act, 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

## **Part II (Private Meeting)**

### **Agenda**

#### **Members of the Public to Note**

That under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

### **7. Recruitment to Service Director for Adult Social Care: (To Follow)**

### **8. Confidential Minutes (Pages 13 - 16)**

The Panel will be asked to confirm the confidential minutes of the meeting held on 20 June 2025.

## **Chief Officer Appointments Panel**

**Friday 20 June 2025**

### **PRESENT:**

Councillor Laing, in the Chair.

Councillors Aspinall, Mrs Beer, Blight, Coker, Laing, Lowry and Tofan.

Also in attendance: Chris Squire (Service Director for HROD), David Haley, Jake Metcalfe and Chris Squire.

The meeting started at 10.00 am and finished at 11.56 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.*

### 28. **Apologies**

Councillor Aspinall proposed Councillor Laing as Chair for the meeting, which was seconded by Councillor Blight.

The Panel agreed unanimously to appoint Councillor Laing as Chair for the meeting.

There were apologies received from:

- Councillor Evans OBE, Councillor Lowry substituted
- Councillor Lugger, Councillor Tofan substituted

### 29. **Declarations of Interest**

There were no declarations of interest.

### 30. **Minutes**

The minutes of the meeting that took place on 23 May 2025 were agreed as a true and accurate record.

### 31. **Chair's Urgent Business**

There were no items of chairs urgent business.

### 32. **Recruitment to Interim Service Director for Children, Young People & Families**

*(Please note there is a confidential minute to this item)*

The Panel agreed that 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 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

The Panel agreed to:

1. Note the content of this report.
2. Undertake formal interviews for the post of Interim Service Director for Children, Young People and Families Service.

33. **Exempt Business**

*(The Panel remained in part 2 to undertake interviews)*

34. **Recruitment to Interim Service Director for Children, Young People & Families**

Following an interview process, the Panel agreed unanimously to appoint candidate Lisa Davies to the position of Interim Service Director for Children, Young People and Families subject to Cabinet agreement and the necessary pre-employment checks.

35. **Confidential Minutes**

The Panel agreed the confidential minutes of the meeting that took place on 23 May 2025.

# Chief Officer Appointments Panel



Date of meeting:	03 July 2025
Title of Report:	<b>Recruitment to Service Director for Adult Social Care</b>
Lead Member:	Councillor Mrs Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge, Strategic Director for Adults, Health and Communities
Author:	Chris Squire (Service Director HR & Organisational Development)
Contact Email:	<a href="mailto:Gary.walbridge@plymouth.gov.uk">Gary.walbridge@plymouth.gov.uk</a>
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 undertake formal interviews for the post of Service Director for Adult Social Care.

## Recommendations and Reasons

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertakes formal interviews for the post of Service Director Adult Social Care.

## 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.

The Service Director for Adult Social Care 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.

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.

Any recruitment and selection processes will be undertaken with reference to Plymouth City Council's established procedures and relevant legislation.

[illegible]

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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<p>Originating Senior Leadership Team member: Gary Walbridge, Strategic Director for Adults Health &amp; Communities</p>											
<p>Please confirm the Strategic Director(s) has agreed the report: Yes</p> <p>Date agreed 19/06/2025</p>											
<p>Cabinet Member approval: Approved</p> <p>Date approved by email: 23/06/2025</p>											

## **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**

As highlighted in the report of 14 February 2025, 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 was the creation of a Service Director for Adult Social Care. This is a key role within the 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.

At COAP on 14 February 2025, approval was given to proceed with the creation of and recruitment to the role of Service Director for Adult Social Care. This change to the chief officer structure was approved at the meeting of Full Council on 17 March 2025.

## **4. PERMANENT RECRUITMENT UPDATE.**

Having received approval to create this role at full Council on 17 March 2025, an executive search partner was engaged, with a number of candidates being presented for consideration.

Three candidates were invited to an assessment centre on Wednesday 18 June 2025, with two candidates subsequently being invited to the Chief Officer Appointments Panel scheduled for 3 July 2025.

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

## **5. 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.

## **6. RECOMMENDATIONS**

It is recommended that the Appointments Panel:

1. Note the content of this report.
2. Undertake formal interviews for the role of Service Director for Adult Social Care.

**SERVICE DIRECTOR**

Adult Social Care



<b>Grade and Tier</b>	Chief Officer – Band 4 (TBC)	<b>Reference:</b>	COF54
<b>Reports to:</b>	Strategic Director Adults Health & Communities	<b>Job Type:</b>	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><b>Corporate and Organisational</b></p> <ul style="list-style-type: none"> <li>• Lead the Adult Social Care and Retained Client teams</li> <li>• Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture.</li> <li>• Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Adult Social Care and Wellbeing.</li> </ul> <p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Leadership of front-line operations ensuring quality, value, performance and direction in line with Governmental, Corporate, and Strategic targets</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> <li>• Supporting the recruitment, training, and development of staff within the social care sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices.</li> <li>• There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters.</li> <li>• Adult Social Care has a long-term financial strategy and plan (MFTP) 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.</li> </ul>

<p><b>Customer and Communities</b></p> <ul style="list-style-type: none"> <li>Collaborating with service users, families, and other stakeholders to gather feedback and improve services.</li> </ul> <p><b>Partnerships and External Relationships</b></p> <ul style="list-style-type: none"> <li>Development, support and, in areas leading strategic partnerships within the city, focused on improving the wellbeing of the citizens of Plymouth</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Overseeing PCC in-house Adult Social Care direct provision, ensuring such provision is safe, efficient and effective meeting all CQC regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>ASC services make a demonstrable contribution to Plymouth being recognised as a safe place to live because of the services it delivers.</li> </ul>
<b>Essential Qualifications and Experience</b>	<b>Essential Skills and Behaviours</b>
<ul style="list-style-type: none"> <li>Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the posts direct management</li> <li>Substantial experience of maintaining high safeguarding standards and practice for Adults and understanding of systems to protect vulnerable groups.</li> <li>Strong record of the involvement of service users 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.</li> <li>Leadership experience in a culture change environment.</li> <li>Experience of deploying commercial and transformational acumen within medium or large organisations.</li> <li>Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation.</li> <li>Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</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> <li>Able to effectively manage and motivate a diverse team of employees, 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> </ul>

<ul style="list-style-type: none"> <li>• A broad knowledge of public sector service delivery including direct delivery and commissioning of third-party contracts / SLAs.</li> <li>• Experience of engaging and involving communities to whom statutory or other services are provided.</li> <li>• Proven experience of commissioning/delivering services to achieve quality and value for money for customers.</li> <li>• Understanding of the principles of System Leadership.</li> <li>• Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li> <li>• Experience of working and succeeding in complex partnership arrangements.</li> <li>• Experience of leading a multidisciplinary workforce to drive performance and a successful culture.</li> <li>• Experience of working within and promoting a health and safety and safeguarding culture.</li> <li>• Demonstrable commitment and experience of celebrating and valuing diversity and addressing inequalities.</li> </ul>	<ul style="list-style-type: none"> <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> <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> </ul>
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The following relates to exempt or confidential matters (Para(s) 1, 2, 3 of Part 1, Schedule 12A of the Local Govt Act 1972). A 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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