

Chief Officer Appointments Panel



Date of meeting:	14 February 2025
Title of Report:	Recruitment to new role of Service Director for Adult Social Care
Lead Member:	Councillor Mrs Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge (Strategic Director – Adults Health & Communities)
Author:	Chris Squire (Service Director HR-OD)
Contact Email:	Gary.walbridge@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report updates Members on proposals for the recruitment to the new post of Service Director for Adult Social Care within the Council's senior management team and seeks approval to commence the process.

Recommendations and Reasons

It is recommended that the Chief Officer Appointments Panel

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

Alternative options considered and rejected

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

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

The recommendation is in line with the Council's established practices and is offered as the best option in these particular circumstances. It is essential that the role is filled permanently as soon as possible to deliver these statutory duties for the Local Authority and to support the delivery of the Medium-Term Financial Plan

Relevance to the Corporate Plan and/or the Plymouth Plan

The Corporate Plan outlines the strategic direction of the Council. Recommendations within this report align to the current Plymouth City Council Corporate Plan

Implications for the Medium Term Financial Plan and Resource Implications:

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

Financial Risks

Full costs of any proposal will be available to Members ahead of any commitment of resources. There will be appropriate scrutiny by the Council's section 151 Officer

Carbon Footprint (Environmental) Implications:

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

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

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

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Role Profile							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Gary Walbridge (Strategic Director Adults, Health & Communities)											
Please confirm the Strategic Director(s) has agreed the report? Gary Walbridge confirmed by email. Date agreed: 5 February 2025											
Cabinet Member approval: Cllr Aspinall approved by email. Date approved: 5 February 2025											

I. INTRODUCTION

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

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

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

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

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

2. CHIEF OFFICER APPOINTMENTS PANEL DELEGATED FUNCTIONS

Council has delegated the function of interviewing candidates to the Chief Officer Appointments Panel, (COAP). COAP acts with the delegated authority of the Council to appoint to Chief Officer roles where the law prohibits the Head of Paid Service from making the appointment but allows full Council to delegate the responsibility.

3. BACKGROUND

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

4. PERMANENT RECRUITMENT UPDATE.

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

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

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

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

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

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

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

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

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

5. FINANCIAL INFORMATION

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

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

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

6. RECOMMENDATIONS

It is recommended that the Appointments Panel:

- I. Note the content of this report.

OFFICIAL

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

SERVICE DIRECTOR

Adult Social Care



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

Role Purpose:

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

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

Statutory and Key Responsibilities/Accountabilities

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

Key Responsibilities**Corporate and organisational**

- Act as the principal policy and professional advisor on Adult Social Care and provide specific subject matter expertise and advice to Directors, the Chief Executive and Members as required.
- Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own Department, Federation and wider where necessary.
- Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Adult Social Care and Wellbeing.
- Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Embed climate change actions across the functions of the Adult Social Care team, contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.
- Respond to requests from elected members, scrutiny panels and service users groups; this may require the chairing of meetings and taking decisions at short notice.

Performance and Finance

- Take lead responsibility for the overall management of the Department, ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best-in-class policies and practices which respond continually to the changing internal and external environments.
- Oversee, authorise, verify and take decisions to manage the Adult Social Care budget against demand; prioritising work streams within the Council or with the providers delivering financial management of a service that is sensitive to market conditions.
- Evaluate local and national data and determine performance targets for areas of responsibility.

Customer and Communities

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

Partnerships and external relationships

- Develop and engage in mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.

- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.
- Work across the Council and with partners to put in place strategies for the improvement of outcomes and performance for the community for health and social care, customer services and public perception of the Council through a defined approach to deliver high quality services that meet the needs of the community and clients.
- Promote and develop co-operative partnerships, including effective use and alignment of resources across the city. This includes developing business models to maximise the efficiency of functions across the Directorate and our partners.
- Build operational and strategic links with key external partners such as Health, Police, Probation and the Care Quality Commission

Governance

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

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> • Lead the Adult Social Care and Retained Client teams • Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. • Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Adult Social Care and Wellbeing. <p>Performance and Finance</p> <ul style="list-style-type: none"> • Management of people, services, resources and budgets (circa £70M) making decisions on structure and efficiency as required. Overseeing the budget for social care services, ensuring resources are allocated effectively. • Leadership of front-line operations ensuring quality, value, performance and direction in line with Governmental, Corporate, and Strategic targets • Monitoring and evaluating the quality and effectiveness of services, making improvements where necessary. 	<ul style="list-style-type: none"> • Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices. • There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters. • Adult Social Care has a long-term financial strategy and plan (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.

<ul style="list-style-type: none"> • Ensuring that services meet regulatory standards and are compliant with relevant legislation. • Supporting the recruitment, training, and development of staff within the social care sector. <p>Customer and Communities</p> <ul style="list-style-type: none"> • Collaborating with service users, families, and other stakeholders to gather feedback and improve services. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> • Development, support and, in areas leading strategic partnerships within the city, focused on improving the wellbeing of the citizens of Plymouth <p>Governance</p> <ul style="list-style-type: none"> • Overseeing PCC in-house Adult Social Care direct provision, ensuring such provision is safe, efficient and effective meeting all CQC regulatory requirements 	<ul style="list-style-type: none"> • ASC services make a demonstrable contribution to Plymouth being recognised as a safe place to live because of the services it delivers.
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>
<ul style="list-style-type: none"> • Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the posts direct management • Substantial experience of maintaining high safeguarding standards and practice for Adults and understanding of systems to protect vulnerable groups. • Strong record of the involvement of service users in the design and determination of services within the relevant sectors. • Substantial experience of leading and developing successful partnerships and cross disciplinary/multi-agency working at high level. • Leadership experience in a culture change environment. • Experience of deploying commercial and transformational acumen within medium or large organisations. • Experience of developing strategies and translating them into effective 	<ul style="list-style-type: none"> • Able to be a collaborative system leader across council with focus on culture change and transformational leadership. • Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. • Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. • Able to work as part of a high-functioning non-silo'd Directorate Team • Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. • Business planning skills - including analysing demand, priorities, trends and predicting future customer needs.

<p>operational plans gained in a multi-disciplinary organisation.</p> <ul style="list-style-type: none"> • Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. • A broad knowledge of public sector service delivery including direct delivery and commissioning of third-party contracts / SLAs. • Experience of engaging and involving communities to whom statutory or other services are provided. • Proven experience of commissioning/delivering services to achieve quality and value for money for customers. • Understanding of the principles of System Leadership. • Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. • Experience of working and succeeding in complex partnership arrangements. • Experience of leading a multidisciplinary workforce to drive performance and a successful culture. • Experience of working within and promoting a health and safety and safeguarding culture. • Demonstrable commitment and experience of celebrating and valuing diversity and addressing inequalities. 	<ul style="list-style-type: none"> • Commercial acumen to be able to interpret and interrogate complex financial and other information. • Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision. • Able to understand performance management systems and methods to drive continuous improvement for customers. • Ability to influence, coach and mentor others to improve and build a high-performance culture. • Authentic and effective communication skills. • Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. • Stakeholder management skills within the public and private sector. Ability to develop and maintain effective dialogue and develop trust with stakeholders including other Service Directors, Directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city. • Ability to deal with competing interests while maintaining effective working relationships and a productive work environment. • Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes. • Political awareness and acumen. • Innovative and able to challenge traditional ways of doing things in a positive, constructive way.
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