

# APPENDIX A - SENIOR MANAGEMENT STRUCTURE UPDATE

## 1. PURPOSE OF THE REPORT

This report presents a proposal to Members for the new post of Service Director for Adult Social Care within the Council's senior management team.

The report also presents the latest senior management structure for Plymouth City Council, noting the realignment of functions.

## 2. SERVICE DIRECTOR FOR ADULT SOCIAL CARE

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 the post of 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. The role profile for this post can be seen in Appendix B. This replaces the existing post of Head of Adult Social Care.

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.

## 3. SENIOR MANAGEMENT AND FUNCTIONAL CHANGES

The revised service roles and responsibilities at Plymouth City Council and the functions that sit under each strategic director for Plymouth City Council can be seen in Appendix C. This reflects the change in role title from Head of Legal Services to Service Director Legal (Monitoring Officer). This also highlights a number of changes to reporting lines, within the delegated authority of the Head of Paid Service, and is presented to Council for information and context.

On 16 December 2024, the Government published a White Paper (Power and Partnership: Foundations for Growth) setting out their vision for devolution and local government reorganisation, with the aim of shifting power away from Whitehall and simplifying local government structures.

It is important that the work ahead is fully resourced and we also ensure that we have enough capacity to continue delivering our other priority work.

A review of functional alignment for senior managers and provision of capacity to meet the needs for local government reorganisation and devolution has taken place and this is shown in Appendix C.

The Head of Legal Services is a chief officer of the Council, and the title of this post will be changed to Service Director to reflect this

## 4. ALTERNATIVE OPTIONS

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.

The alternative option to retain the current title of Head of Legal Services was considered, however this was rejected as it presents confusion as to the level and status of the role within the organisational hierarchy.

## **5. FINANCIAL IMPLICATIONS AND RISK**

The role of Service Director Adult Social Care has been evaluated within Chief Officer Band 4 £85,023 to £118,213.

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 is no cost attached to the change of role title, from Head of Legal Services to Service Director Legal (Monitoring Officer).

## Appendix B

**SERVICE DIRECTOR ADULT SOCIAL CARE**

<b>Grade and Tier</b>	Chief Officer – Band 4	<b>Reference:</b>	COFXXX
<b>Reports to:</b>	Strategic Director Adults Health & Communities	<b>Job Type:</b>	Strategic Leader

## Adult Social Care

**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</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 (MTFP) which is clear and actively communicated to Corporate Management Team, Members and the wider departmental workforce.</li> </ul>

<p>budget for social care services, ensuring resources are allocated effectively.</p> <ul style="list-style-type: none"> <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> <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>	<p>The revenue and capital budgets are delivered within agreed tolerances.</p> <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>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<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> </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> </ul>

<ul style="list-style-type: none"> <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> <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> </ul>	<ul style="list-style-type: none"> <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</li> </ul>
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<ul style="list-style-type: none"> <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>	<p>working relationships and a productive work environment.</p> <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> </ul>
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**APPENDIX C - SERVICE ROLES & RESPONSIBILITIES****YELLOW HIGHLIGHT INDICATES FUNCTION MOVEMENT**

<b>CHIEF EXECUTIVE OFFICE</b>	
<b>Federated with:</b>	<b>CMT cross cutting lead for:</b>
<ul style="list-style-type: none"> <li>• Customer &amp; Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Equalities</li> </ul>
<b>CHIEF EXECUTIVE</b>	
<b>Responsibilities:</b>	
<ul style="list-style-type: none"> <li>• Head of Paid Service</li> <li>• Electoral Returning Officer</li> <li>• Devolution</li> <li>• Local Government Reform</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and Intelligence</li> <li>• Strategic Partnerships</li> <li>• Communications and Marketing</li> <li>• Public Affairs</li> <li>• Executive Support</li> </ul>
<b>PUBLIC HEALTH DIRECTORATE</b>	
<b>Federated with:</b>	<b>CMT cross cutting lead for:</b>
<ul style="list-style-type: none"> <li>• People</li> <li>• Children's Services</li> </ul>	<ul style="list-style-type: none"> <li>• Sport and Physical Activity</li> <li>• Data and Intelligence</li> <li>• Community Empowerment</li> </ul>
<b>DIRECTOR FOR PUBLIC HEALTH</b>	
<b>Responsibilities:</b>	
<ul style="list-style-type: none"> <li>• Public Health</li> <li>• Trading Standards (client)</li> <li>• Cemeteries and Crematoria</li> <li>• Health Inequalities</li> <li>• Sports Development</li> <li>• Plymouth Active Leisure</li> <li>• Environment Protection and Monitoring (excluding contaminated land)</li> <li>• Food Safety and Standards</li> <li>• Licensing, Health and Safety</li> <li>• Registration</li> <li>• Civil Protection</li> <li>• Corporate Performance and Risk *</li> </ul>	

\*Temporary realignment

**ADULTS, HEALTH & COMMUNITIES DIRECTORATE****Federated with:**

- Children's Services
- Public Health

**CMT cross cutting lead for:**

- Neighbourhood Working
- Violence Against Women and Girls
- Voluntary & Community Sector Engagement VCSE

**STRATEGIC DIRECTOR FOR ADULTS, HEALTH & COMMUNITIES****Responsibilities:**

- Service Director for Integrated Commissioning
- Service Director for Community Connections
- Service Director for Adult Social Care

**SERVICE DIRECTOR FOR INTEGRATED COMMISSIONING****Responsibilities:**

- Integrated Commissioning for PCC, Devon ICS and other parties
- Development of the Local Delivery Partnership for Plymouth Strategic Commissioning & Contracting
- In-house provision for respite and learning disability services
- Allocation, monitoring and commissioning of Integrated Fund
- Needs analysis, strategic commissioning intentions, market positions statements and engagement, implementation plans for Children, Adults and Older People
- Procurement of services related to health and social care (all age)

**SERVICE DIRECTOR FOR COMMUNITY CONNECTIONS****Responsibilities:**

- Police and Fire Services day to day relationships
- Housing Improvement
- Asylum Seekers and Refugees
- Homelessness operational delivery
- High rise building safety
- Safer Communities
- Contest
- Community Safety Partnership
- Violence Against Women and Girls
- Gypsy and Travellers

- Universal Youth Work

**SERVICE DIRECTOR FOR ADULT SOCIAL CARE**

**Responsibilities:**

- Council strategy for adult social care services
- Assurance and governance for adult social care – inc. CQC assessment lead
- Ensure statutory functions under relevant legislation are discharged across service
- Lead for in-house care services

**CHILDREN'S SERVICES DIRECTORATE**

**Federated with:**

- People
- Public Health

**CMT cross cutting lead for:**

- Skills

**DIRECTOR FOR CHILDREN'S SERVICES**

**Responsibilities:**

- Service Director for Children, Young People and Families
- Service Director for Education, Participation and Skills
- Direct management for the Children's Services Improvement Lead
- Direct management for the Children and Young Persons Performance and Planning Lead (temporary)

**SERVICE DIRECTOR FOR CHILDREN, YOUNG PEOPLE AND FAMILIES**

**Responsibilities:**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Children's safeguarding</li> <li>• 16+ service and transition</li> <li>• Children in Care and Care Leavers</li> <li>• Permanency and placements</li> </ul> | <ul style="list-style-type: none"> <li>• Advice and assessment</li> <li>• Children in the community</li> <li>• Out of Hours service</li> <li>• Family Support/Troubled Families</li> <li>• Targeted Youth Support</li> </ul> |
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**SERVICE DIRECTOR FOR EDUCATION, PARTICIPATION AND SKILLS**

**Responsibilities**

- |  |  |
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| <ul style="list-style-type: none"> <li>• School Improvement</li> <li>• School Organisation and Admissions</li> <li>• Early Years Team</li> <li>• Governor Services</li> <li>• PACLS</li> <li>• SEND</li> </ul> | <ul style="list-style-type: none"> <li>• School Transport</li> <li>• Education Catering</li> <li>• Alternative Complementary Education</li> <li>• Centre for Young Parents</li> <li>• CHIDS</li> </ul> |
|--|--|

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Integrated Locality Service</li><li>• Educational Psychology</li></ul> | <ul style="list-style-type: none"><li>• Skills</li><li>• School Sports Partnership</li></ul> |
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**GROWTH DIRECTORATE**

- CMT cross cutting lead for:**
- Inclusive Growth
  - Climate Change and Sustainability

**STRATEGIC DIRECTOR FOR GROWTH**

- Responsibilities:**
- Service Director for Strategic Planning and Infrastructure
  - Service Director for Economic Development
  - Service Director for Street Services

**SERVICE DIRECTOR FOR STRATEGIC PLANNING AND INFRASTRUCTURE**

- **Responsibilities:**
- Development Management
- Planning
- Building Control
- Joint Local Plan
- Housing Delivery & Empty Homes
- Climate Emergency and Carbon Reduction
- Natural Infrastructure Planning
- Strategic Transport, Infrastructure and Investment Planning
- Capital & Strategic Growth Programme Management
- Strategic Waste & Minerals Planning
- Engineering Design
- Local Flood Authority
- Strategic Projects
- **Cross cutting responsibility: Plymouth Plan**

**SERVICE DIRECTOR FOR ECONOMIC DEVELOPMENT**

**Responsibilities:**

- Inward Investment
- Business Engagement
- Destination Plymouth
- Plymouth Science Park
- Museum, Arts/Culture incl. The Box
- Events and Tourist Information
- Freeport
- Land & Property
- Strategic Development Projects
- Enterprise Zone
- Mount Edgcumbe
- Asset Investment Fund/ Asset Management
- National Marine Park

**SERVICE DIRECTOR FOR STREET SERVICES**

**Responsibilities:**

- Plymouth Highways
- Management
- SWH Contract Management
- Fleet & Garage
- Winter Maintenance
- Road Safety (inc. Vision Zero SW)
- Gullies
- Tamar Crossings
- National Marine Park Operations
- Street Lighting
- Parking & Marine
- Street Scene and Waste Services
- Household Recycling Centres
- Green Estate: Parks/Green Space Maintenance
- Trees
- Environmental Planning and Infrastructure projects (exc. Climate/Carbon and Natural Infrastructure Planning)

**CUSTOMER AND CORPORATE SERVICES DIRECTORATE**

**Federated with:**

- Chief Executive Office

**CMT cross cutting lead for:**

- Customer Experience
- Senior Information Risk Owner (SIRO)
- Family of Companies, including;
  - Shareholder responsibility
  - Social Value

**CHIEF OPERATING OFFICER**

**Responsibilities:**

- Service Director for Digital and Customer Experience
- Service Director for Human Resources and Organisational Development

- Service Director for Finance (S151 Officer)
- Service Director for Legal (Monitoring Officer)
- Direct management of Corporate Property and Facilities Management
- Direct management of Elections, Democratic Support, Leader & Cabinet Office, Civic Office

**SERVICE DIRECTOR FOR DIGITAL AND CUSTOMER EXPERIENCE**

**Responsibilities:**

- |   |                                |
|---|--------------------------------|
| • Customer Services                             | • Digital                      |
| • Counter Services                              | • Information Governance & FOI |
| • Contact Centre and Front Doors                | • Business Support             |
| • Corporate Complaints                          | • Land Charges                 |
| • Library Services (including school libraries) |                                |
| • Business Change & Transformation              |                                |

**SERVICE DIRECTOR FOR HUMAN RESOURCES AND ORGANISATIONAL DESIGN**

**Responsibilities:**

- |                                |                        |
|--------------------------------|------------------------|
| • Employee Relations           | • Recruitment          |
| • Organisational Development   | • Payroll and Pensions |
| • Health, Safety and Wellbeing |                        |
| • HR and OD policies and plans |                        |

**SERVICE DIRECTOR FOR FINANCE (S151 OFFICER)**

**Responsibilities:**

- |  |                             |
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| • MTFP                                 | • Treasury Management       |
| • Corporate accounting & insurance     | • Internal & external audit |
| • Senior Information Risk Owner (SIRO) | • Capital Programme         |
| • Revenues & Benefits                  |                             |

**SERVICE DIRECTOR FOR LEGAL (MONITORING OFFICER)**

- |                                |                                       |
|--------------------------------|---------------------------------------|
| • Legal Services               | • Councillor Standards (MO Functions) |
| • Procurement (exc. Insurance) | • Governance (MO Functions)           |