

APPENDIX A - SENIOR MANAGEMENT STRUCTURE UPDATE

1. PURPOSE OF THE REPORT

This report presents a proposal to Members for the new posts of Service Director for Team Plymouth and Service Director for Quality Assurance, Safeguarding & Partnerships within the Council's senior management team.

The report also seeks approval for the designation of the statutory role of Section 151 officer, following the resignation of the current Service Director for Finance & Section 151 officer, and presents the designation of the Statutory Scrutiny Officer role to the Head of Elections and Democratic Support. Finally, it also sets out the latest senior management structure for Plymouth City Council.

2. SERVICE DIRECTOR TEAM PLYMOUTH

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 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.

3. SERVICE DIRECTOR QUALITY ASSURANCE, SAFEGUARDING & PARTNERSHIPS

The Service Director for Quality Assurance, Safeguarding & Partnerships will provide strategic leadership and management of quality assurance, safeguarding, and partnership functions across Children's Services. This will help to ensure statutory and regulatory compliance, continuous improvement, and the best possible outcomes for children and young people. The role is of particular importance considering government reform of children's social care, as well as improvement work across the directorate and preparation for Ofsted-assurance.

The functions described within the role have been carried out by a post at a lower level in the management hierarchy, this proposal therefore lifts it to a more strategic level in the council and brings together activities across education, SEND, skills and children's social care.

4. DESIGNATION OF S151 OFFICER

The current Service Director for Finance and Section 151 Officer has resigned from Plymouth City Council and the Council is therefore undertaking recruitment processes to appoint a successor. Given the time this will take, an interim Service Director and S151 officer will be required. The Chief Officer Appointments Panel (COAP) will be interviewing a candidate on 19 November 2025, and subject to them being appointed as Service Director for Finance, it is proposed that Full Council designates them as the Section 151 officer. An addendum to this paper will be published following the meeting of COAP, on 19 November 2025.

4.1. Authority and Responsibilities

The appointment of the Section 151 Officer/Responsible Finance Officer is personal to that officer and once appointed by Council, s/he has personal responsibilities to the Council as a whole.

The Council's Constitution (Part A, Section 10.4) sets out the main duties of the Responsible Finance Officer/Section 151 Officer:

- To make sure decisions are lawful and financially prudent. After consulting with the Head of Paid Service and the Monitoring Officer, the Responsible Finance Officer will report to the Full Council and the Council's external auditor if he/she considers that any proposal, decision or course of action would incur unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully.
- To administer financial affairs. The Responsible Finance Officer will have responsibility for the administration of the financial affairs of the Council.
- To contribute to corporate management. The Responsible Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
- To provide advice. The Responsible Finance Officer or designee will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all Councillors and will support and advise Councillors and officers in their respective roles.
- Providing financial information. The Responsible Finance Officer or designee will provide financial information to the media, members of the public and the community.
- Restrictions on Post. The Responsible Finance Officer cannot be the Monitoring Officer. The Head of Paid Service and the Responsible Finance Officer can be the same person but the Responsible Finance Officer must be a qualified accountant.

5. STATUTORY SCRUTINY OFFICER

In accordance with Section 9FB of the Local Government Act 2000 and as reflected in Part A, Article 10 of the Council's Constitution, the statutory role of **Statutory Scrutiny Officer**, previously designated to the **Head of Governance, Performance and Risk**, will now be delegated to the **Head of Elections and Democratic Support**. This amendment ensures continued compliance with legislative requirements and aligns the responsibility for supporting the Council's overview and scrutiny functions with the democratic services team.

6. 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 D.

7. ALTERNATIVE OPTIONS

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

Alternative options are considered as follows:

- 7.1. To manage Plymouth City Council's input into Team Plymouth using existing roles, and/or create a post below service director level. This option was rejected given the high-profile nature of the work and the need to work with partners at a strategic level.

- 7.2. To retain the current role of Head of Quality Assurance, Children's Services. This option was rejected as the role needs to be at a strategic level, working across Children's Services and partner organisations. It is a critical role in the improvement programme for the Children, Young People and Families service.
- 7.3. To not delegate SI51 responsibilities. This is a statutory function and as such, these responsibilities must be assigned.
- 7.4. To retain the current designation of the role of Statutory Scrutiny Officer to the Head of Governance, Performance & Risk. This option was rejected, as the post no longer exists.

8. FINANCIAL IMPLICATIONS AND RISK

The roles of Service Director Team Plymouth and Service Director Quality Assurance, Safeguarding and Partnerships have been evaluated within Chief Officer Band 4 £87,744 to £121,996.

The posts are to be established as permanent posts, managed from with existing budgets set out in the Medium-Term Financial Plan, and as such will not have an incremental financial impact.

APPENDIX B

SERVICE DIRECTOR TEAM PLYMOUTH

Grade and Tier	Chief Officer – Band 4	Reference:	
Reports to:	Strategic Director Growth	Job Type:	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>Corporate and Organisational</p> <ul style="list-style-type: none"> • Be part of the Team Plymouth leadership team and represent PCC at strategic and operational levels. • Build a consistent approach to leadership styles across the partnership to derive an empowered leadership culture. • Representation and promotion of the Council and the Partnership across the city; regionally and nationally in relation to all matters concerning Team Plymouth. • To play a full role at Extended Leadership Team as a Service Director supporting wider corporate initiatives as required. <p>Performance and Finance</p> <ul style="list-style-type: none"> • 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. • Leadership of Team Plymouth programme as it affects PCC. • Monitoring and evaluating the quality and effectiveness of services, making improvements where necessary. • Ensuring that services meet regulatory standards and are compliant with relevant legislation. <p>Customer and Communities</p> <ul style="list-style-type: none"> • Collaborating with communities, 	<ul style="list-style-type: none"> • 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. • There is a collaborative approach to Team Plymouth. • Team Plymouth is a high performing partnership which delivers agreed priorities for the MOD, MHCLG Babcock and the Council. • 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. • 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. • 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. • Develop, support and provide

residents and other stakeholders to gather feedback and improve services.

Partnerships and External Relationships

- Develop, support and provide leadership to strategic partnerships within the city, focused on improving the economy of Plymouth
- Ensure a joined up and complimentary PR and communications strategy across the city.
- Promote the city by supporting and participating in key corporate events.
- To work closely with existing partnerships including the Plymouth growth Board, Destination Plymouth and Plymouth Culture

Governance

- 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.
- Ensure neighbouring Local Authorities are engaged in Team Plymouth
- Ensure compliance and manage risk around delivery of investment into the City.
- The Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery
- Member of Tactical Command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota.
- Ensure the Department is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.

leadership to strategic partnerships within the city, focused on improving the economy of Plymouth.

- 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.
- The new approach to branding Plymouth is coordinated with the Team Plymouth communications strategy.
- 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.
- The skills, employment and supply chain benefits of the Defence Industrial Strategy are delivered across the Southwest.
- Team Plymouth makes a demonstrable contribution to Plymouth being recognised as a great place to work and invest.
- 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.
- Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.
- All data and information is held securely, safely and in line with legal and statutory requirements.
- Effective measures are in place to manage and mitigate risk to protect

	the liability of the department and wider Council. Feedback is used to engender a culture of continuous improvement.
Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> • Evidence of continued professional development; Level 7 management qualification desirable. • Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the post's direct management. • Substantial experience of delivering economic development investment programmes. • Strong record of the involvement of businesses 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. Specifically, strong diplomacy skills • Leadership experience in a public-private partnership context. • Experience of deploying commercial and transformational acumen within medium or large organisations. • Experience of securing private sector investment. • Experience of developing strategies and translating them into effective operational plans and programmes in a multi-disciplinary organisation. • Experience in working effectively and impartially with MP's, 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 delivering economic 	<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 and matrix-managed resource, 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-siloed Directorate Team • Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. • Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. • Commercial acumen to be able to interpret and interrogate complex financial and other information. • Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision. • Able to understand performance management systems and methods to drive continuous improvement for customers. • Ability to influence, coach and mentor others to improve and build a high-performance culture. • Authentic and effective communication skills.

<p>development strategies.</p> <ul style="list-style-type: none"> • Experience of engaging and involving communities and businesses. • Proven experience of Green Book, commissioning/delivering projects or services to achieve quality and value for money for funders. • Understanding of the principles of System Leadership. • 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, well-being and safeguarding culture. Demonstrable commitment and experience of celebrating and valuing diversity and addressing inequalities. 	<ul style="list-style-type: none"> • 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. • Project management skills and knowledge of established project management methodologies.
--	---

APPENDIX C

SERVICE DIRECTOR QUALITY ASSURANCE, SAFEGUARDING & PARTNERSHIPS

Grade and Tier	Chief Officer – Band 4	Reference:	COFXXX
Reports to:	Strategic Director Children's Services	Job Type:	Strategic Leader

Role Purpose:

- To provide strategic leadership and management of quality assurance, safeguarding, and partnership functions across Children's Services, ensuring statutory and regulatory compliance, continuous improvement, and the best possible outcomes for children and young people.
- The role will champion high standards of practice, drive service transformation, and foster effective multi-agency working, with a particular focus on the quality of practice, commissioning arrangements and partnership development.
- To take a lead on improvement for the directorate including preparedness for assurance. To work closely with our social work, education & skills teams, partners and experts by supporting us to be an outstanding team that delivers for both the council and the public.

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

Statutory and Key Responsibilities/Accountabilities

- To ensure that all statutory functions in relation to safeguarding and the principle social worker function are fulfilled, and that organisational systems and processes are in place to safeguard young people in Plymouth.

Key Responsibilities

Corporate and organisational

- Act as the principal policy and professional advisor on Quality Assurance & Safeguarding and provide specific subject matter expertise and advice to Directors, 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, and partner organisations.
- Representation and promotion of the Council across the city; regionally and nationally in relation to all matters concerning Quality Assurance and Safeguarding.
- Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, to meet the needs of the people of Plymouth.
- Embed climate change actions across the functions of the 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-user groups; this may require the chairing of meetings and taking decisions at short notice.
- 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

- Lead the development and implementation of robust quality assurance frameworks, safeguarding arrangements, and partnership strategies across Children's Services, including Family Help, Education and Commissioning.
- Drive continuous improvement through audit, learning, and performance management, ensuring services are prepared for inspection and meet statutory requirements (e.g., OFSTED, Care Quality Commission (CQC)).
- Develop and deliver strategic plans to support service transformation, sustainability, and improved outcomes for children and young people.
- Oversee the implementation of the Children, Young People & Family Services Delivery Plans and report to relevant boards and panels.
- Strategic responsibility for workforce development and recruitment and retention and delivery of the strategic plans for the children's workforce, including oversight of the Social Work Academy and continuous professional development programmes.
- Provide visible leadership and professional advice on complex and high-risk cases, supporting staff and promoting a culture of excellence, equality, diversity, and inclusion.
- Lead and motivate multi-disciplinary teams, fostering a high-performance culture and positive organisational development.
- Manage significant budgets, ensuring effective financial control and value for money.

Customer and Communities

- Provide strategic oversight of safeguarding functions, including the Local Safeguarding Children Partnership, Independent Reviewing Teams, Allegations Management (LADO, participation and safeguarding in education arrangements).
- To have line management responsibility for the Social Work Academy, performance management team and the statutory role of PSW.
- Ensure and deliver robust systems to monitor and assure the effectiveness of Children's services, including the safety and protection of children, learning from audits and reviews.
- Lead on the development and maintenance of safeguarding policies and procedures, ensuring compliance with legislation and best practice.
- Represent the Council in safeguarding matters with partner agencies locally, regionally, and nationally.

Partnerships and external relationships

- Develop and maintain strong relationships with partner agencies (e.g., health, police, education, voluntary sector) to enable system-wide approaches to safeguarding and service delivery.
- Lead the commissioning strategy and targeted support functions, ensuring services are responsive to identified needs and risks, and deliver value for money.
- Act as the strategic link to partnership boards, including Youth Justice, Corporate Parenting, and Children in Care Council.

Governance

- Ensure robust performance management, data analysis, and reporting systems are in place to drive service improvement and inform strategic decision-making.
- Ensure compliance with all legal, audit, health and safety, and information governance requirements.

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> • Lead the Quality Assurance, Safeguarding & Learning & Development 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 Quality & Safeguarding across Children's Services. <p>Performance and Finance</p> <ul style="list-style-type: none"> • Management of people, services, resources and budgets making decisions on structure and efficiency as required. Overseeing the budget for learning & development services, ensuring resources are allocated effectively. • Leadership across Children's Services 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. • Ensuring that services meet regulatory standards and are compliant with relevant legislation. • Supporting the recruitment, training, and development of staff within Children's Services and specifically children's social care. 	<ul style="list-style-type: none"> • Teams are high-performing, cohesive, and deliver consistently excellent services. • A unified, empowered leadership culture is embedded, with leaders modelling the Council's values and driving positive organisational change. • The Council's reputation is enhanced locally, regionally, and nationally as a leader in safeguarding and quality practice, evidenced by positive external feedback and recognition. • Organisational vision and values are clearly communicated and understood, resulting in staff alignment and engagement. <ul style="list-style-type: none"> • Services operate within budget, with resources allocated efficiently to maximise impact and value for money. • Continuous improvement is evidenced through audit, inspection, and performance management, with services consistently meeting or exceeding statutory and regulatory requirements (e.g., Ofsted, CQC). • Strategic plans are delivered, supporting transformation and improved outcomes for children and young people. • The workforce is skilled, motivated, and well-supported, with effective recruitment, retention, and professional development (including oversight of the Social Work Academy). • High-risk and complex cases are managed

<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"> Develop, support and lead 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 Quality, Safeguarding and Learning & Development, to ensure compliance with statutory functions. 	<p>effectively, with robust professional advice and support for staff.</p> <ul style="list-style-type: none"> Performance management systems drive service improvement and inform strategic decision-making. Service users, families, and partners are actively engaged in service design and evaluation, with feedback mechanisms leading to demonstrable improvements. Safeguarding functions (including the Local Safeguarding Children Partnership, Independent Reviewing Teams, and LADO) are robust, transparent, and responsive to community needs. Policies and procedures reflect best practice and are regularly updated in response to learning from audits, reviews, and stakeholder input. Strong, effective partnerships are established and maintained with key agencies (health, police, education, voluntary sector), enabling system-wide approaches to safeguarding and service delivery. The Council is recognised as a strategic leader in partnership boards (e.g. Youth Justice, Corporate Parenting, Children in Care Council), influencing city-wide priorities and outcomes. Commissioning strategies and targeted support are responsive to identified needs and risks, delivering value for money and improved outcomes for children and families. All statutory functions are fulfilled, with robust systems in place for performance management, data analysis, and reporting. Services are fully compliant with legal, audit, health and safety, and information governance requirements. The directorate is well-prepared for external assurance and inspection, with evidence of continuous improvement and learning.
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>

<p>Qualifications</p> <ul style="list-style-type: none"> Professional qualification in Social Work (or equivalent) and registration with Social Work England. Evidence of continued professional development; management qualification desirable. <p>Experience</p> <ul style="list-style-type: none"> Extensive experience of strategic leadership in children's services, safeguarding, and quality assurance. Proven track record of leading multi-disciplinary teams and partnership working across agencies. Experience of commissioning, service transformation, and managing large budgets. Experience of preparing for and managing regulatory inspections. <p>Knowledge</p> <ul style="list-style-type: none"> In-depth understanding of safeguarding, quality assurance, commissioning, and partnership working in children's services. Thorough knowledge of relevant legislation, statutory guidance, and regulatory frameworks. Awareness of current policy drivers and best practice in children's social care and education. <p>Other Requirements</p> <ul style="list-style-type: none"> Enhanced DBS check required. Ability to work flexibly, including evenings and weekends as necessary. Commitment to the Council's values, behaviours, and corporate parenting responsibilities. 	<ul style="list-style-type: none"> Able to be a collaborative system leader across council with focus on culture change and transformational leadership. Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. Able to work as part of a high-functioning non-silo'd Directorate Team Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. Commercial acumen to be able to interpret and interrogate complex financial and other information. Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision. Able to understand performance management systems and methods to drive continuous improvement for customers. Ability to influence, coach and mentor others to improve and build a high-performance culture. Authentic and effective communication skills. Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. Stakeholder management skills within the public 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.
---	---

	<ul style="list-style-type: none">• 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.
--	--

APPENDIX D - SERVICE ROLES & RESPONSIBILITIES

CHIEF EXECUTIVE OFFICE	
<u>Federated with:</u>	<u>CMT cross cutting lead for:</u>
<ul style="list-style-type: none"> Customer & Corporate Services 	<ul style="list-style-type: none"> Equalities
CHIEF EXECUTIVE	
<u>Responsibilities:</u>	
<ul style="list-style-type: none"> Head of Paid Service Electoral Returning Officer Devolution Local Government Reform 	<ul style="list-style-type: none"> Policy and Intelligence Strategic Partnerships Communications and Marketing Public Affairs Executive Support

PUBLIC HEALTH DIRECTORATE	
<u>Federated with:</u>	<u>CMT cross cutting lead for:</u>
<ul style="list-style-type: none"> Adults, Health and Communities Children's Services 	<ul style="list-style-type: none"> Sport and Physical Activity Data and Intelligence Community Empowerment
DIRECTOR FOR PUBLIC HEALTH	
<u>Responsibilities:</u>	
<ul style="list-style-type: none"> Public Health Direct management of Public Health Consultants Trading Standards (client) Cemeteries and Crematoria Health Inequalities Sports Development Plymouth Active Leisure Environment Protection and Monitoring (excluding contaminated land) Food Safety and Standards Licensing Registration Civil Protection Corporate Performance* Libraries* 	

*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
- Service Director for Quality Assurance, Safeguarding & Partnerships

SERVICE DIRECTOR FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

Responsibilities:

- | | |
|--|--|
| <ul style="list-style-type: none"> • 16+ service and transition • Children in Care and Care Leavers • Permanency and placements | <ul style="list-style-type: none"> • Advice and assessment • Children in the community • Out of Hours service • Family Support/Troubled Families • Targeted Youth Support |
|--|--|

SERVICE DIRECTOR FOR EDUCATION, PARTICIPATION AND SKILLS

Responsibilities

- | | |
|---|---|
| <ul style="list-style-type: none"> • School Improvement • School Organisation and Admissions • Early Years Team • Governor Services • PACLS • SEND • Integrated Locality Service • Educational Psychology | <ul style="list-style-type: none"> • School Transport • Education Catering • Alternative Complementary Education • Centre for Young Parents • CHIDS • Skills • School Sports Partnership |
|---|---|

SERVICE DIRECTOR QUALITY ASSURANCE, SAFEGUARDING & PARTNERSHIPS

Responsibilities

- Safeguarding
- Local Authority Designated Officer
- Social Work Academy
- Performance Management
- Principal Social Worker
- Quality Assurance
- Participation

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 Team Plymouth

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
- Land & Property
- Strategic Development Projects
- Enterprise Zone

- | | |
|--|---|
| <ul style="list-style-type: none"> • Museum, Arts/Culture incl. The Box • Events and Tourist Information • Freeport | <ul style="list-style-type: none"> • Mount Edgcumbe • Asset Investment Fund/ Asset Management • National Marine Park |
|--|---|

SERVICE DIRECTOR FOR STREET SERVICES

Responsibilities:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Plymouth Highways • Management • SWH Contract Management • Fleet & Garage • Winter Maintenance • Road Safety (inc. Vision Zero SW) • Gullies • Tamar Crossings • National Marine Park Operations | <ul style="list-style-type: none"> • 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) |
|--|---|

SERVICE DIRECTOR FOR TEAM PLYMOUTH

Responsibilities

- Team Plymouth partnership
-

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

CHIEF OPERATING OFFICER

Responsibilities:

- Service Director for Digital and Customer Experience
- Service Director for Human Resources and Organisational Development
- Service Director for Finance (\$151 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 (inc. statutory designated role of Scrutiny Officer)

SERVICE DIRECTOR FOR DIGITAL AND CUSTOMER EXPERIENCE

Responsibilities:

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

SERVICE DIRECTOR FOR HUMAN RESOURCES AND ORGANISATIONAL DESIGN

Responsibilities:

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

SERVICE DIRECTOR FOR FINANCE (SI51 OFFICER)

Responsibilities:

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

SERVICE DIRECTOR FOR LEGAL (MONITORING OFFICER)

- Legal Services
- Governance (MO Functions)
- Councillor Standards (MO Functions)