

Merton Council

Appointments Committee

Membership:

Councillor David Williams (Chairman)
Councillor Stephen Alambritis
Councillor Margaret Brierly
Councillor David Chung
Councillor Samantha George
Councillor Andrew Judge
Councillor Maxi Martin
Councillor Diane Neil Mills
Councillor George Reynolds
Councillor David Simpson

(Membership subject to any changes made at the Annual Council Meeting to be held on 14 May 2009)

A meeting of the Appointments Committee will be held on:

Date: 21 May 2009

Time: 18:30

Venue: Cabinet Meeting Room, 1st Floor, Merton Civic Centre

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Appointments Committee

21 May 2009

1. Declarations of Interest ¹
2. Apologies for Absence
3. Appointment of an Assistant Chief Executive

The addendum to this report is exempt from disclosure. If members wish to discuss this information the Committee should resolve:

That the public are excluded from the meeting during discussion of this addendum on the grounds that it involves the disclosure of exempt information falling within Category 3 of Paragraph 10.4 of Part 4B of the Constitution.

NOTES:

¹ Members are advised to make declarations of personal or prejudicial interests they may have in relation to any item on this agenda. Members may make their declaration either under this item or at any time it becomes apparent that they have an interest in any particular item. To facilitate the recording of declarations members are asked to complete the pro-form attached to this agenda and hand it to the Democratic Services Officer in attendance.

If a Member believes that their interest is prejudicial they should leave the meeting while the item is discussed. If in doubt, Members are advised to seek advice from the Head of Civic and Legal Services prior to the meeting.

Committee: Appointments Committee

Date: 21 May 2009

Agenda item: 3

Wards: All

Subject: Appointment to the post of Assistant Chief Executive (Transformation)

Lead officer: Dean Shoesmith, Head of Human Resources

Lead member: Chair of Appointments Committee and Cabinet Member for Strategic Resources and Performance

Contact: dean.shoesmith@merton.gov.uk

Exempt information

The information in the addendum referred to at section 3 is exempt from disclosure on the grounds that it involves the disclosure of exempt information falling within Category 3 of Paragraph 10.4 of Part 4B of the Constitution.

Recommendations:

- A That the Committee approves the job description and person specification, and the recruitment process, for the post of Assistant Chief Executive (Transformation).
- B That the Committee ratifies the appointment of Councillors David Williams, Samantha George and Mark Betteridge as members of the formal interview panel for the post of Assistant Chief Executive.
- C That the Committee approves the proposal to advertise the post of Assistant Chief Executive (Transformation) with the salary of circa £90K, which includes the basic salary range plus a £5K – 10K market supplement and to increase the market supplement above this if an exceptional candidate is found but cannot be secured at this salary

1. Purpose of report and executive summary

- 1.1 The Assistant Chief Executive is leaving the London Borough of Merton on 28 June 2009 and the recruitment process to this post needs to be agreed.
- 1.2 The purpose of this report is to approve the job description and person specification, and the associated recruitment process.
- 1.3 In addition, the Committee is asked to ratify the appointment of Councillors David Williams, Samantha George and Mark Betteridge as members of the formal interview panel.
- 1.4 The Committee is finally asked to approve the proposal to advertise the post of Assistant Chief Executive (Transformation) with the salary of circa £90K, which includes the basic salary range plus a £5K – 10K market supplement and to

increase the market supplement above this if an exceptional candidate is found but cannot be secured at this salary.

2. Details

- 2.1 The job description and person specification for the post of Assistant Chief Executive (Transformation) (Appendix One) are to be agreed.
- 2.2 The recruitment campaign for the post of Assistant Chief Executive (Transformation) is to be handled by GatenbySanderson. GatenbySanderson have most recently recruited to the post of Assistant Director Customer Services, Communications and Business Change at London Borough of Enfield.
- 2.3 A proposed timetable for Appointment Committee decisions is attached (Appendix Two).
- 2.4 It is proposed that Councillors David Williams, Samantha George and Mark Betteridge are appointed as members of the formal interview panel.
- 2.5 It is proposed that the Assistant Chief Executive (Transformation) vacancy is advertised at a salary of circa £90K.
- 2.6 In addition, it is proposed that a market supplement may be required above this in order to secure an exceptional candidate to the role.

3. Financial, resource and property implications

- 3.1 The costs of procuring the Assistant Chief Executive (Transformation) are discussed at the addendum to this report and is exempt from disclosure

4. Legal and statutory implications

- 4.1 The recommendation contained within this report are designed to ensure that the Council meets its statutory obligations to appoint staff on merit pursuant to the Local Government & Housing Act 1989. This means that the procedure should be capable of objective justification.
- 4.2 This post is covered by the Employee Procedure Rules (part 4H) of the constitution. The Appointments Committee is responsible for appointing to the Assistant Chief Executive's post. Once the recruitment process is completed in accordance with the Council's recruitment procedures an offer of appointment cannot be made by the Appointments Committee until the Committee has notified the Chief Executive of the name of the person to whom the Committee wishes to make an offer. The Chief Executive is then to notify the details to every member of the Cabinet. The appointment will only be made where no material or well founded objections from the Cabinet have been received. Committee should therefore build this process in the recruitment planning.
- 4.3 In all other respects the process must comply with the Council's recruitment procedure.

5. Human rights, equalities and community cohesion implications

- 5.1 The contents of this report are designed to ensure that the Council's processes are human rights and equalities compliant.
- 5.2 It is unlawful to discriminate on grounds of gender, race, disability, age, religion and belief and sexual orientation. This refers to both direct and indirect

discrimination. In effect the process has to be evaluated against three tests (1) intention (2) method (3) effect. Where there is an **intention** to discriminate on any of the prohibited grounds, this would be unlawful. Where there is no such intention but the recruitment **methods** used are discriminatory, then the outcome may be open to challenge. Where the intention and method are sound but the **effect** is shown to have disproportionate effect on a particular category of applicant then the outcome may be open to challenge.

5.3 Committee is invited to satisfy itself that the procedures operate as designed. Committee should therefore be satisfied that the advertisement and shortlisting and appointment criteria are objective in order to assist in objective justification of the final decision.

6. Risk management and health and safety implications

6.1 None

7. Appendices – the following documents are to be published with this report and form part of the report

7.1 Appendix One: job description and person specification

7.2 Appendix Two: overview recruitment timetable

8. Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report

8.1 None

Appendix One – job description and person specification

London Borough of Merton Job Description

Title: Assistant Chief Executive (Transformation)

Reporting to: Chief Executive

Overall Job Purpose

Working closely with the Chief Executive and the Corporate Management Team (CMT), the postholder will provide strategic leadership to the Council's overall service transformation programme and to a range of critical and inter-related strategic support services including: procurement, scrutiny, policy and partnerships, performance and business improvement communications, stronger communities and safer Merton partnership. The post holder will work collaboratively with a wide range of internal and external partners to promote a strong culture of achievement within the Council and will help to ensure that efficiency, innovation and best practice are core organisational values. A key responsibility will be to align the different but complementary strategic roles to maximise their contribution to the Council as a whole. This will need to be done within the context of a strong 'one council' philosophy and the development of a clear strategy for transformation and efficiency.

The Corporate Management Team and Members will collectively determine the overall thrust of the Council's transformation strategy but the Assistant Chief Executive (Transformation) will be the visible and influential champion for business transformation and will be expected to both challenge existing methods of service delivery and to facilitate the introduction of new and more effective ways of working. The Assistant Chief Executive (Transformation) is a full member of the Council's Corporate Management Team and will therefore also be expected to contribute to the wider development of the Council and its agreed service delivery priorities.

Strategic Responsibilities

- Work with elected members, the Chief Executive and all members of the Corporate Management Team to drive continuous business transformation to support service improvement and efficiency across the Council, challenging existing service delivery models and championing new ideas and thinking to bring about a positive transformation in service delivery and customer outcomes.
- Develop a strong change management capability both corporately and across the Council to enable delivery of the Council's service improvement programme.
- Provide the officer lead for business transformation to the high-level Merton Outstanding Council Programme Board chaired by the Chief Executive.

- Ensure the Council has an effective strategic approach to the development and delivery of long term business transformation strategies that are widely owned and understood at all levels within the organisation.
- Promote the effective integration of these services with other functions across the Council to maximise their contribution to efficiency, service improvement and to the authority's 'one council' philosophy
- Collaborate with senior managers in all departments to enable the development and implementation of a performance management culture that:
 - establishes personal accountability for achievement of identified priorities and objectives,
 - raises standards of services and business efficiencies;
 - fosters pro-active improvement in areas of weakness; and
 - celebrates success at both individual and team levels
- Empower departments to design and implement reviews and change programmes effectively facilitated by multi-disciplinary working.
- Ensure regular reviews of investment in Chief Executive's department services are undertaken to ensure current deployment is in the best interest of service improvement for the Council and the wider community.
- Provide an integrated 'one council' approach to business transformation, efficiency and wider service improvement, ensuring that it aligns with the Council's overall strategic priorities.
- Provide professional leadership on business transformation to support improved service outcomes and ensure that opportunities for integrated outcomes and processes are explored and maximised.
- Work closely with the Chief Executive, the Corporate Management Team and elected Members to reflect the Council's organisational values and priorities and helps to maximise opportunities to deliver improved services and strengthened multi-agency partnership working.
- Be responsible for putting in place systems for identifying resources from across the Council to support cross-cutting and multi-disciplinary team working to deliver service improvements and efficiency.
- As a full member of the Corporate Management Team, actively contribute to the effective strategic leadership and direction of the Council.
- Deputise for the Chief Executive as required.

Communication and Employee Engagement

- Work collaboratively with departmental directors and management teams to ensure the effectiveness, availability and customer focus of services, and achievement of consistent high standards of delivery for service users.
- Contribute to the development, implementation and review of the Council's communication strategy and branding to positively market Merton's key attributes and to promote effective internal communication with staff

- In collaboration with the Chief Executive and CMT, provide briefings and advice to the Leader, Cabinet members and political groups on business transformation issues.
- Ensure all stakeholders are fully briefed, engaged and involved in the development and implementation of all business transformation aspects of the Council's service transformation programme.
- Ensure the Council's approach to improvement and performance is incorporated as best practice at local level and that residents, partners, and voluntary and community sectors are aware of the Council's achievements.
- Publicise and promote the Council's good practice, business transformation and wider service improvement achievements in a wide variety of sub-regional, regional and national forums.

Leadership and Management

- Motivate, lead and inspire senior managers and employees at all levels within the Chief Executive's department and wider Council.
- Provide strong and effective leadership to senior staff within the department and take overall responsibility for ensuring they provide integrated and well co-ordinated services.
- Ensure that all work programmes are delivered and achieved to the highest standard and that the relevant Council business plan objectives and commitments are achieved.
 - Oversee a fully integrated performance management, service planning and monitoring and evaluation system within the department and ensure that action is taken whenever possible to deliver further improvement over the short, medium and longer term.
 - Ensure the department's allocated financial, human and other resources are effectively planned, managed and controlled and that all objectives are achieved within the budgets allocated.
 - Develop, implement and deliver short, medium and long term work plans for the transformation of the Council, both departmentally and corporately.

General

- Undertake the duties and responsibilities of the job within the broad remit of Council corporate policies and procedures to ensure effective transformation.
- The job description is not intended to be an exhaustive list of all the duties and responsibilities that may be required. The jobholder may be expected to carry out such other professional and managerial tasks as are commensurate with the grading and wider duties and responsibilities of the post.
- Provide active operational leadership and management of the following functions:

- Policy and partnerships
- Performance and business improvement
- Safer Merton Partnership
- Stronger Communities

These are the current functions managed by this post. However they are subject to review when the postholder is appointed.

PERSON SPECIFICATION
ASSISTANT CHIEF EXECUTIVE (TRANSFORMATION)

Experience

- A successful track record of consistent and demonstrable achievement as a senior manager in a complex environment.
- An awareness of the current challenges and opportunities facing large public sector organisations.
- Evidence of success in strategic management and leadership of major cultural and organisational change across a wide range of diverse services.
- Proven record of formulating, leading and implementing strategies and programmes, which cross agency and/or service boundaries through the delivery of major projects.
- Evidence of successfully delivering major projects within the relevant operational, financial and time constraints.
- Significant experience of financial management, including the successful evaluation of competing budgetary priorities and targeting of resources.
- A proven track record of effective partnership working involving negotiating, communicating and working jointly with a wide range of internal and external bodies to achieve corporate and service objectives.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve corporate and service objectives.
- Demonstrable commitment to equality and diversity, and a track record of successful development and delivery of policies and practices promoting equality of opportunity in service delivery.

Knowledge, Ability and Skills

- An in-depth understanding of the legislative framework, best practice and contemporary issues affecting local government.
- High-level analytical skills with the ability to exercise sound judgment in seeking creative solutions to complex problems.
- High-level leadership skills and a proven ability to inspire, motivate and develop employees and teams in a performance led organisation.
- A proven ability to work constructively and sensitively with senior colleagues from a range of professional disciplines.
- Excellent interpersonal and presentational skills with a proven ability to communicate effectively to a wide range of audiences, communities and interest groups.
- Effective influencing, negotiation and conflict-resolution skills.

Appendix Two – overview of recruitment timetable

Advertising	Week commencing 25 May 2009
Closing date	Week commencing 15 June 2009
Longlist meeting	Week commencing 22 June 2009
Technical interviews and psychometric assessments	Week commencing 29 June 2009
Shortlist meeting	Week commencing 13 July 2009
Stakeholders and final interviews	Week commencing 20 or 27 July 2009