

Merton Council
Appointments Committee
8 May 2024
Supplementary Agenda

4 Senior Officer Recruitment

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Committee: Appointments Committee

Date: 8 May 2024

Subject: Appointment of Chief Officers

Lead officer: Polly Cziok, Executive Director Innovation and Change

Lead Member: Councillor Ross Garrod, Chair, Appointments Committee

Contact officer: Tricia Palmer, HR Consultant

Recommendations:

A. That the Appointments Committee recommends that Full Council agrees to the salary package for the Director roles outlined in section 2 below in accordance with the Council's Pay Policy Statement.

B. That the Appointments Committee delegate to the Chief Executive, in consultation with the Chair of the Appointments Committee, the authority to amend the Job Description for the posts, where those amendments will not lead to a change of salary range.

C. That the Appointments Committee delegates the assimilation to these posts to the Executive Director of Innovation and Change in consultation with the Chair of the Appointments Committee.

D. That the Appointments Committee recommends that Full Council agrees to the salary package for the Executive Director for Housing and Sustainable Development role outlined in section 2 below in accordance with the Council's Pay Policy Statement, further to the resignation of the postholder.

E. That the Appointments Committee agrees to commence recruitment to the post of Executive Director for Housing and Sustainable Development and to establish a subcommittee for the purposes of agreeing a shortlist of candidates and to act as the interview panel for the final interview.

F. That the Appointments Committee delegate to the Chief Executive, in consultation with the Chair of the Appointments Committee, the authority to amend the Job Description for the post, where those amendments will not lead to a change of salary range.

G. That the Appointments Committee approves the general recruitment process for the Executive Director for Housing and Sustainable Development post as outlined in paragraph 3 and delegates the implementation of that process to the Executive Director of Innovation and Change in consultation with the Chair of the Appointments Committee.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. At the last two meetings of the Appointments Committee, members recommended to Full Council the salary packages for a number of senior roles to be advertised in two tranches. All of those jobs have now been advertised, with a number of key appointments having been made (subject to pre-employment checks and relevant Member approvals) with others having interviews scheduled. Overall, there has been a good response from the market to all roles advertised and feedback from candidates that there is a sense of excitement about Merton as an employer, a recognition that the Council is changing, and a desire from candidates to be part of that change.

1.2. As well as undertaking external recruitment to a number of key roles, Executive Directors are starting to review existing staffing structures and undergo departmental restructures where appropriate.

- 1.3. The Executive Director for Environment, Civic Pride, and Climate is undertaking a management review, and wishes to delete the existing role of Head of Libraries and Culture, and replace it with a new role of Director of Culture, Libraries, and Sport. This new role would be an internal assimilation in line with the Council's current reorganisation policies, but above the salary threshold for Appointments Committee/Full Council approval, hence its inclusion in this paper.
- 1.4. The role will bring together the leadership of the Council's highly successful and well-regarded libraries and cultural services, with the management of our leisure contract, and the team delivering our Borough of Sport aspirations.
- 1.5. This management review will also delete the role of Head of the Regulatory Services Partnership, which oversees the shared service across Merton, Richmond and Wandsworth. The postholder will be entitled to assimilation into the existing Director of Public Protection role which is vacant. Assimilation for this postholder will mean an existing market supplement on the salary for the old role will be integrated into the salary for the new role.
- 1.6. 1.6 This restructure will be subject to Full Council agreeing the salary package for the roles.
- 1.7. 1.7 Since the last meeting of the Appointments Committee, the Executive Director for Housing and Sustainable Development has tendered her resignation, and a recruitment process will commence for her replacement. The Chief Executive has put in place robust interim management arrangements to cover this period.
- 1.8. 1.8 A recruitment process for this role will commence alongside those identified in the last report to this Committee as part of the second phase of the Council's ongoing senior recruitment. This will be subject to Full Council agreeing the salary package for the role.
- 1.9. 1.9 The Director roles outlined above are not Member appointments, but the Chief Executive will be asking the relevant Cabinet Lead to take an informal role in the recruitment process.
- 1.10. 1.10 Using a framework procurement agreement, the Council has appointed Starfish Search as its recruitment partner for the Executive Director recruitment. They have a good track record of working with Merton, and an impressive knowledge of the London local government recruitment market, as well as a proven commitment to inclusive recruitment. The Executive Director role will be added to our current agreement with Starfish and falls within the financial scope of the initial schedule.
- 1.11. The Job Descriptions for these roles are included as an Appendix to this paper.

2 ROLES FOR PERMANENT RECRUITMENT

- 2.1 To agree to a salary range of £101,262 - £108,790 for the Director of Culture, Sport and Libraries
To agree to a salary range of £101,262 - £108,790 for the Director of Public Protection
To agree to a salary range of £134,690 - £154,539 for the Executive Director for Housing and Sustainable Development

3 RECRUITMENT PROCESS FOR EXECUTIVE DIRECTOR – HOUSING AND SUSTAINABLE DEVELOPMENT

- 3.1 The full recruitment process will involve agreement of a longlist of candidates, who will then be put through a preliminary interview with a technical assessor. The technical assessors will be agreed by the Chief Executive, in consultation with the

Chair of the Appointments Committee, after recommendations by the recruitment partner.

3.2 The recruitment process will then continue with agreement of a shortlist of candidates, who will then be put any recommended psychometric profiling or testing in accord with standard practice for senior appointments. Shortlisted candidates will then be invited to the interview day, which will consist of a stakeholder panel interview, a staff panel interview, 1-1 meeting with the Chief Executive, an informal lunch with key colleagues and ending with the final panel interview with the Appointments Sub-Committee who will make the final appointment decision.

3.3 The stakeholder panel will include representatives from a range of key partners, which will be decided by the Chief Executive in consultation with the Chair of the Appointments Panel. The staff panel will be drawn from across the Housing and Sustainable Development Directorate and include members of the staff equalities networks.

4 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

4.1. Salaries for these roles are contained within existing budgets for 2024/25. Permanent recruitment will allow the Council to maintain stable leadership, retain existing staff, and to avoid reliance on agency staff and short-term management arrangements.

5 LEGAL AND STATUTORY IMPLICATIONS

5.1 Section 38 Section 38 (1) of the Localism Act 2011 requires the Council to prepare a Pay Policy Statement for each financial year. It must be approved by a resolution of the Council before it comes into force, it must be prepared and approved before 31 March, and it must be published in such manner as the Council thinks fit (which must include publication on the website). The most recent Pay Policy was approved by Full Council on 6 March 2024.

5.2 The Statement must include the Authority's policies relating to: (a) the level and elements of remuneration for each chief officer, (b) remuneration of chief officers on recruitment, (c) increases and additions to remuneration for each chief officer, (d) the use of performance-related pay for chief officers, (e) the use of bonuses for chief officers, (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and (g) the publication of and access to information relating to remuneration of chief officers.

5.3 Section 40 of the Localism Act includes provision for the Secretary of State to issue guidance on the content and application of pay policy statements. Councils must have regard to this guidance in the exercise of their functions under the pay policy provisions. Initial Guidance under section 40 has been published and this was supplemented by further Guidance in February 2013. The Guidance is statutory guidance, and although it is not law, it is not mere advice, and the Council must consider it carefully and have cogent reasons if it wishes to depart from it. Failure to do so may result in any decision being challenged.

5.4 The Guidance advises that Full Council should be given the opportunity to vote before salary packages of £100,000 or more are offered in respect of a new appointment. This is consistent with the Council's pay policy statement which states that the approval of Full Council is required prior to any offer of employment being made where the proposed salary exceeds £100,000.

5.5 Section 41 of the Localism Act 2011 says that in making a decision which relates to the remuneration of or other terms and conditions applying to a chief officer, the Council must comply with its pay policy statement for the financial year. The recommendations in this report comply with the pay policy statement approved by Full Council on 6 March 2024.

5.6 Under the provisions of the Employee Procedure Rules (Part 4H) in the Council's Constitution, the appointment of the Executive Director Housing and Sustainable Development is the responsibility of the Appointments Committee or Sub-Committee. That Committee or Sub-Committee must include at least one member of the Cabinet. An offer of employment for this post shall only be made where no material or well-founded objection from any member of the Cabinet has been received. The process to be followed is set out at paragraph 6 of the Employee Procedure Rules. In all other respects, the recruitment process must comply with the Council's recruitment procedures.

5.7 Appointments to the other posts referred to in this report are the responsibility of the Head of Paid Service (not Members). However, appointments to the deputy chief officer posts (ie the Director roles) are subject to the procedure set out in paragraph 6 of the Employment Procedure Rules, even though the appointments are being made by officers.

6 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

6.1. The contents of this report are designed to ensure that the Council's processes are human rights and equalities compliant, in particular in relation to compliance with the Public Sector Equality Duty. Grading of posts is based on the principles of equal value as determined by use of objective job evaluation schemes. Recruitment will be undertaken in accordance with the Council's recruitment procedures.

7 CRIME AND DISORDER IMPLICATIONS

7.1. None for the purposes of this report.

8 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

8.1. N/A

9 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

9.1 Job Descriptions relating to the posts outlined in the paper

10 BACKGROUND PAPERS

Documents from the authorised officer confirming approval of the membership changes agreed under delegated authority.

11 CONTACT

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LONDON BOROUGH OF MERTON
EXECUTIVE DIRECTOR - HOUSING AND SUSTAINABLE DEVELOPMENT
JOB DESCRIPTION

POST TITLE: EXECUTIVE DIRECTOR OF HOUSING AND SUSTAINABLE DEVELOPMENT

Grade: Executive Director

Department: Housing and Sustainable Development

Location: Merton Civic Centre

Responsible to: Chief Executive

Responsible for: The development of new council homes, regeneration and growth, Planning (including Transport), Building Control, Property and Asset Management, Housing Needs and Homelessness.

Date: 21 August 2022

MAIN PURPOSE

1. To be professionally responsible and accountable for the strategic direction and effective delivery of the Council services and functions listed above.
2. To ensure these services are high quality, responsive to organisational, political and residents' needs and reflect corporate priorities, governmental direction and legislative change.
3. To jointly lead in the corporate management of the authority as a member of the corporate leadership team.
4. To provide outstanding leadership to the workforce of the Housing and Sustainable Development Directorate.
5. Ensure strong financial management of the directorate and corporate budget.
6. When required, to act as 'Gold' in order to lead and support the Council's response to maintain critical services.
7. To carry out such other duties and responsibilities as required by the Chief Executive.

MAIN DUTIES AND RESPONSIBILITIES

Generic

1. To jointly lead in the corporate management of the Authority and to contribute to the preparation of both short, medium and long-term plans for the Authority.
2. To evaluate the performance of the Department against stated objectives, developing performance measures and ensuring feedback to staff on the department's performance in meeting targets and objectives.
3. Ensure the organisational structure of the directorate meets changing service needs. To promote sound departmental management practices and to be responsible for the effective recruitment and retention, motivation and development of staff within an effective industrial relations climate.
4. To promote and ensure collaborative working relationships between the department and others across the Council. To lead, and participate actively in inter-departmental working groups, as required.
5. To act and operate to the highest standards in accordance with the council's plans, financial regulations and Standing Orders, ensuring the provision of an exemplary service to the council and its customers.

Specific

6. To be accountable for the Council's regeneration and growth plans. To encourage sustainable investment in the borough by working in partnership with developers/investors and existing businesses to grow the borough's economy.
7. To ensure that the Council's approach to homelessness and homelessness reduction is compassionate and robust, and that strong collaborative partnerships are maintained to address social and housing needs.
8. To ensure that the Council's development management, Town Planning and Building Control Regulatory responsibilities and duties are discharged with the utmost probity and transparency, in line with the Council's constitution and statutory requirements
9. Lead the delivery of feasibility studies and project oversight of major schemes. Identify potential benefits from each scheme - including jobs, housing, employment opportunities and revenues.
10. Lead the development of delivery timescales, schedules and resources required for taking each scheme forward and provide the necessary leadership required to deliver schemes in accordance with the agreed timescales.
11. Improve the use of the Council's strategic and land assets and ensure they make the maximum contribution to regeneration activities and income.

12. Identify opportunities for projects, programmes and activities that improve the social, economic and environmental wellbeing of Merton,
13. Lead the modernisation and cultural change required to deliver on a new, ambitious regeneration and growth agenda.
14. To develop effective relationships with the private and community and voluntary sectors.
15. As an inclusive leader, demonstrate a relentless focus on equality and diversity, both in terms of achieving outstanding outcomes for Merton's communities, and in the context of your role as an executive director of a major employer

LONDON BOROUGH OF MERTON**ENVIRONMENT, CIVIC PRIDE AND CLIMATE DIRECTORATE****JOB DESCRIPTION**

POST TITLE: Director of Culture, Sport and Libraries

Grade: MG4

DIVISION/SECTION: Environment, Civic Pride and Climate Department / Culture, Sport and Libraries

Location: Merton Civic Centre plus hybrid working arrangements

Responsible to: Executive Director of Environment, Civic Pride and Climate

Responsible for: Teams covering Culture, Sport, Leisure, Libraries, Heritage and Events

Post number:

Date: April 2024

1. MAIN PURPOSE

- To provide strategic leadership for the council for all culture, heritage, sport, leisure, events and library services and to ensure that services are delivered to a high quality to all residents.
- To ensure that the Council's statutory duties with respect to these services are satisfactorily discharged.
- Overall accountability for all budgets (circa annual spend of £6 million per annum) pertaining to these services and ensuring that services are managed effectively and achieve best value.
- Manage and develop strategy to ensure effective library, sport, leisure, events, culture and heritage provision for the London Borough of Merton, taking account of all relevant political, social and resourcing factors. Advise lead officers and members on national frameworks and policy.
- To deputise for the Executive Director for Environment, Civic Pride and Climate at Council and senior leadership meetings where required.

2. Core Accountabilities

- To act as a role model within the Council and lead by demonstrating the organisational values in all that you do,
- To lead on ensuring your services have operation plans in place to deliver the Corporate Plan on time and to budget.
- To create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- To work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to deliver services, generate efficiencies and create synergies wherever possible.
- To lead, manage and develop staff so that they are capable of and motivated to achieve the corporate and service aims and objectives and support the organisational values
- To drive significant cultural change in order to deliver service excellence.
- To be accountable for service budgets to ensure they are well managed and kept within budget, and to have affordable plans in place to deliver the Medium-Term Financial Plan.
- Ensure that performance management is monitored and your service is fully compliant, and any remedial action is taken promptly and at pace.
- To manage your teams effectively, ensuring individuals are well-supported, diversity and inclusion is encouraged and performance is monitored.
- To ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- To undertake and be accountable for budgetary management within the controlled activities and balance budgets in accordance with Financial Regulations.
- To be responsible for equality, diversity and inclusion in service delivery and employment within the service and to work within relevant legislation carrying out Equality Impact Assessments where necessary.
- To ensure that strategic and operational risks are considered and that appropriate actions and/or reporting are put into place to manage these.
- To attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an emergency incident. This may involve receiving notification of emergency situations out of hours and to respond positively to these calls.
- All directors will be required to take part in the emergency rota as required.

- All directors are required to participate in elections.

3. DUTIES AND RESPONSIBILITIES

- To have lead responsibility for all sport, culture, leisure, heritage and library services and to ensure that these services are delivered to a high standard.
- Responsible for developing strategy and policy in all aspects of service provision, advising and making recommendations to elected Members, the Executive Director, and other senior colleagues.
- Manage the operational delivery of these services ensuring a high standard of customer focus and taking account of the diverse nature of residents. Deliver inclusive programmes that increase participation and engagement to improve residents social, economic and health outcomes.
- To implement policies agreed by appropriate committees and to undertake business, performance and development planning processes and ensure regular monitoring and review.
- Be responsible for the selection, recruitment and deployment of staff within the Directorate, ensuring the implementation of Council policy. Ensure an appropriate management structure for the services and take steps to ensure that staff are well motivated, effectively trained and supervised.
- Develop and facilitate and new and innovative partnership arrangements to further enhance service delivery. Develop and maintain productive relationships with any external providers in order to ensure that good value and quality can be obtained for Merton residents.
- Ensure effective communication and consultation with all stakeholders including ensuring that services are well publicised and used.
- Formulate annual strategic plans and ensure that relevant performance objectives are set.
- Ensure that resources are effectively used and take overall accountability and responsibility for managing all budgets pertaining to this Directorate. Manage capital projects in accordance with the Council's capital programme; monitor the

procurement and delivery of construction and management contracts as the client officer.

- Undertake commissioning of services, where required, and ensure that all contracts are effectively managed.
- Be the Council's lead officer in dealings with external agencies such as Arts Council England, the Department for Culture, Media and Sport and Sport England.
- Attend and represent the Council at committee meetings, public forums and liaison meetings with external bodies.
- Participation in/contribution to Senior Leadership and Departmental Management Team meetings regarding the management, development and promotion of all aspects of the Directorate.
- To perform other duties as may be required from time to time by the Executive Director of Environment, Civic Pride and Climate, commensurate with the general duties and grading of the post.

4. Responsible for:

Services - Culture, Sport, Leisure, Libraries, Heritage and Events

Budget: - Circa £6 million per annum

LONDON BOROUGH OF MERTON

ENVIRONMENT, CIVIC PRIDE AND CLIMATE DIRECTORATE

PERSON SPECIFICATION

POST TITLE: Director of Culture, Sport and Libraries

Grade: MG4

DIVISION/SECTION: Environment, Civic Pride and Climate Department / Culture, Sport and Libraries

Location: Merton Civic Centre plus hybrid working arrangements

Responsible to: Executive Director of Environment, Civic Pride and Climate

Responsible for: Teams covering Culture, Sport, Leisure, Libraries, Heritage and Events

Post number:

Date: April 2024

Experience, Skills and Technical Requirements

- Experience of delivering high quality services, which meet the needs of the community/organisation and have worked at a senior level or above
- Experience in developing a variety of strategies and evidence of successful implementations relating to service areas covered in this role.
- Experience of leading and managing culture change programmes with evidence of success.
- Demonstrable ability to lead services, which provide role models for managers and gives practical solutions to day-to-day issues
- Ability to engage and influence all stakeholders, including Community groups, clients/customers, Members, Senior leaders, managers, employees and staff groups.
- Ability to work at both strategic and operational levels, switching according to the needs of the community/organisation.
- Demonstrable experience of strategic and innovative thinking with a proven track record of delivering results against tight deadlines and stretching targets.
- Experience of leading a mixed team of both internal staff and technical, expert consultants and building an inclusive culture and team.