

Merton Council
Appointments Committee
8 February 2024
Supplementary Agenda

4 Appointment of Chief Officers

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Committee: Appointments Committee

Date: 8 February 2024

Wards: All

Subject: Appointment of Chief Officers

Lead Director: Polly Cziok, Executive Director of Innovation and Change

Lead member: Councillor Ross Garrod, Chair of the Appointments Committee

Contact officer: Tricia Palmer, HR Consultant

Recommendations:

- A. That the Appointments Committee recommends that Full Council agrees to the salary packages for the roles listed in section 2 below in accordance with the Council's Pay Policy Statement.
 - B. To note that the roles listed will be advertised using a phased approach, as indicated below, and that those listed in the second phase may be subject to changes to Job Description, in line with any service review.
 - C. That the Appointments Committee delegate to the Chief Executive, in consultation with the Chair of the Appointments Committee, the authority to amend Job Descriptions in the second phase, where those amendments will not lead to a change of salary range.
 - D. That the Appointments Committee agrees to commence recruitment to the post of Executive Director for Children, Lifelong Learning, and Families, further to the announcement of the retirement of the current postholder, and to establish a sub-committee for the purposes of agreeing a shortlist of candidates and to act as the interview panel for the final interview.
 - E. That the Appointments Committee approves the general recruitment process for the Executive Director for Children, Lifelong Learning, and Families 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.
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 At the last meeting of the Appointments Committee, revisions to senior salaries were agreed, alongside the redesignation of Assistant Directors as Directors, and the Committee gave its approval to commence recruitment to existing roles. These changes were agreed to enable the Council to compete more effectively in the London Local Government recruitment market, and to end reliance on expensive agency interim staff, the use of which was leading to significant overspends on senior staffing budgets.

- 1.2 Since that meeting, Executive Directors have terminated contracts of a number of high spend agency interims, in some cases moving them onto Fixed Term Contracts with the council, in other cases using existing staff to 'act up' into more senior roles. These measures, amongst others, mean that at the beginning of January 2024, Merton was employing the lowest number of agency staff for two years.
- 1.3 The next stage in moving towards permanent, cost-effective, and stable leadership in the Council is the commencement of permanent appointments into vacant roles.
- 1.4 Since the last meeting, the Executive Director for Children, Families, and Lifelong Learning, has announced her intention to retire at the end of May, so this paper seeks approval to commence recruitment to this role and establish a sub-committee to shortlist candidates, carry out final interviews and make the appointment. The proposed full process is outlined in the report below.
- 1.5 The other roles are not Member appointments, but the Chief Executive will be asking relevant Cabinet Leads to take an informal role in the recruitment process for the Director roles, and officers will ensure that those Members taking part receive training in Inclusive Recruitment. This is training that will be undertaken by the Chief Executive, Executive Directors, and offered to all members of the Appointments Committee.
- 1.6 Using a framework procurement agreement, the Council has appointed Starfish Search as its recruitment partner for these roles. 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 advertisements for these roles will be phased to ensure sufficient capacity for effective search and selection and prioritised in order of urgency of appointment.
- 1.7 The first phase will comprise of recruitment to the roles of Executive Director for Children, Lifelong Learning, and Families, Director of Public Realm, Director of People and Culture Change (formerly titled Head of HR and OD), and Head of Housing Development. Simultaneous recruitment will also be undertaken for a Head of Communications and Engagement, and a Head of Sustainable Transport, though those roles do not reach the £100k threshold for Member authorisation.
- 1.8 The second phase will cover recruitment to vacant Director roles in Children's and Adults Social Care, as well the Director of Strategy, Policy, and Transformation.
- 1.9 Job Descriptions are included as Appendices to this paper. All those for the first phase of recruitment are finalised but the Chief Executive may wish to make amendments to those in the second phase, and seeks delegated authority to do so, in consultation with the Chair of the Committee, where those amendments will not lead to a change in salary range. Any changes that resulted in a change of salary range will be brought back to this committee for authorisation.

2 ROLES FOR PERMANENT RECRUITMENT

Executive Director – Children, Lifelong Learning, and Families

To agree to a salary range of £134,690 - £154,539 for the post of Executive Director of Children, Lifelong Learning, and Families.

Director – Public Realm

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Public Realm (Grade MG5).

Director – People and Culture Change

To agree to a salary range of £108,790 - £116, 319 for the post of Director of People and Culture Change (Grade MG5).

Director – Policy, Strategy & Innovation

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Strategy, Policy, and Transformation (Grade MG5).

Director – Strategy Commissioning and Partnerships (CLLF)

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Partnerships and Strategy (Grade MG5).

Director – Children’s Social Care and Youth Inclusion

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Children’s Social Care (Grade MG5).

Director – Adult Social Care Operations

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Adult Social Care Operations (Grade MG5).

Director - Director of Integrated Care, Commissioning & Assurance

To agree to a salary range of £108,790 - £116, 319 for the Director of Integration and Commissioning (Grade MG5).

Head of Housing Development

To agree to a salary range of £85,200 - £92,943 for the post of Head of Housing Development (Grade MG3). The salary for this post does not breach the £100k threshold for Member approval, but the competitive nature of the housebuilding and development market means that the Council may have to deploy a market supplement payment to successfully recruit. In that instance the total annual salary package (ie salary range and market supplement) will not exceed £120,000.

3 RECRUITMENT PROCESS FOR EXECUTIVE DIRECTOR – CHILDREN, LIFELONG LEARNING, AND FAMILIES

- 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 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 CLLF 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, and to avoid ongoing reliance on agency staff and short-term management arrangements.

5 LEGAL AND STATUTORY IMPLICATIONS

- 5.1 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 1 March 2023 and amended by Full Council on 17 May 2023.
- 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 1 March 2023 and amended by Full Council on 17 May 2023.
- 5.6 Under the provisions of the Employee Procedure Rules (Part 4H) in the Council's Constitution, the appointment of the Executive Director – Children, Lifelong Learning, and Families 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 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 7.1. None

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

- Job Descriptions relating to the posts outlined in the paper.

9 BACKGROUND PAPERS

9.1. None

10 CONTACT

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11 USEFUL LINKS

- Merton Council's Web site: <http://www.merton.gov.uk>
- Readers should note the terms of the legal information (disclaimer) regarding information on
- Merton Council's and third party linked websites.
- <http://www.merton.gov.uk/legal.htm>
- This disclaimer also applies to any links provided here

LONDON BOROUGH OF MERTON**CHILDREN, LIFELONG LEARNING AND FAMILIES DIRECTORATE****JOB DESCRIPTION**

POST TITLE: Executive Director of Children's Lifelong Learning & Families

Grade: Executive Director

DIVISION/SECTION: Executive Directors Office

Location: Civic Centre, Morden

Responsible to: Chief Executive

Responsible for: Strategic oversight of all statutory Director of Children Service (DCS) responsibilities including children's social care, Children and Families Hub, long term child in need and child protection teams, corporate parenting (children in care and young people leaving care), children with disabilities, Youth Offending Service, quality assurance and effective performance management and oversight, educational access for Merton's children, school improvement functions including education welfare, statutory assessments for SEND and support services for school in relation to SEND, early years sufficiency and quality standards, Family Hubs, early help and adult education, school place planning and admissions, youth service and commissioning across CLLF

Post number: M3007815

Date: January 2024

1. MAIN PURPOSE

- To be professionally responsible and accountable for the effectiveness, availability and value for money of the Council's statutory children's services and functions, specifically:
 - the Council's functions in its capacity as a local education authority under the Education Acts including functions relating to further education, higher education and adult education;

- the Council's social services functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children, and the Council's functions for children and young people leaving care;
 - any health-related functions exercised by the Council on behalf of an NHS body under section 31 of the health Act 1999, insofar as they relate to children; and
 - the Council's functions as a children's services authority as set out in the Children Act 2004, in particular building and leading the arrangements for inter-agency co-operation.
- To ensure the development, implementation and evaluation of strategies for the provision of service and support that are responsive to client needs include the views and voices of children, young people and their families and are sufficiently dynamic to respond to changes in governmental direction and legislative change.
 - To manage the provision of quality services that reflect the Council's core values.
 - To participate in the corporate management of the Council.

2. MAIN DUTIES AND RESPONSIBILITIES

- To ensure the development of a departmental organisational structure that 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.
- To make arrangements to ensure that the Council's functions are discharged having regard to the need to safeguard children and young people and promote their welfare and create and sustain a framework for the effective delivery of services to children and young people through leadership and by creating the conditions for others to perform and to innovate.
- To build and lead robust partnership arrangements under which public, private voluntary and community sectors work effectively together in relation to the planning, commissioning and provision of services which improve outcomes for children and young people and place them at the centre of service provision.
- To harness the distinctive contributions of children, young people and their families and carers in designing and delivering services and in evaluating how effectively services improve outcomes.

- To provide accurate and timely advice to the Council, its committees, elected members, the Chief Executive and Executive Directors, on developments, trends in the areas of children, schools and families services and all matters relating to the strategic planning of those services and their resourcing.
- To develop, implement and evaluate policies and programmes for the provision of cost-effective, high-quality services which accord with the Council's policy objectives and meet both statutory and local needs.
- To maintain and develop productive links with schools headteachers and governors based on mutual respect, shared goals and shared responsibility for the improvement of standards within the Borough.
- To ensure that the Council's statutory responsibilities in regard to such things as the provision of the school places, access, monitoring of standards and Education Health and Care Plans for children with special needs are met.
- To be a member of the Executive Board of the local safeguarding children partnership (LSCP) for the purpose of safeguarding the welfare of children and young people in the Borough.
- To promote the educational achievement of looked after children.
- To strategically lead preparation for and coordinate statements of proposed action following an ILACS, SEND, YOT or Joint Targeted Area Inspection and to exercise a key role in monitoring and evaluating implementation of the proposed action.
- To direct the operation of the Council's contracted out and commissioned children's services provision through the establishment of suitable arrangements for performance management arrangements across all children's services.
- To represent the Authority to external agencies such as Government Departments, Local Authority Associations, private developers, etc to develop effective relationships to advance the Council's objectives.

3. EXECUTIVE DIRECTOR – KEY ACCOUNTABILITIES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Lead on strategic plans to ensure that services have operational plans in place to deliver the Council Plan on time and to budget.
- As a member of the Senior Leadership team lead the Council ensuring that all service areas work collaboratively across (including partner organisations) to deliver services and generate efficiencies.
- Lead on your service area to ensure that all your services are fully compliant with all existing or new legislation and other statutory requirements.
- Lead on effective performance management arrangements and ensure that is in that any remedial action is taken promptly.
- Lead of people management, ensuring that teams and individuals are well-supported, diversity is encouraged, and performance is monitored.
- Take a strategic and corporate view of complaints (both internal and external) and ensure arrangements are in place to deal with them promptly and effectively.
- Lead on equality, diversity and inclusion in service delivery and employment, and work within relevant legislation to ensure arrangements are in place to carry out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered, and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.
- Deputise for the Chief Executive and represent the Council as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Knowledge

- Educated to degree level and/or full relevant professional qualification, with evidence of continuous professional development.
- An understanding of the legislative framework governing the work of the department. Understanding of issues impacting on service delivery within an urban, multi-cultural environment.
- A clear understanding of the workings of local government and the wider environment in which it operates.

Skills

- Ability to demonstrate a clear vision of the future for Local Authority children, schools and families' services and the challenges facing those services in the short and medium term.
- Well-developed analytical skills and proven ability of setting/achieving strategic objectives through performance management and of evaluating and achieving service quality.
- Ability to communicate effectively, negotiate and network through highly developed written, oral and presentation skills.
- Ability to develop innovative solutions whilst maintaining continuity of services through setting of clear goals/targets.
- Ability to lead, motivate and enthuse individuals and teams within a rapidly changing environment.
- Ability to work effectively within a political environment and to manage the member/officer interface.
- Commitment and ability to implement the Council's Equal Opportunities policies in employment and services.
- Commitment to working in partnership with a wide range of bodies both internally and externally.

Experience/Training

- Significant senior management experience in the provision of public sector children care and/or education services within a multi-racial urban community. Experience of

participation at senior management level in the corporate affairs and decision making of a large complex organisation.

- A successful track record and background of consistent achievement at senior management level (second tier or above) in a local authority or other large complex organisation.
- Experience of managing, motivating and developing a multi-disciplinary workforce and harnessing the talents of employees at all levels.
- Experience of successfully leading management of change within a service setting.
- Experience of working in co-operation and partnership with a wide range of internal and external bodies including statutory agencies/organisations.
- Experience of having successfully managed substantial budgets through rigorous control procedures, as well as delivering budget options within a corporate framework.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost-effective service delivery.

Others

- Successful Enhanced Disclosure and Barring Service (DBS) check.

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

POST TITLE: Director of Public Realm

Grade: MG5

DIVISION/SECTION: ENVIRONMENT, CIVIC PRIDE & CLIMATE

Location: Civic Centre, Morden

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

Responsible for: 100+ staff, revenue and capital budgets of over £30m annually. Staffing number to increase by 100 fte from March 2025 following insourcing of Street Cleansing Service.

Post number:

Date: January 2024

1. MAIN PURPOSE

- To be responsible to the Executive Director for the overall management of Waste and Street Cleansing, Parks & Open Space, Transportation Planning, Highways, Parking, Depot & Fleet management and Climate services within the Council. To initially focus on the insourcing of street cleansing, contracting waste services, and reviewing the parks service. The role is also responsible for strategic transport planning, commissioning of highways maintenance services, strategic and operational parking services and the strategic management and oversight of the council's Climate Action Plan. The role also manages the maintenance of cemeteries and the administration of passenger transport and fleet management. To be responsible for the following services, teams and budgets:
 - Street cleansing (insourced from March 2025)

- Waste Contract management – collection and disposal via the South London Waste Partnership
- Environment Enforcement Team
- Parks and Open Spaces Teams, including cemeteries
- Transportation Planning, Network Management
- Highways and Street Lighting Team
- Parking Services
- Climate Team
- Passenger transport and fleet management

Revenue budget: £30m per annum

Capital budget: £7m per annum

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) To act as the Council's expert and provide strategic leadership, direction, management and control in the delivery of street cleansing, waste, parks and open spaces, the Council's Transport, Highways and Parking functions, whilst taking a strategic lead on the Council's Net Zero Carbon Action Plan.
- (ii) As the director of the Public Realm you will:
- (iii) Lead on the recommissioning of waste services, ensuring value for money and efficient service delivery. You will set up and maintain appropriate monitoring mechanisms to ensure that standards of service delivery are maintained.
- (iv) Be the expert advisor on waste services, public open spaces, transport and fleet transport services, ensuring high professional standards within the division and the provision of good quality timely advice to the corporate management team and elected members. You will ensure that effective enforcement and community engagement is integral to new ways of working.
- (v) Lead on a range of environmental services which will maintain and improve resident satisfaction in a high-quality environment [both "green" and "grey" space-park/pavement/cemetery/highway].
- (vi) Advise and work with senior colleagues and partners within other public sector organisations to ensure the delivery and review of the Council's Asset Management Strategies, Policies and Plans for Highways and Transport to:-

- Ensure that the Highways and Transport Asset Management Plan aligns with Regeneration & Place Strategies.
 - Ensure that the aims and objectives set out in the Plans are established to deliver beneficial outcomes in support of Corporate objectives. Monitor works and services and enforce compliance with legislation, regulations and approved codes of practices.
- (vii) Lead on strategic relationships with the South London Waste Partnership develop effective working arrangements with other London Boroughs, exploring scope for shared services and other joint initiatives.
- (viii) Provide corporate advice on all Highways and Transport related operational matters that support the Council's Regeneration, Place, Asset Management and Sustainability strategies covering London-wide and cross-borough proposals.
- (ix) Lead and direct investment on the Highways and Transport network to ensure that corporate objectives are met and Merton becomes a leading outer-London area with a sustainable asset base, deployed most effectively. Lead on the consolidation of the Highways and Transport network which is valued in excess of £3bn
- (x) Effectively lead the delivering of an efficient Parking Service, ensuring that the service provide a reliable, efficient and customer focused service.
- (xi) Lead on the delivery of efficient, effective high quality street cleansing services (once insourced), parks and open spaces service together with the maintenance of cemeteries'.
- (xii) Lead on the delivery of the LBM Climate Action Plan via a matrix management approach, being responsible for the strategic direction, budget management and reporting on progress against agreed objectives.
- (xiii) Effectively brief elected members on key issues, supporting the Executive Director or other members of CMT as required.
- (xiv) Develop and maintain strong working relationships with other Council directorates, other external agencies in the public, private and voluntary sectors including TfL, GLA, contractors, volunteers and politicians.
- (xv) Responsible for accurate monthly and quarterly reporting on progress against budgets, service delivery objectives and key performance indicators, including delivering the medium-term financial plan.

3. Director – General Accountabilities

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure your services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure Health and Safety is managed in line with corporate and statutory requirements.
- Ensure effective and timely budget management processes are in place to report regularly.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.

- Deputise for the Executive Director and represent the Directorate as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Experience, Skills and Technical Requirements

- Experience of senior leadership, successfully delivering complex projects, high-quality front-line services and the sustainability agenda at a corporate level.
- Technical understanding of procurement and management of waste services and experience of managing front-line operational teams (eg street cleansing, grounds maintenance) plus a good understanding of at least one other of the key service areas: Transportation, Highways, Parking and Sustainability/Climate.
- Respected senior leader skilled in working with and influencing senior stakeholders in both the public and private sector, and clear track record of delivering results in a political environment.
- Skilled at leading large and multi-faceted teams, including leading teams through change, and a significant track record of continuous improvement in service delivery.
- 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 delivery contractors, and building an inclusive team culture.
- Experience of budget management at a senior level in an organisation.

LONDON BOROUGH OF MERTON

INNOVATION & CHANGE DIRECTORATE

JOB DESCRIPTION

POST TITLE: Director of People and Culture Change

Grade: MG5

DIVISION/SECTION: Innovation and Change

Location: Civic Centre, Morden

Responsible to: Executive Director of Change and Innovation

Responsible for: Teams covering HR, Organisational Development, Policy and Reward, Resourcing and Payroll and HR Operations

Post number:

Date: January 2024

1. MAIN PURPOSE

- To be Director of Human Resources and Organisational Development leading on the provision of high quality, responsive HR and OD services, which meet the needs of the organisation and Members' ambitions. This role is key in developing and delivering HR strategies to support the organisational culture needed for a modern, innovative workforce in addition to providing a responsive traded services to schools.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) To lead the HR & OD service comprising of a number of specialist teams, working to ensure the Council has the core capabilities and an effective workforce to support a high performing organisation.

- (ii) To drive organisational change in order to make best use of resources while remaining people focussed. This includes developing a culture change strategy with supporting organisational development approaches.

- (iii) To lead and develop an HR & OD service that supports the operational needs of the Council as well as providing strategic insight and advice on people matters to the Chief Executive and the senior Management Team.

- (iv) To lead the future direction of HR and OD services cognisant of latest thinking, and innovative approaches, which support the design of leading-edge organisation development, people, and change strategies.

- (v) To drive forward the Council's Workforce Strategy to ensure that it is ambitious and creates a clear and compelling vision for the organisation's future. This includes developing leading-edge people policies, procedures and strategies to support the Council to transform and nurture a learning organisation.

- (vi) To ensure the provision of responsive traded services to schools which meets their needs and is cost effective.

- (vii) To provide effective HR services to the Council. The emphasis here is resolution of issues, proactive approach to people management and responsive support to managers.

- (viii) To develop modern policy and procedure, including approaches to reward which support and innovative forward thinking organisation.

- (ix) To develop the Council's commitment to equality, diversity and inclusion and to promote non-discriminatory practices in all aspects of work undertaken.

3. Director – General Accountabilities

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.
- Deputise for the Director and represent the Directorate as required on corporate and external activities and groups.

4. Responsible for:

HR/OD teams including HR services, learning and development, pay and reward, HR strategy and policy, resourcing, payroll and HR operations.

5. PERSON SPECIFICATION

Experience, Skills and Technical Requirements

- Experience of delivering high quality HR and OD services, which meet the needs of the organisation, have worked at AD level or above.
- Experience on the development of a variety of HR strategies and evidence of successful implementations
- Experience of leading and managing culture change programmes with evidence of success
- Demonstrable ability to lead HR/OD proactive services, which provide role models for managers and gives practical solutions to day-to-day issues.
- Ability to engage and influence all stakeholders, including Members, Senior leaders, managers, employees, staff groups and trade unions.
- Ability to work at both strategic and operational levels, switching according to the needs of the 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.

LONDON BOROUGH OF MERTON
INNOVATION AND CHANGE DIRECTORATE
JOB DESCRIPTION

POST TITLE: Director of Policy, Strategy and Innovation

Grade: MG5

DIVISION/SECTION: Innovation and Change

Location: Civic Centre, Morden

Responsible to: Executive Director of Change and Innovation

Responsible for: Teams covering Policy and Performance, Customer Services, Change and transformation, Chief Executive and Leaders office, Complaints, Information Governance and Members Enquiries, Equalities and Community Cohesion, Voluntary Sector Relationships

Post number:

Date: January 2024

1. MAIN PURPOSE

To act as the lead officer for organisational strategy, change and transformation leading on a change programme which will transform the Corporate centre and support the ambitions of the Council leaders. This includes leading on the policy and performance management framework, equalities and cohesion and relationships with the voluntary sector.

This is a key role in ensuring high quality customer services, adherence to information governance and quality support to Members and senior leaders.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) To lead the development of organisational strategy for Merton Council, including the Council Plan, and other core strategies which meant the needs of residents and support Members' ambitions.

- (ii) To lead a corporate change programme which will transform the corporate centre of the organisation, as well as supporting effective service change across the Council.
- (iii) To lead a policy making function that supports the ambitions of the Council's leadership and is responsive to a fast changing and challenging policy context.
- (iv) To lead the development and monitoring of an effective performance framework, to ensure corporate accountability and accurate reporting against key performance measures.
- (v) To be the corporate lead for equalities, community cohesion, and to lead the Council's relationships with the voluntary sector ensuring transparency and co-working where-ever possible.
- (vi) To ensure the provision of high-quality customer services to all Merton's residents, as well as provision of an effective complaints and informational governance service, and a high-quality service to elected Members through Members' Enquiries. This includes the provision of front-facing customer services to Merton residents, utilising technologies to support better customer services.
- (vii) To lead the provision of effective support for the leadership of the organisation, including the Leader's Office, and the Chief Executive's office, ensuring that the right level of support is available.
- (viii) To ensure the provision of a service for the Registration of Births, Marriages, and Deaths, in line with legal requirements, including the operation, maintenance, and safety of the listed Morden Registry Office building

3. DIRECTOR – KEY ACCOUNTABILITIES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.

- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.
- Deputise for the Director and represent the Directorate as required on corporate and external activities and groups.

4. RESPONSIBLE FOR

- Head of Policy and Performance
- Head of Customer Services
- Head of The Chief Executive's Office
- Head of the Leader's Office
- Corporate Change Team
- Complaints and Information Governance Managers
- Policy and performance
- Organisational strategy and planning
- Transformation and change
- Equalities and community cohesion
- Voluntary Sector relationships
- Chief Executive's Office
- Leader's Office

- Customer services
- Complaints and Members enquiries
- Information Governance

5. PERSON SPECIFICATION

Experience, Skills and Technical Requirements

- Experience of successfully delivering high quality services to residents and managing complaints effectively.
- Experience of developing organisational strategy in line with corporate objectives and the Council's ambitions.
- Understanding and experience of technological solutions to improve services.
- Demonstrable skills in creating the environment for successful organisational change and transformation.
- Experience working with and influencing senior stakeholders in both the public and private sector, particularly building relationships with elected members and supporting the voluntary sector.
- Demonstrable experience of strategic and innovative thinking with a proven track record of delivering results against tight deadlines and stretching targets.
- Ability to lead a disparate range of services, supporting both strategic and front-facing teams effectively.

LONDON BOROUGH OF MERTON**CHILDREN, LIFELONG LEARNING AND FAMILIES DIRECTORATE****JOB DESCRIPTION**

POST TITLE: Director of Strategy Commissioning and Partnerships

Grade: MG5

DIVISION/SECTION: Strategy, Commissioning and Partnerships

Location: Civic Centre, Morden

Responsible to: Executive Director Children, Lifelong Learning and Families

Responsible for: Teams covering Policy and Performance and Parentships including inspection preparation support and organisation, Merton Safeguarding Childrens Partnership Business Support Team, Commissioning for CLLF, Contracts and School Organisation including the PFI, School Place Planning and Admissions and capital strategy and project delivery, SEND transport and to be the department lead for statutory reporting, the councils Safety Valve plan and integrated work with health

Post number:

Date: January 2024

1. MAIN PURPOSE

- On behalf of the Executive Director, Children, Lifelong Learning and Families (statutory DCS) to be the strategic lead for overall policy, strategy, partnerships, commissioning and transformation for the Directorate ensuring the effective delivery of all operational services under your line management and supporting delivery of the LSP's and Council's strategic plans and priorities; Merton's CYP Plan; Safeguarding Partnership Business Plan; and council and departmental and service business plans.
- To ensure oversight of reporting and monitoring of the Council's Safety Valve Plan and lead for CLLF on all the statutory reporting and inspection planning for all statutory returns and inspection frameworks

- To develop and deliver joint working with health, including the Integrated Care Board and health providers; and to be the department's lead contact with health partners.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) Provide professional leadership for the development and monitoring of the departments policies, strategies, partnerships, commissioning and transformation ensuring that the Council's statutory duties across the range of services provided in CLLF are effectively met.
- (ii) Ensure a culture of continuous improvement across the multi-agency and safeguarding partners in relation to all areas under your professional leadership and portfolio.
- (iii) Ensure that the Council, and partners are compliant with all statutory requirements and receive appropriate advice and relevant guidance relating to all matters as appropriate to the portfolio ensuring that CLLF is able to monitor and report on its performance including timely statutory returns and effective statutory inspection preparation and planning.
- (iv) Lead on CLLF commissioning, procurement and contract management to ensure compliance with corporate procedures, best value and effective services for children and families.
- (v) Lead on the reporting and monitoring of the Council's Safety Valve Plan in partnership with the AD for Education and Early Help.
- (vi) Lead on all commissioning for CLLF including joint commissioning across other parts of the Council and with partners including health. Lead on the development and delivery of an annual commissioning and procurement plan for the department, ensuring service users and parent/carer involvement in service design and specification and that appropriate reviews, contract monitoring, and quality assurance of commissioned services is undertaken.
- (vii) Lead for CLLF on resource planning including budget planning and setting, saving and growth submissions, financial monitoring and reporting and workforce planning (in collaboration with the other Directors in CLLF), Ensuring resources are deployed effectively and the divisional budget, overall, is kept within balance in order to meet the Council's visions, aims and priorities.

3. DIRECTOR – KEY ACCOUNTABILITIES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.
- Deputise for the Director and represent the Directorate as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Knowledge

- An in-depth, practical knowledge of legislation and national and local policy, particularly in relation to the agenda for the closer integration of local authority and NHS commissioning of education, health and social care services.
- Understanding of decision making, human and financial resource management in a public sector environment.
- Expert knowledge of all aspects of the commissioning cycle, including a thorough awareness and understanding of widely recognised best practice.
- A thorough understanding of demographic profiling, health inequalities, and health and social care issues in a diverse community and a commitment to adhere to and promote equalities legislation and local policy.

Skills

- Strategic thinker with proven high-level leadership skills and an ability to set a clear direction of travel within a complex and challenging environment with multiple stakeholders whose priorities may not necessarily align.
- Strategic financial management skills, including financial planning, business case development, capital programming and budget monitoring.
- Interpersonal ability to work across professional and organisational boundaries within and outside the Council with the skills to take a partnership approach.
- Outstanding influencing and negotiating skills, underpinned by in depth knowledge of different stakeholder interests and organisational cultures, with an ability to develop and maintain credibility and confidence of colleagues.
- Strongly developed oral and written communication skills with the ability to manage and communicate very complex, highly sensitive, and highly contentious information in a clear and compelling way to different audiences.

Experience/Training

- Substantial experience at a senior management level in education and/or social care which has included complex, difficult, and challenging decision-making and working within the statutory framework for health and social care services.
- Demonstrated experienced of leadership, which has included directing services and multi-disciplinary teams through times of change and ambiguity.

- Demonstrated experience of the successful delivery of major transformational change programmes and associated projects within a similar environment.
- Substantial experience of inter-agency and collaborative working across organisational boundaries at all levels and with different professional groups.
- Substantial commissioning experience, which has included developing strategic priorities, designing and delivering services aligned to those priorities, collaborating with partners and service users to deliver the best outcomes, and evaluating from outcomes to continuously improve the delivery of services.
- Demonstrated experience of budget setting and managing large budgets and resources, including joint commissioning or shared budgets.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues to achieve the organisation's corporate and service objectives.
- Professional qualification in education, health, social care, or commissioning, or substantial relevant experience in these areas.

Special Requirements

- Postholder will be expected to be part of the Council's emergency planning Silver response rota, which involves being on call some evenings and weekends.
- Experience working with and influencing senior stakeholders in both the public and private sector, particularly building relationships with elected members and supporting the voluntary sector.
- Demonstrable experience of strategic and innovative thinking with a proven track record of delivering results against tight deadlines and stretching targets.
- Ability to lead a disparate range of services, supporting both strategic and front-facing teams effectively.

LONDON BOROUGH OF MERTON**CHILDREN, LIFELONG LEARNING AND FAMILIES DEPARTMENT****JOB DESCRIPTION**

POST TITLE: Director Children's Social Care and Youth Inclusion

Grade: MG5

DIVISION/SECTION: Social Care and Youth Inclusion

Location: Civic Centre, Morden

Responsible to: Executive Director of Children, Lifelong Learning and Families

Responsible for: Social work teams covering Children and Families Hub, Assessment and Intervention, Family Support and Safeguarding, Social Work Academy, workforce and Practice Development, Children with Disabilities, Corporate Parenting including children in care and young people leaving care, Quality Assurance functions and Youth Justice Service

Post number: ML001

Date: January 2024

1. MAIN PURPOSE

- On behalf of the Executive Director Children, Lifelong Learning and Families (statutory DCS) to be the strategic lead for children and young people's protection, safeguarding, children's social care (including care experienced children and care leavers) and youth justice in Merton, across Merton's Children's Trust and MSCP arrangements ensuring that the Council's statutory duties in relation to safeguarding, child protection, children in care, care leavers and youth justice are effectively met.
- To support delivery of: the MSCP's and Council's strategic plans and priorities; Merton's CYP Plan; MSCP Business Plan; and council and departmental and service business plans.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) Provide professional leadership for C&YP to promote and ensure children and young people are effectively safeguarded and protected from emotional, physical, sexual abuse and neglect and ensuring a culture of continuous improvement across the Childrens Trust and MSCP partners in relation to all areas under your professional leadership and portfolio.
- (ii) Ensure that the Council, Children Trust, and MSCP are compliant with all statutory requirements and receive appropriate advice and relevant guidance relating to: child protection; safeguarding and all other matters as appropriate to the portfolio.
- (iii) Lead on Merton's strategy to safeguard and protect children, prevent care and to enable children with specific needs to be living in families or other appropriate settings in the community, where their assessed needs are met and reviewed to achieve positive outcomes.
- (iv) Ensure effective referral and assessment processes into and out of Children's Social Care which are crucial for the safeguarding and wellbeing of children and young people.
- (v) Oversee and ensure the development and delivery of services to support permanency for C&YP ensuring Merton's Fostering Service are compliant with regulations and inspection requirements.
- (vi) Oversee and ensure the development and delivery of the Council's CSC safeguarding and QA function including its wider role in providing QA to the MSCP in context of working together, Pan London arrangements and best practice.
- (vii) Oversee and ensure the development and delivery of integrated youth support services 13-25 improving outcomes and preventing entry to the criminal justice system and / or care.
- (viii) Ensure resources are deployed effectively and the divisional budget, overall, is kept within balance in order to meet the Council's visions, aims and priorities.
- (ix) Maintain appropriate mechanisms to enable users and carers to be actively involved in planning services and individual packages of care.
- (x) Responsible for statutory performance and contribution to the corporate performance agenda, putting children, young people and families at the heart of decision-making.
- (xi) Deputise for the Executive Director of Children Lifelong Learning and Families as appropriate.

- (xii) Ensure the Council meets its statutory responsibilities in accordance with the Health and Safety at Work Act 1970.
- (xiii) Lead on all social care and youth offending inspections and their contribution to the performance framework for Children's Services, and other inspections and take lead responsibility as directed by the Director of Children Lifelong Learning and Families in representing Merton regionally and nationally on social care, youth and inclusion matters.

3. DIRECTOR – KEY ACCOUNTABILITIES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.

- Deputise for the Director and represent the Directorate as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Abilities, skills, knowledge and experience

- A proven track record of achieving and managing cultural and organisational change and of leading improvement across children's services.
- The ability to develop and maintain effective partnership arrangements both internal and external to the organisation and a record of innovative achievements and improvements in partnership and joint working with partners and stakeholders.
- Sound financial management experience with the ability to analyse services in terms of their unit costs, value for money and market context.
- Track record and wide experience of managing complex child protection cases and a comprehensive understanding of the complexities of risk as it applies to children and safeguarding.
- Degree and a relevant social care qualification – DIP SW, CQSW and Registered Social Worker with GSCC.
- An understanding of the importance of prevention to reduce the number of children being either looked after or placed on the child protection register and a track record of innovative and different delivery mechanisms, whilst focused on safeguarding children.
- An ability to deliver and develop the service whilst maintaining the safeguarding of children at the heart of what is achieved.
- Excellent comprehension of the Children Act 1989 and its' impact on service delivery.
- Excellent verbal and written communication skills with the ability to be sensitive to individuals and groups, and adeptness at handling the media professionally when representing the Council.
- Excellent grasp of National Children and Young Person Agenda.

Personal Qualities

- An inspiring leader, who demonstrates their commitment to the Council's vision, mission and overall direction.
- Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Council's objectives.
- Confident and willing to challenge traditional assumptions and provide evidence to support change and drive forward improved ways of working.
- Enthusiastic, energetic and resilient with a high level of self determination to meet the needs of children and carers.
- Action orientated, able to demonstrate a readiness to make decisions, take the initiative and originate action.
- Politically aware and sensitive, with an ability to make progress in complex policy areas.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources

LONDON BOROUGH OF MERTON**ADULT SOCIAL CARE, INTEGRATED CARE AND PUBLIC HEALTH****JOB DESCRIPTION**

POST TITLE: Director of Adult Social Care Operations

Grade: MG5

DIVISION/SECTION: Adult Social Care

Location: Civic Centre, Morden

Responsible to: Executive Director of Adult Social Care, Integrated Care and Public Health.

Responsible for: ASC First Response, Locality Social Work Teams, Adult Safeguarding, Reablement, Hospital Discharge, Occupation Therapy, Learning Disability, Principle Social Worker, Provider Services and Quality Assurance

Post number:

Date: January 2024

1. MAIN PURPOSE

- To ensure that the council meets its statutory responsibilities for adult social care, and to deputise where required for the DASS (Director of Adult Social Services) role. To provide strategic leadership to ensure that adults' social care positively supports the values and objectives of Merton Council, promoting prevention, early intervention, and resilience to improve outcomes for local people, promote health, wellbeing and independence and reduce dependency on public services.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) Ensure effective Financial Management, cost controls and income maximisation in an ever-changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value

for money in all activities. Input into the Medium-Term Financial Strategy, forecasting budget demands and planning savings, and ensuring in-year delivery.

- (ii) To create and lead the five-year transformation and change plan for adult social care, ensuring that strategic plans reflect known national best practice and prepare for the care quality assurance process.
- (iii) To give leadership to partnership working, so that services where possible can be delivered with partners in a way which offer a customer centred approach and value for money. This will especially be with the NHS and will include agreement where necessary about shared resources such as the Better Care Fund and existing pooled budgets.
- (iv) To be a member of the Adult Social Care, Integrated Care and Public Health Management Team, taking on cross-cutting leadership tasks across the department, and deputising for the Executive Director where required.
- (v) To be a member of the Council's overall senior leadership team across departments, ensuring that cross council working happens where necessary and taking on relevant cross council responsibilities.
- (vi) Provide well-evidenced and sound advice directly to the Chief Executive, Corporate Director, Cabinet, Portfolio Holders, and other Members of the Council. Attend Council, Executive, and other committees and events.
- (vii) To lead the process of responding to people's needs within statutory responsibilities through the process of assessment, review, safeguarding, brokerage, financial assessment, and the allocation of a personal budget. To ensure that this process is based on core principles of personalisation, promoting independence, and taking an asset based and proportionate problem-solving approach.
- (viii) To ensure that this process is using a management information system (Mosaic) in a fit for purpose way, and that procedures mesh with this system and that they give the necessary day to day direction and support for staff.
- (ix) To ensure that professional practice (especially for social work and occupational therapy but including other professions where relevant) complies with required national standards, that there is access to sound professional supervision, and that this is aligned with overall policies and procedures for adult social care.
- (x) To give senior management leadership and input to discussions and negotiations with the local integrated care system about service integration and service improvement. To draw up and implement integration plans with NHS provider partners and with NHS commissioners. To lead on negotiations about pooled budgets including the Better Care Fund.

- (xi) To work with the local NHS over relevant plans to support key issues for NHS delivery, especially delayed transfers of care at this stage.
- (xii) To engage with the voluntary sector (in both its roles as service providers and advocates for local people), and with customers and their carers, to ensure that delivery of adult social care is informed by their views and also takes into account the contributions that they can make.

3. KEY ACCOUNTABILITIES

- To act as a role model within the Council and lead by demonstrating the organisational values in all that you do: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- 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.
- 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 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

4. PERSON SPECIFICATION

Experience, Skills and Technical Requirements (examples)

- Experience of delivering high quality Adult Social Care services, which meet the needs of the community/organisation.
- Experience on the development of a variety of Adult Social Care strategies and evidence of successful implementations
- Experience of leading and managing culture change programmes with evidence of success
- Demonstrable ability to lead Adult Social Care proactive 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, 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.
- Experience of managing a large, diverse and complex workforce. Ability to motivate and develop staff to achieve good performance.
- Sound financial management experience with the ability to analyse services in terms of their unit costs, value for money and market context.

- Track record and experience of overseeing complex casework including safeguarding and mental capacity issues.
- Degree Level and extensive experience of working within Adult Social Care at a Senior Level

LONDON BOROUGH OF MERTON**ADULT SOCIAL CARE, INTEGRATED CARE AND PUBLIC HEALTH****JOB DESCRIPTION**

POST TITLE: Director of Integrated Care, Commissioning & Assurance

Grade: MG5

DIVISION/SECTION: Adult Social Care

Location: Civic Centre, Morden

Responsible to: Executive Director of Adult Social Care, Integrated Care and Public Health.

Responsible for: Care Quality Commission Assurance, Integration at Place, Management of Better Care Fund Commissioning duties under the Care Act 2014, specifically: Market Sustainability, diversity & sufficiency.

Market and Contract management, Provider concerns and failure Business Intelligence & Performance, Brokerage Services, Financial Assessments, Direct Payments & Provider Payments, Delivery of strategic service improvement programmes across C&H, ASC IC & PH Service Planning, ASC IC & PH Procurement and Contract management.

Post number:

Date: January 2024

1. MAIN PURPOSE

- To deliver the statutory responsibilities for Commissioning, Market Sustainability and Sufficiency, under the Care Act 2014. Providing strategic leadership and management of commissioning, quality assurance, contract management, performance, brokerage, Financial Assessment and Direct Payments services.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) Statutory Responsibilities for Commissioning under the Care Act 2014. Responsible for delivering Commissioning legislation and guidance as set out in the Care Act, ensuring local care and support markets are sufficient, sustainable and of high quality. Also, the Housing Acts and relevant legislation governing the Directorate.
- (ii) Provide strategic leadership and direction for the development of the department and provide assurance that the best possible outcomes are being delivered for people who use services and family carers.
- (iii) Senior Responsible Officer for Departmental assurance under the CQC Assurance regime for ASC departments.
- (iv) Assist the Executive Director in all matters of department service and strategic planning including, but not limited to: Directorate Plan, Medium Term Financial Strategy, forecasting budget demands and planning savings ensuring in-year delivery of savings targets. Contribute to directorate budget monitoring and ensure it is effectively controlled within cash limits, driving down spend where appropriate.
- (v) Responsible for all Integration planning through the Better Care Fund, ASC Discharge Fund and Market Sustainability, Workforce and ASC Improvement grant funding.
- (vi) Ensuring the provision of timely evidenced based analysis and reports for Members, the Executive Director, Assistant Director for ASC and Departmental Heads of Service. Collection of accurate performance information to fulfil the statutory obligation of the department to Central Government for information and inspection requirements; and to demonstrate that Adults Social Care is meeting nationally prescribed targets which will secure on going funding, involving a substantial impact on resources. To oversee the planning and delivery of our Local Account and statutory performance, intelligence, and data returns.
- (vii) To work with directorate staff, finance staff and a range of partners to develop and manage service and performance improvement programmes, which will modernise services, scrutinise models of support, improve outcomes and improve value for money for the Council. To support and oversee a range of projects which make up this programme. To ensure that the programme is evidence based and follows best practice. To lead a process of culture and practice change across C&H.

- (viii) Actively consider new and innovative ways of delivering services that provide high quality and good value for money. Research and benchmark to establish most effective delivery methods. Hold Senior Responsible Officers and managers to account to provide services that are delivered or procured that represent value for money. Ensure that principles of coproduction and open, transparent engagement with stakeholders is embedded in service design and delivery.
- (ix) Ensure there is effective integration of related services within and across Directorate and the Council, ensure the contribution of partner and contractor organisations is appropriately harnessed. Drive the implementation of consistently high-quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches, taking appropriate action where required.
- (x) As a member of the Directorate senior management team, ensure the timely and effective communication and implementation of all agreed Council policies and processes within the directorate. To lead on issues of equality and diversity ensuring all service and employment practices are compliant with the Councils aims.
- (xi) The post holder will be expected to undertake additional duties or responsibilities consistent with the role as allocated by the Executive Director, Adult Social Care, Integrated Care & Public Health. This will include leading or co-leading cross council programmes of work as part of the Council Leadership Team.
- (xii) To work with Councillors to implement the strategic aims and objectives of the Service and effectively brief Members on relevant matters in conjunction with the relevant CMT member as appropriate.

3. KEY ACCOUNTABILITIES

- To act as a role model within the Council and lead by demonstrating the organisational values in all that you do: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- 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 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.
- 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 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.

4. PERSON SPECIFICATION

Experience, Skills and Technical Requirements

- Experience of delivering high quality Adult Social Care services, which meet the needs of the community/organisation.
- Experience on the development of a variety of Adult Social Care strategies and evidence of successful implementations
- Experience of leading and managing culture change programmes with evidence of success
- Demonstrable ability to lead Adult Social Care proactive 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, 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.
- Experience of managing a large, diverse and complex workforce. Ability to motivate and develop staff to achieve good performance.
- Sound financial management experience with the ability to analyse services in terms of their unit costs, value for money and market context.
- Degree Level and extensive experience of working within Adult Social Care at a Senior Level

LONDON BOROUGH OF MERTON**HOUSING AND SUSTAINABLE DEVELOPMENT DIRECTORATE****JOB DESCRIPTION**

Post title: Head of Housing Development

Grade: MG3

Division/section: Housing and Sustainable Development

Location: Civic Centre

Responsible to: Executive Director of Housing and Sustainable Development/ Housing Delivery and Projects Director

Responsible for: building a team of permanent, temporary and consultancy staff, revenue and capital budgets of over £20m annually (TBC)

Post number:

Date: January 2024

1. MAIN PURPOSE

- To be responsible to the Executive Director for the overall management and delivery of the Council's ambitious Housing Delivery programme, both on stand-alone sites, and through its Morden town centre regeneration programme. To take responsibility for overall programme definition and planning, including maximising grant funding and capital receipts to minimise the need for Council cross subsidy. To ensure the homes delivered are exemplar in terms of sustainability, design and quality.

2. MAIN DUTIES AND RESPONSIBILITIES

- To have overall responsibility for the housing delivery programme, budgets and staff

- To create, maintain and lead a high functioning team of development managers able to deliver to time, quality and budget, and with a strong grip on contract and project management.
- Create and deliver the housing delivery pipeline and programme, including budget, timelines and delivery strategy (i.e. partnerships, council build, disposal).
- Monitor and report on progress against the housing delivery programme, particularly ensuring strong budgetary control over the programme as a whole and individual projects
- To lead the day to day relationship management with investment partners – especially the GLA, and maximise all forms of public funding available.
- Create and oversee contracts with delivery partners, consultants and contractors, ensuring tight contract management, quality and budgetary control
- Lead viability testing of business plans and commissions at a programme and project level.
- Scope, commission and project manage the delivery of projects
- Contribute to the overall corporate leadership of the Council, delivering an innovative approach to delivery and improving performance of service areas.
- Provide strong and motivational leadership and direction to staff in the division, including guidance on the allocation of resources, risk management, change management and team development.
- Develop strong working relationships with elected members, providing expert and professional advice and support.
- Effectively brief elected members on key issues, supporting the Executive Director or other members of CMT as required.
- Develop and maintain strong working relationships with other Council directorates, other external agencies in the public, private and voluntary sectors including TfL, GLA, registered providers and private sector developers.

- Lead on issues of equality and diversity ensuring service areas meet the Council's EDI strategy and action plans.
- Responsible for accurate monthly and quarterly reporting on progress against budgets, service delivery objectives and key performance indicators, including delivering the medium term financial plan.

3. HEAD OF SERVICE – KEY ACCOUNTABILITES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.

- Deputise for the Director and represent the Directorate as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Experience, skills and technical requirements

- Experience of successfully delivering high quality, sustainable affordable housing projects, particularly on smaller and more challenging sites
- Experience on a variety of delivery strategies – from development agreements, other forms of partnership, council direct build and disposal.
- Technical understanding and experience of the development process from start to finish (planning and design, procurement and through to delivery), with a track record of delivering built environment projects to time and budget. A professional qualification, through RIBA or RICS or RTPI would be a benefit.
- Experience in land assembly, valuation, appraisals and negotiation.
- Experience working with and influencing senior stakeholders in both the public and private sector, particularly building relationships with elected members.
- 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.

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

Post title: Head of Sustainable Transport, Highways and Climate

Grade: MG3

Division/section: Public Spaces

Location: Civic Centre

Responsible to: Director of Public Spaces

Responsible for: 50 staff, revenue and capital budgets of £6m annually.

Post number:

Date: January 2024

1. MAIN PURPOSE

- To be responsible to the Director for the overall management of Sustainable Transport, Highways and Climate services within the Council. To focus on strategic transport planning, commissioning of highways maintenance services and the strategic management and oversight of the council's Climate Action Plan. To be responsible for the following services, teams and budgets:
 - Sustainable Transport Team
 - Highways, Network Coordination and Street Lighting Team
 - Climate Team

Revenue budget: £10.273m per annum.

Capital budget: £6m per annum.

2. MAIN DUTIES AND RESPONSIBILITIES

- To act as the Council's expert and provide strategic leadership, direction, management and control in the delivery of the Council's Sustainable Transport and Highways functions, whilst taking a strategic lead on the Council's Net Zero Carbon, Climate Action Plan.

As the Head of Sustainable Transport, Highways & Climate you will:

- Advise and work with senior colleagues and partners within other public sector organisations to ensure the delivery and review of the Council's Asset Management Strategies, Policies and Plans for Highways and Transport so that:-
 - the Highways and Transport Asset Management Plan aligns with Regeneration & Place making strategies.
 - Ensure that the aims and objectives set out in the Plans are established to deliver beneficial outcomes in support of Corporate objectives. Monitor works and services and enforce compliance with legislation, regulations and approved codes of practices.
- Provide corporate advice on all Highways and Transport related operational matters that support the Council's Regeneration, Place, Asset Management and Sustainability strategies covering London-wide and cross-borough proposals.
- Lead and direct investment on the Highways and Transport network to ensure that corporate objectives are met and Merton becomes a leading outer-London area with a sustainable asset base, deployed most effectively. Lead on the consolidation of the Highways and Transport network which is valued in excess of £3bn.
- Lead on the delivery of the TFL Local Implementation Plan and its associated funding package; LBM Capital Programme and CIL funded projects related to sustainable and active travel, highways improvements and delivery of public realm investments.
- Ensure that Merton's statutory Highways, network co-ordination, permitting and traffic management functions are delivered including undertaking the role as the Council's statutory traffic manager.
- Lead on the delivery of the LBM Climate Action Plan via a matrix management approach, being responsible for the strategic direction, budget management and reporting on progress against agreed objectives.
- Ensure systems and processes are in place to provide a strategic overview (and detail where necessary) for all aspects of the operational delivery. This includes the

updating and monitoring of risks, and to ensure that works and services are delivered within programme and budget.

- Contribute to the overall corporate leadership of the Council, delivering an innovative approach to delivery and improving performance of service areas.
- Develop strong working relationships with elected members, providing expert and professional advice and support on your service areas, and the creation of policy as required.
- Effectively brief elected members on key issues, supporting the Executive Director or other members of CMT as required.
- Develop and maintain strong working relationships with other Council directorates, other external agencies in the public, private and voluntary sectors including TfL, GLA, contractors, volunteers and politicians.

3. HEAD OF SERVICE – KEY ACCOUNTABILITES

- To role model the values and behaviours of the organisation so your teams can see, hear and learn from you: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- To be accountable for leading and managing specific Council services at an operational/ delivery level, providing professional expertise, leading on programmes or the commissioning of services for the Council.
- To ensure that the services are up-to-date and best use is made of innovation and new practices
- To work with Councillors to implement the strategic aims and objectives of the Service.
- To provide strong leadership, management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.
- To be an ambassador for and represent the Council at all times
- To manage and develop the workforce within their service area
- To contribute to the overall management of your Directorate
- To lead on issues of equality and diversity and inclusion ensuring all service and employment practices are compliant with the Councils aims.
- To effectively brief Members/CMT on relevant matters

- To be responsible for accurate monthly or quarterly reporting on progress against service delivery objectives and key performance indicators

4. PERSON SPECIFICATION

Experience, skills and technical requirements

- Experience of successfully delivering complex projects, high-quality front-line services and the sustainability agenda.
- Technical understanding and experience of at least one of the key service areas: Transport Planning, Traffic Management,, Highways and Sustainability/Climate.
- Respected senior leader skilled in working with and influencing senior stakeholders in both the public and private sector, and clear track record of delivering results in a political environment.
- Experience and skills of managing a relevant service from within Highways or Transportation, including leading teams through change, and a track record of continuous improvement.
- 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 delivery contractors, and building an inclusive team culture.
- Experience of budget management at a senior level in an organisation.

LONDON BOROUGH OF MERTON
INNOVATION AND CHANGE DIRECTORATE
JOB DESCRIPTION

Post title: Head of Communications and Engagement

Grade: MG2

Division/section: Communications and Engagement

Location: Civic Centre

Responsible to: Executive Director, Innovation and Change

Responsible for: Communications team, Engagement team, internal communications team

Post number:

Date: January 2024

1. MAIN PURPOSE

- To provide a comprehensive and strategic Communications and Engagement service for the London Borough of Merton including; communications strategy, campaigns, media relations, consultation and engagement, brand management and design, digital communications, public affairs, and internal communications. To provide high quality professional communications advice to the leadership of the organisation. To ensure that all Merton's residents, businesses, and staff have access to high quality information about the services and priorities of the Council, and opportunities to engage and share their views and ideas.
- To be the Head of Profession for Communications within the Council and provide Council wide leadership on effective communication.

2. MAIN DUTIES AND RESPONSIBILITIES

- To be responsible for the development and delivery of the Council's Communications and Engagement strategy
- To be responsible for the management of the reputation of the Council, and the borough, with residents, businesses, partners, media, and other stakeholders.
- To act as a senior adviser to the Leader and the Chief Executive on issues of communications and reputation.
- To effectively manage the visual brand of the organisation and all branded collateral, ensuring high design standards and accessibility.
- To drive the development and delivery of creative campaigns to support the Council's priorities, drive resident behaviour change, generate income, and support service priorities.
- To shape the brand of the borough and effectively promote the London Borough of Merton as a destination for inward investment, visitors, and development.
- To ensure that all the Council's consultations are high quality, legally sound, and provide opportunities for all residents and/or businesses to participate.
- To lead the delivery of an inclusive engagement service that reaches out to all residents and puts the resident voice at the heart of what we do, as well as leading a Council wide engagement network to bring together engagement professionals across the organisation and beyond.
- To ensure that the Council has high-quality communications and community engagement support in the event of an emergency.
- To represent Merton in London wide and national local government communications bodies.
- To promote equalities, diversity, and inclusion, through inclusive communications and engagement practice and inclusive leadership.
- To manage the Council's communications and engagement budget of £1.3 million, including staffing

3. HEAD OF SERVICE – KEY ACCOUNTABILITES

- Role model the values and behaviours of the organisation and be an ambassador for and represent the Council at all times: [Work for Merton \[DRAFT\] : Values | Merton Council](#)
- Ensure services have operational plans in place to deliver the Council Plan on time and to budget.
- Work collaboratively across all service areas with other senior managers (including partner organisations) to deliver services and generate efficiencies.
- Ensure the service areas you manage are fully compliant with all existing or new legislation and other statutory requirements.
- Ensure effective performance management is in place, and that any remedial action is taken promptly.
- Manage your teams effectively, ensuring individuals are well-supported, diversity is encouraged and performance is monitored.
- Ensure at all times that a corporate view is adopted and that complaints (both internal and external) are dealt with promptly and effectively.
- Be responsible for equality in service delivery and employment, and work within relevant legislation carrying out Equality Impact Assessments where necessary.
- Ensure that strategic and operational risks are considered and that appropriate actions and reporting are put into place to manage these.
- Attend emergency planning training, be familiar with the London Borough of Merton Emergency Plan and your role during an incident. This may involve receiving notification out of hours and to respond positively to these calls.
- Required to take part in the emergency rota and participate in elections.
- Deputise for the Executive Director and represent the Directorate as required on corporate and external activities and groups.

4. PERSON SPECIFICATION

Experience, skills and technical requirements

- Substantial experience of working in a communications leadership role in a large organisation
- Substantial experience of working with and providing communications advice to senior leaders, including elected Members
- Understanding of and commitment to local government and to the values of public service
- Excellent communication skills, including writing skills
- Understanding of brand and design and its role in strategic communications
- Demonstrable experience of leading major campaigns and behaviour change communications in a public sector or not for profit environment
- Demonstrable experience of developing communications responses to high profile, politically sensitive, or controversial issues
- Experience of leading communications in an emergency or crisis situation
- Experience of managing and leading teams, and an understanding of and commitment to inclusive leadership
- Understanding of and experience in managing news media
- Understanding of and experience in using digital communications tools
- Understanding of and commitment to high quality community engagement, using a variety of means to allow participation from a wide range of audiences.
- Demonstrable commitment to EDI, both in management, and in professional practice

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