

Merton Council

Appointments Committee Agenda

Membership

Councillors:

Ross Garrod (Chair)
Eleanor Stringer
Billy Christie
Brenda Fraser
Natasha Irons
Anthony Fairclough
Nick McLean
Kirsten Galea
Simon McGrath

Co-opted members:

Substitute Members:

Date: Thursday 28 March 2024

Time: 3.00 pm

Venue:

This is a public meeting and attendance by the public is encouraged and welcomed. For more information about the agenda please contact recruitment@merton.gov.uk or telephone [020 8545 3319](tel:02085453319).

All Press contacts: communications@merton.gov.uk, 020 8545 3181

Appointments Committee Agenda

28 March 2024

- | | | |
|---|------------------------------------|--------|
| 1 | Apologies for absence | |
| 2 | Declarations of pecuniary interest | |
| 3 | Minutes of the previous meeting | 1 - 2 |
| 4 | Appointment of Chief Officers | 3 - 14 |

Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. For further advice please speak with the Managing Director, South London Legal Partnership.

Agenda Item 3

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at www.merton.gov.uk/committee.

APPOINTMENTS COMMITTEE

8 FEBRUARY 2024

(12.03 pm - 12.20 pm)

PRESENT Councillors Councillor Ross Garrod (in the Chair),
Councillor Eleanor Stringer, Councillor Billy Christie,
Councillor Brenda Fraser, Councillor Natasha Irons,
Councillor Anthony Fairclough, Councillor Nick McLean,
Councillor Kirsten Galea and Councillor Simon McGrath

ALSO PRESENT Polly Cziok (Executive Director of Innovation & Change) and
Jayde Watts (Democratic Services Officer)

PRESENT Councillor Kirsten Galea
ONLINE

ATTENDING Amy Dumitrescu (Head of Democracy Services)
ONLINE

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

There were no apologies for absence. Councillor Galea attended online.
It was noted that the membership of the committee had changed post agenda publication.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of interest.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

RESOLVED: That the minutes of the meeting held on 19 October 2023 were agreed as an accurate record.

4 APPOINTMENT OF CHIEF OFFICERS (Agenda Item 4)

The Executive Director Innovation and Change presented the report and provided an overview of the recommendations.

It was noted that a recruitment agent was now in place and advising on the phasing of the various appointments, with the first phase covering the Executive Director for Children, Lifelong Learning and Families, the Director of Public Realm, the Director of People and Culture Change and the Head of Housing Development. The Executive Director provided the Committee with an overview of the process.

In response to questions, the Executive Director advised that all the roles listed were existing roles, albeit the job titles had been slightly amended with the exception of the Head of Housing Development which was a new role which was covered within the capital programme.

In response to further questions, the Executive Director noted that the brief for recruiters was to look at a wide range of candidates not restricting to those within local government. The roles had been benchmarked in relation to pay.

RESOLVED:

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.

5 EXCLUSION OF THE PUBLIC (Agenda Item 5)

RESOLVED: That the public were excluded from the meeting during consideration of the following report on the grounds that it is exempt from disclosure for the reasons stated in the report.

6 EXEMPT MINUTES OF THE PREVIOUS MEETING (Agenda Item 6)

RESOLVED: That the exempt minute of the meeting held on 19 October 2023 was agreed.

Committee: Appointments Committee

Date: 28 March 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 package for the Director of Commercialisation role outlined in section 2 below in accordance with the Council's Pay Policy Statement.
 - B. That the Appointments Committee delegate to the Chief Executive, in consultation with the Chair of the Appointments Committee, the authority to amend the Job Description for the post, where those amendments will not lead to a change of salary range.
 - C. That the Appointments Committee delegates the implementation of the recruitment process for the Director of Commercialisation post to the Executive Director of Innovation and Change in consultation with the Chair of the Appointments Committee.
 - D. To note that an Appointments Sub-Committee has been established for the post of Executive Director for Children, Lifelong Learning, and Families, further to the announcement of the retirement of the current postholder, and as agreed at the last meeting of the Committee.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 At the last meeting of the Appointments Committee, members recommended to Full Council the salary packages for a number of senior roles, and agreed that they would be advertised in two tranches. The first set of roles have been advertised and are each at different stages of the recruitment process.
- 1.2 Since the last meeting, the Council's Budget has been formally agreed, which included funding for an additional Chief Officer in the Finance and Digital Directorate.
- 1.3 The post is Director of Commercialisation and it will be a key role for Council-wide transformation and modernisation through development and delivery of an innovative and bespoke commercial programme while leading cutting-edge procurement and transactional services. The post will ensure that the Council is able to maximise its income generation opportunities, get the most out of its

contracts and its traded services, and create sustainable income streams to underpin the long-term financial stability of the organisation. Merton is embarking on a programme of significant and ambitious investment, from building houses to regeneration activity with this post playing a key strategic role in enabling place shaping across the borough through the provision of procurement and commercial advice and support. It will take an influential and leading role in the operating models and delivery mechanisms of high-profile frontline services, including Waste and Recycling, whilst ensuring we meet our commitments to Net Zero and Climate Change. The post will also play an important role in supporting the Council's transformation programme, creating a more commercial organisational culture, and being a trusted adviser on the projects and programmes of change, using commercial knowledge and skills to advise senior leaders and guide informed decision making at all levels.

- 1.4 A recruitment process for this role will commence alongside those identified in the last report to this Committee as part of the second phase of the Council's ongoing senior recruitment. This will be subject to Full Council agreeing the salary package for the role.
- 1.5 The role is not a Member appointment, but the Chief Executive will be asking the relevant Cabinet Lead to take an informal role in the recruitment process.
- 1.6 Using a framework procurement agreement, the Council has appointed Starfish Search as its recruitment partner for this senior recruitment. They have a good track record of working with Merton, and an impressive knowledge of the London local government recruitment market, as well as a proven commitment to inclusive recruitment. The Director of Commercialisation role will be added to our current agreement with Starfish and falls within the financial scope of the initial schedule.
- 1.7 The Job Description for the role is included as an Appendix to this paper.

2 ROLE FOR PERMANENT RECRUITMENT

Director of Commercialisation

To agree to a salary range of £108,790 - £116, 319 for the post of Director of Commercialisation

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

- 3.1 To note that an Appointments Sub-Committee has been established comprising of Cllr Garrod as Chair of the Appointments Committee, Cllr Brenda Fraser, Cllr Sally Kenny as Cabinet Leads, a representative of the Liberal Democrats and a representative of the Conservatives. The deadline for application has passed, with a strong field of candidates showing interest in the role. Shortlisting will take place during w/c 8th April, with final panel interviews scheduled for 22/23 April.

4 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 4.1 Salaries for the Director of Commercialisation role is contained within agreed budgets for 2024/25.

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 31 March each year before it comes into force, and it must be published in such manner as the Council thinks fit (which must include publication on the website). The most recent Pay Policy was approved by Full Council on 6 March 2024.
- 5.2 The Statement must include the Authority's policies relating to: (a) the level and elements of remuneration for each chief officer, (b) remuneration of chief officers on recruitment, (c) increases and additions to remuneration for each chief officer, (d) the use of performance-related pay for chief officers, (e) the use of bonuses for chief officers, (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and (g) the publication of and access to information relating to remuneration of chief officers.
- 5.3 Section 40 of the Localism Act includes provision for the Secretary of State to issue guidance on the content and application of pay policy statements. Councils must have regard to this guidance in the exercise of their functions under the pay policy provisions. Initial Guidance under section 40 has been published and this was supplemented by further Guidance in February 2013. The Guidance is statutory guidance, and although it is not law, it is not mere advice, and the Council must consider it carefully and have cogent reasons if it wishes to depart from it. Failure to do so may result in any decision being challenged.
- 5.4 The Guidance states that Full Council should be given the opportunity to vote before salary packages for new appointments of £100,000 or more are agreed. This is consistent with the Council's pay policy statement which states that Full Council shall be offered the opportunity to vote on any offer of employment being made where the proposed salary package exceeds £100,000.
- 5.5 Section 41 of the Localism Act 2011 says that in making a decision which relates to the remuneration of or other terms and conditions applying to a chief officer, the Council must comply with its pay policy statement for the financial year. The recommendations in this report comply with the pay policy statement approved by Full Council on 6 March 2024.
- 5.6 Under the provisions of the Employee Procedure Rules (Part 4H) in the Council's Constitution, the appointment of the Director of Commercialisation post is the responsibility of the Head of Paid Service (not Members). Given that this post is

a deputy chief officer post, 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.

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 Description relating to the post outlined in the paper.

9 BACKGROUND PAPERS

- 9.1. None

Department Approval	Name of Officer	Date of Comments
<i>Legal</i>	John Scarborough	20/3/24
<i>Finance</i>	Asad Mushtaq	20/3/24
<i>Executive Director</i>	Polly Cziok	20/3/24
<i>Cabinet Member</i>	Cllr Ross Garrod	19/3/24

10 CONTACT

- Report author: Polly Cziok
Tel: 020 8545 3285
email: polly.cziok@merton.gov.uk
- Meeting arrangements - Democratic Services:
email: democratic.services@merton.gov.uk
Tel: 020 8545 3357

- All press contacts - Merton's Press office:
email: press@merton.gov.uk
Tel: 020 8545 3181
- London Borough of Merton:
Address: Civic Centre, London Road, Morden, SM4 5DX
Tel: 020 8274 4901

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

This page is intentionally left blank

LONDON BOROUGH OF MERTON
FINANCE AND DIGITAL DIRECTORATE
JOB DESCRIPTION

POST TITLE: Director of Commercialisation

Grade: MG5

DIVISION/SECTION: Commercial & Transactional Services

Responsible to: Executive Director of Finance & Digital

Responsible for: Commercial Services, Transactional Services

Post number:

Date: February 2024

1. MAIN PURPOSE

This post reports to the Executive Director of Finance & Digital and is a key role in the organisation that will lead as the key building block for Council-wide transformation and modernisation through development and delivery of an innovative and bespoke commercial programme while leading cutting-edge procurement and transactional services.

The post will lead the Council's in-house Commercial Services team which consists of multi-disciplinary procurement professionals. You will also be responsible for the Transactional Service team, responsible for our payments and income functions. The post will be directly responsible for a gross revenue expenditure budget of £1.4m and support the effective and efficient use of the council's revenue and capital budgets, as well as lead a workforce of 24 staff.

As the strategic lead for Procurement, you will have direct influence on the Council's spend of around £650m, ensuring value for money, rigour of procurement and enable services to achieve their strategic aims.

This is an exciting opportunity to develop and lead an innovative commercial programme, establish sector-leading teams and services, and create a more commercial culture to support the Council's financial sustainability and ensure it remains fit for the future.

Merton is embarking on a programme of significant and ambitious investment, from building houses to regeneration activity with this post playing a key strategic role in enabling place shaping across the borough through the provision of procurement and commercial advice and support.

The post is expected to take an influential and leading role in the operating models and delivery mechanisms of high-profile frontline services, including Waste and Recycling, whilst ensuring we meet our commitments to Net Zero and Climate Change.

The post will also play an important role in supporting the Council's transformation programme, being a trusted adviser on the projects and programmes of change, using commercial knowledge and skills to advise senior leaders and guide informed decision making at all levels.

2. MAIN DUTIES AND RESPONSIBILITIES

- (i) To be the strategic lead for the development of a commercial strategy underpinned by a council-wide commercial programme that meets the significant ambitions of the council and borough.
- (ii) To work collaboratively with colleagues across the council to develop a commercial culture that supplements the values and behaviours of the council through the use of appropriate interventions, such as bespoke learning and development activities, that develop and harness core competencies and capabilities.
- (iii) To lead the identification and realisation of opportunities for the Council to undertake direct investment in asset-backed schemes that stimulate growth, regenerate localities, enhance communities, and generate a commercial return.
- (iv) Support the delivery of the Council's Housing and Regeneration programme, working closely with internal stakeholders, such as the Executive Director of Finance & Digital and the Executive Director of Housing and Sustainable Development, as well as external partners such as developers and suppliers, to offer strategic advice and direction that optimise outcomes.
- (v) To offer strategic advice, guidance, and support to the Council's transformation programmes

- (vi) To lead the design and development of commercial business cases that allow the prioritisation of resources and activity that provide a demonstrable return on investment for the council.
- (vii) Be the strategic lead for procurement, creating a sector leading service that is seen as a trusted partner that fosters a solution-focused culture to support the council deliver its strategic priorities and outcomes.
- (viii) Lead the organisation in optimising third party spend through the robust and effective management of contracts, monitoring of spend, and informing decision-making on future contract requirements or operating models
- (ix) Lead the modernisation of transactional services, utilising innovative and emerging technology to reduce costs and enhance outcomes, while leveraging data to inform decision making, and enhancing insight to proactively identify challenges and opportunities
- (x) Build strong professional relationships with internal and external stakeholders (including local businesses), representing the council through the fostering of strong and positive relationships that assist in the achievement of council's strategic objectives and support the growth of the local economy.
- (xi) Be an effective leader through sound management of finances (budgets) people, and service performance.
- (xii) Any other duties as requested by the Executive Director of Finance & Digital.

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:

Commercial & Transactional Services teams

5. PERSON SPECIFICATION

Experience, Skills and Technical Requirements

- Experience of successfully delivering an organisation-wide commercial programme in a large and complex organisation, which realised increased income and decreased costs on a sustainable basis.
- Experience of working collaboratively to change organisational culture in a meaningful way using a range of initiatives and interventions.
- A successful track-record of leveraging innovative procurement and contract management solutions to meet organisational needs, enable strategic business operations, and demonstrate value for money
- Experience of delivering large-scale sustainable organisational efficiencies through commercial or transformational activity

- A history of implementing processes and procedures which enable services to better use technology and digital tools to positively transform service delivery
- A detailed understanding of procurement processes, regulations, and legislation
- Experience of leading and developing a procurement service that is enabling and customer focussed without compromising assurance and good governance
- Respected senior leader skilled in working with, and influencing senior stakeholders across all sectors (public, private, and third), and a clear track record of delivering results in a political environment.
- Skilled at leading and developing high-performing large multi-faceted teams, incorporating matrix-management and a combination of internal staff, technical, expert consultants, and delivery contractors, building an inclusive culture while leading people through change.
- A significant track record of enshrining continuous improvement.
- Demonstrable experience of strategic and innovative thinking with a significant track record of enshrining continuous improvement.
- A proven ability of delivering results against tight deadlines and stretching targets.

This page is intentionally left blank