

EAST RENFREWSHIRE COUNCIL1 March 2023Report by Head of HR and Corporate ServicesPOST OF CHIEF EXECUTIVE**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for an Appointments Committee for the Chief Executive post.

RECOMMENDATIONS

2. It is recommended that the Council:
- a) Notes the retirement of the Chief Executive with effect from 30 July 2023;
 - b) Approves the recruitment procedure as detailed and agrees to the appointment of a professional specialist advisor and support of a professional advisor from Aspen People Ltd;
 - c) Approves the Job Description and Person Specification for the post subject to any minor inconsequential modifications agreed by the Appointments Committee
 - d) Confirm the appointments of Councillor O'Donnell (Chair), Councillor Anderson, Councillor Buchanan, Councillor Montague and Councillor Wallace to the Appointments Committee;
 - e) Delegates to the Head of HR and Corporate Services to make the necessary arrangements
 - f) Authorises the Appointments Committee supported by the Head of HR and Corporate Services to put in place interim management arrangements for the Council if required.

REPORT

3. Mrs Lorraine McMillan has been Chief Executive in East Renfrewshire Council since 2008 bringing a wealth of experience from a number of previous senior leadership roles. Mrs McMillan has provided strategic leadership, vision and driven many changes during her time with the Council. In her role as chair of the Local Government Digital Transformation Board she has also supported and driven digital transformation and provides strategic leadership to the Local Government Digital Office.

4. The Chief Executive has now intimated that she will retire with effect from 30 July 2023. This notice period will allow sufficient time for her successor to be identified through a recruitment process and for a well organised handover.

5. Over the next few months there will be many opportunities to thank Mrs McMillan for her commitment to East Renfrewshire. This paper proposes the process for the recruitment of Mrs McMillan’s successor.

6. The role of the Chief Executive as Head of Paid Service is crucial within any organisation in fulfilling its’ vision, delivering against the Council’s strategic priorities, and achieving service delivery expectations. Therefore it is vital that Elected Members (and employees) have confidence in the ability and credibility of the incoming Chief Executive and the process used to secure this role.

RECRUITMENT PROCEDURE

7. In view of the timing of the Chief executive’s departure it is proposed that the Appointments Committee be established immediately to recruit a new Chief Executive.

8. An Appointments Committee, comprising 5 Elected Members, should be established to shortlist and interview candidates, and to make an appointment to the post. If for any reason a member of the Appointments Committee is unable to attend then the appointment of a substitute will be made.

9. Following discussions with Elected Members the proposed Appointments Committee is Councillor O’Donnell (Chair), Councillor Anderson, Councillor Buchanan, Councillor Montague and Councillor Wallace.

10. The following is the proposed timetable for the appointment to the post. The initial meeting of the Appointments Committee will agree the timeline and confirm the job description and process.

Initial meeting of the Appointments Committee	2 March
Post advertised: (Job description/person specification included in Appendix 1 subject to any small changes agreed by Appointments Committee)	w/c 6 March
Closing date:	2 April
Shortlisting by Appointments Committee:	late April
Shortlist by Assessment Centre	early May
Interview date:	mid May

11. Due to the specialist knowledge required within this post it is proposed to appoint an external professional specialist advisor to support the Assessment Centre and Appointments Committee.

12. This post will be advertised externally and the shortlisted candidates will be asked to participate in an assessment centre delivered by Aspen People Ltd where candidates will undertake a comprehensive range of leadership exercises to ensure the appropriate level of skills and competencies are displayed.

13. The Appointments Committee will be supported by the Head of HR and Corporate Services, an external professional specialist advisor and a professional advisor from Aspen People Ltd.

FINANCE AND EFFICIENCY

14. There are no additional financial implications as a result of the Chief Executive's retirement and no new posts are being added into the structures therefore no additional costs will be incurred. All costs associated with the recruitment process will be found from within existing budgets.

CONSULTATION AND PARTNERSHIP WORKING

15. Formal consultation in relation to these proposals is not required. As a matter of courtesy the Trade Unions will be made aware that a recruitment process will be undertaken.

IMPLICATIONS OF THE PROPOSALS

14. There are no ICT, sustainability, equalities, climate change or other implications associated with this report.

RECOMMENDATIONS

15. It is recommended that the Council:
- a) Notes the retirement of the Chief Executive with effect from 30 July 2023;
 - b) Approves the recruitment procedure as detailed and agrees to the appointment of a professional specialist advisor and support of a professional advisor from Aspen People Ltd;
 - c) Approves the Job Description and Person Specification for the post, subject to any minor inconsequential modifications agreed by the Appointments Committee;
 - d) Confirm the appointments of Councillor O'Donnell (Chair), Councillor Anderson, Councillor Buchanan, Councillor Montague and Councillor Wallace to the Appointments Committee;
 - e) Delegates to the Head of HR and Corporate Services to make the necessary arrangements
 - f) Authorises the Appointments Committee supported by the Head of HR and Corporate Services to put in place interim management arrangements for the Council if required.

REPORT AUTHOR:

Sharon Dick, Head of HR & Corporate Services, Sharon.dick@eastrenfrewshire.gov.uk
March 2023

CONVENOR:

Councillor O'Donnell Tel 0141 577 3107

BLANK PAGE

Appendix 1: Job Description and Person Specification

JOB DESCRIPTION

Department: Chief Executive’s Office
Job Title: Chief Executive
Reports to: The Council
Job Conditions: Chief Officer
Date Revised: February 2023

<p>Principal Functions:</p>	<p>Provide leadership, inspiring vision and strategic direction across all council services with a focus on demonstrating best value and transformation and be responsible for the development of collaborative working arrangements with key partners.</p> <p>As Head of Paid Service, responsible for the achievement of the Council’s ambitious improvement plans through delivery of community plans, the Council’s Strategic Plan and the Council’s Local Outcome Plan through innovative and robust people practice and sound corporate governance.</p> <p>Lead, motivate and manage the Council’s workforce to deliver services which meet the Council’s statutory duties, published plans and priorities and improve the economic, social and environmental well-being of the local community.</p> <p>As principal policy adviser to the Council support Elected Members in determining the Council’s overall strategic objectives and priorities</p>
<p>Main Duties:</p>	<p>Leadership/Strategy</p> <p>Provide high level leadership and strategic direction for the Council’s long term vision and the development and design of Council services.</p> <p>Provide strategic leadership enabling the Council to participate and lead (as appropriate) in National, City Region working,</p>

	<p>Regional and Local initiatives to develop visibility and new ways of working.</p> <p>Further develop the Council profile across networks and continue to develop opportunities and plans for benchmarking, best practice and further improvements.</p> <p>Delivery</p> <p>To create a culture of excellence in service delivery, team working and customer ethos by actively promoting our values to achieve our vision of a modern ambitious council creating a fairer future with all.</p> <p>Ensure effective governance with robust policies, processes and procedures, transparency and best value.</p> <p>In conjunction with the Head of Accountancy/ S.95 Officer ensure financial excellence and effective budget controls are maintained and that appropriate financial advice and information is available to the Council.</p> <p>To exercise the specific delegations of the post as laid down in the Council's Scheme of Delegated Functions.</p> <p>Undertake all statutory responsibilities attached to the Chief Executive role. The Council may ask the Chief Executive to take on the role of Returning Officer for Elections.</p> <p>Lead the Council's emergency resilience arrangement and responses.</p> <p>Leading the Workforce</p>
--	--

	<p>Lead and motivate the Council's workforce, ensuring there is a positive and inclusive culture across the organisation and that the agreed core values are embedded across all services.</p> <p>Lead, develop and support the Corporate Management Team (CMT) to establish strong and visible corporate leadership within the Council and with partners and the wider community.</p> <p>To build excellent working relationships and act as a trusted and reliable voice when working with other departments, services, elected members and partners.</p> <p>To apply equal opportunity practices in the workplace and in service delivery.</p> <p>Principal Policy Advisor</p> <p>To act as the principal policy adviser to the Council and assess and advise the Council on significant issues of risk.</p> <p>Establish and maintain effective relations with and between Stakeholders and Elected Members to deliver strategic plans, create an optimal governance structure, and develop strategic leadership to the Community Planning Partnership.</p>
--	--

BLANK PAGE

PERSON SPECIFICATION



POST OF: Chief Executive	DEPARTMENT: Chief Executive Office		
ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<p>PROFESSIONAL/ EDUCATIONAL QUALIFICATIONS</p> <p>Education to degree standard or equivalent</p> <p>Recognised management or leadership accreditation or qualification</p> <p>Evidence of continuing, relevant professional development</p>	<p>X</p> <p>X</p>	<p>X</p>	<p>Documentary proof</p> <p>Documentary proof Form/interview</p>
<p>RELEVANT WORK/ OTHER EXPERIENCE</p> <p>Considerable strategic visionary leadership and senior management experience in a large, complex organisation</p> <p>Proven track record in the management and co-ordination of significant financial resources and demonstration of value for money, probity and accountability.</p> <p>Comprehensive understanding of the role of Local Government and the environment within which it operates, including the legal, financial and political context.</p> <p>Leadership experience at senior management level in Local Government or similar organisation</p> <p>Able to demonstrate success in results delivery, change management and changing</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p>	<p>Form/Interview</p> <p>Form/Interview</p> <p>Form/Interview</p> <p>Form/Interview</p> <p>Form/Interview</p>

Persistent, tenacious, highly motivated and not easily discouraged	X		Form/Interview
Accomplished analytical skills to allow the exploration, evaluation and interpretation of information and opinions	X		Form/Interview
Strong ethical decision making skills with the ability to make decisions and recommendations based on the analysis of options.	X		Form/Interview
Capacity to work under pressure to meet deadlines, satisfy political objectives and organisational priorities.	X		Form/Interview
Experience of developing effective and productive links with Elected Members and working successfully in a political environment.	X		Form/Interview
LEADERSHIP COMPETENCIES			
Develop the vision for the organisation and inspire others to understand and buy into it	X		Form/Interview
Leads a motivating performance culture that achieves improved outcomes	X		Form/Interview
Acts in a politically sensitive manner, showing respect for a diversity of opinions and needs	X		Form/Interview
Delivers professional impact through clear prioritisation, effective delegation and timeous delivery of strategic priorities	X		Form/Interview
Maintains a calm and positive attitude under pressure and during times of conflict	X		Form/Interview
Encourages and nurtures the development of others through a variety of approaches including coaching and mentoring and learning from mistakes	X		Form/Interview
Empowers others to be innovative and make decisions	X		Form/Interview
Seeks and responds to feedback from key stakeholders to drive service improvements	X		Form/Interview

<p>Puts the customer at the heart of everything we do</p> <p>OTHER</p> <p>Must be prepared to work flexibly and out with office hours when necessary</p>	<p>X</p> <p>X</p>		<p>Form/Interview</p> <p>Form/Interview</p>
<p>PREPARED BY:</p>	<p>Head of HR and Corporate Services</p>		<p>DATE</p>
<p>DEPARTMENTAL</p> <p>EQUALITY OFFICER:</p>	<p>SIGNATURE</p>		<p>February 2023</p> <p>DATE</p>