

South Ayrshire Council
Report by Chief Executive
to South Ayrshire Council (Special)
of 9 September 2022

Subject: Review of Management Structure

1. Purpose

1.1 The purpose of this report is to outline proposals for a revised Chief Officer structure for the Council (excluding officers from the Health and Social Care Partnership).

2. Recommendation

2.1 It is recommended that the Council:

2.1.1 approves the revised staffing and structural arrangements in respect of Chief Officers (details in Appendix 2);

2.1.2 approves the draft job descriptions for these new posts (as outlined in Appendix 3);

2.1.3 considers and agrees the implementation/ recruitment process to be followed for Council Chief Officers as outlined at 4.5; and

2.1.4 requests officers to submit a list of the changes required to the Scheme of Delegation for Council approval on 13 October 2022.

3. Background

3.1 At its meeting on 29 June 2022, the Council:

3.1.1 agreed that the Chief Officers' Appointments/ Appraisal Panel meet with the Chief Executive to set out the parameters of a management restructure and consider the interim staffing structure required; and

3.1.2 requested that the Chief Executive submit a further report to Council by 31 August 2022 outlining proposals for a revised management structure.

3.2 At its meeting on 1 July 2022, the Chief Officers' Appointments/ Appraisal Panel agreed that interim arrangements be introduced to cover the post of Assistant Director – Place and that the Chief Executive should develop revised staffing and structural proposals including a further post of Director and options to create a Chief Officer with responsibility for all aspects of housing.

3.3 The recent Best Value Assurance report recommended ‘that the Council should assure itself that it has the capacity and skills required to increase its pace of improvement in key aspects of Best Value, such as community planning and empowerment, financial and workforce planning and transformation’.

3.4 A further meeting of the Chief Officers’ Appointments/ Appraisal Panel was held on 28 July 2022 to consider options proposed by the Chief Executive. Members of the Panel unanimously agreed the proposals presented in this paper.

4. Proposals

4.1 It is proposed that the Chief Officer structure is amended as follows:

- creation of an additional Director;
- creation of an Assistant Director with responsibility for Education;
- revisions to remits of Assistant Directors to include a focus on Strategic Change and combining Housing Operations and Policy;
- change of remit of Head of Finance and ICT to include Procurement – revised job title: Head of Finance, ICT and Procurement; and
- removal of HR responsibility from Head of Legal, HR and Regulatory Services – revised job title: Head of Legal and Regulatory Services.

4.2 It is proposed that the following changes are implemented as a consequence of the proposals outlined at 4.1:

- deletion of 1 Quality Improvement Manager – applications for Assistant Director – Education to be ringfenced to Quality Improvement Managers; and
- line management of Service Lead - HR and Payroll to be undertaken by the Chief Executive, and post title amended to Chief HR Adviser.

4.3 Current and proposed structures are detailed in Appendices 1 and 2.

4.4 Draft job descriptions for these new posts are provided in Appendix 3.

4.5 The proposals contained within this report amend the remit of current posts and it is anticipated that appointments will be made through a variation letter. It is proposed that vacant posts will be advertised internally in the first instance with appointments being made by Chief Officers’ Appointments/ Appraisal Panel.

4.6 Approval of the proposed structural changes will require amendments to the Scheme of Delegation and it is proposed that these are brought to Council on 13 October 2022.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The proposals, as summarised in Appendix 4, will incur additional costs of £112.071 on an annual basis. The additional costs in 2022/23 will depend on recruitment to new and vacant posts and require to be met from uncommitted reserves with ongoing costs included in 2023/24 budget.

7. Human Resources Implications

7.1 The proposed changes, as summarised in Appendix 2, will increase the Chief Officer establishment by 2 FTE and reduced the number of Quality Improvement Managers by 1 FTE

7.2 The proposed changes will be implemented in accordance with the Council's Managing Workforce Change Framework.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Rejection of the recommendations will reduce the ability to deliver the Council Plan and address the recommendations made in the Best Value Audit Review .

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 5.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12/

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Martin Dowey, Portfolio Holder for Corporate and Strategic and members of the Chief Officers' Appointments/ Appraisal Panel , and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with officers whose remits are directly affected by the changes, and the proposals have also been shared with Trade Union representatives.

14. Next Steps for Decision Tracking

14.1 If the recommendations above are approved by Members, the Chief Executive will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Implement the revised structure arrangements	30 September 2022	Chief Executive/ Head of Legal, HR and Regulatory Services
Submit a list of the changes required to the Scheme of Delegation for Council approval	13 October 2022	Head of Legal, HR and Regulatory Services

Background Papers [Audit Scotland – Best Value Assurance Report – South Ayrshire Council – October 2021](#)

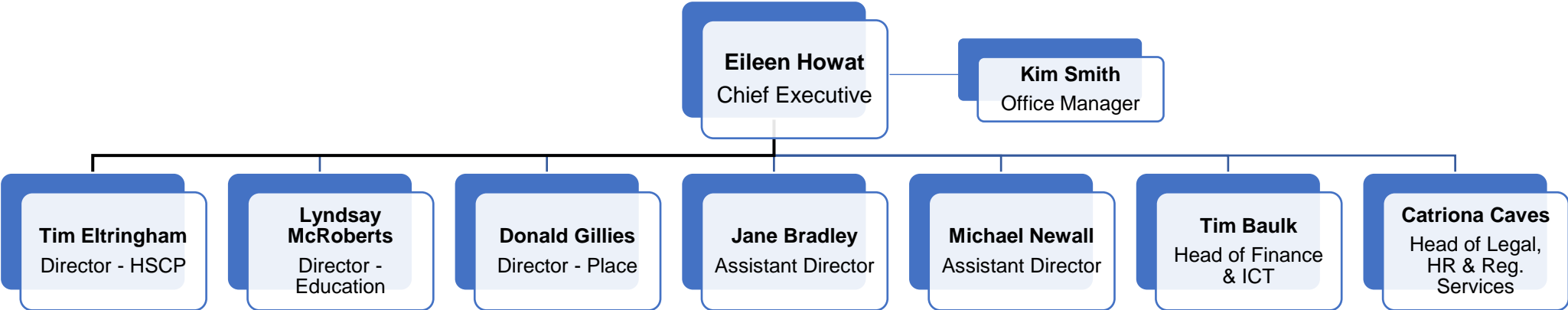
Report to South Ayrshire Council of 29 June 2022– [Review of Management Structure](#)

Person to Contact Eileen Howat, Chief Executive
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612612
E-mail eileen.howat@south-ayrshire.gov.uk

Date: 1 September 2022

Current Structure Diagrams

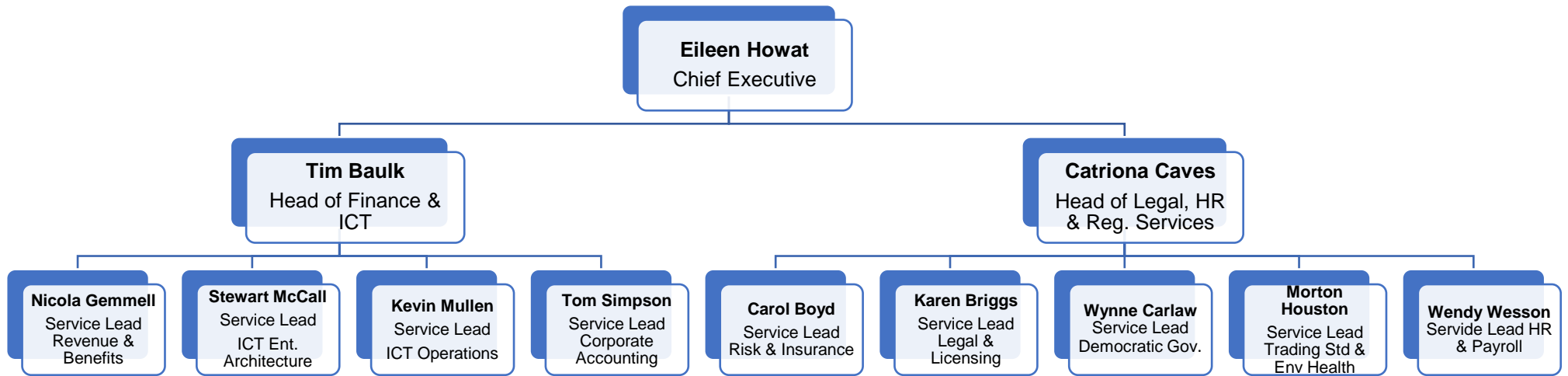
Chief Executive's Direct Reports



Chief Executive's Directorate

Finance & ICT

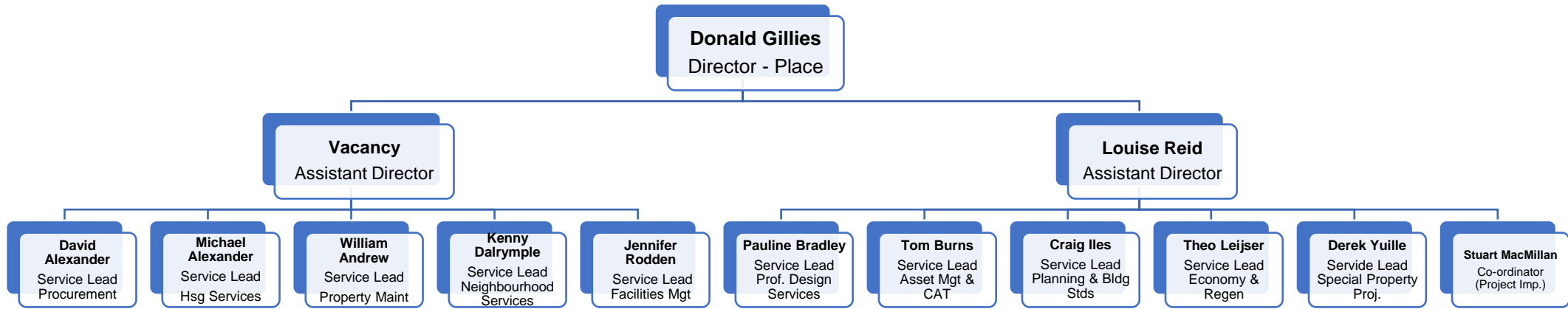
Legal, HR and Regulatory Services



**Chief Executive's
Assistant Directors**

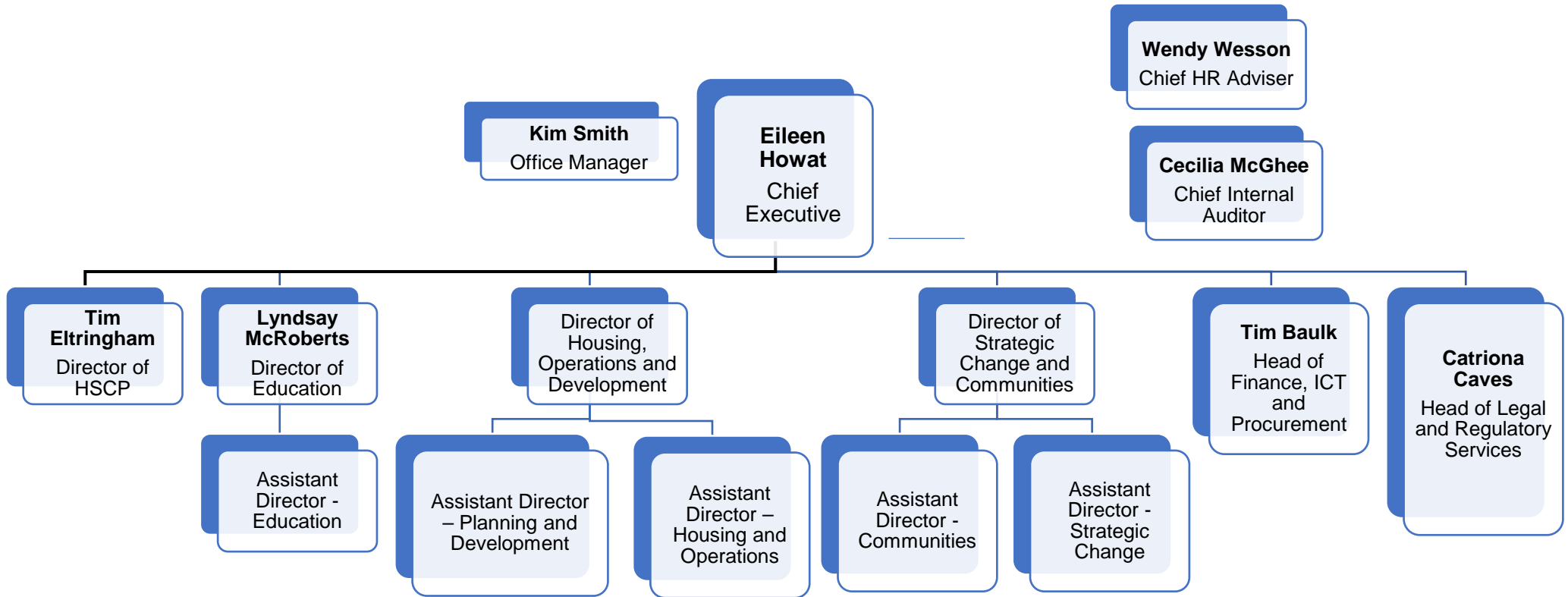


Place Directorate

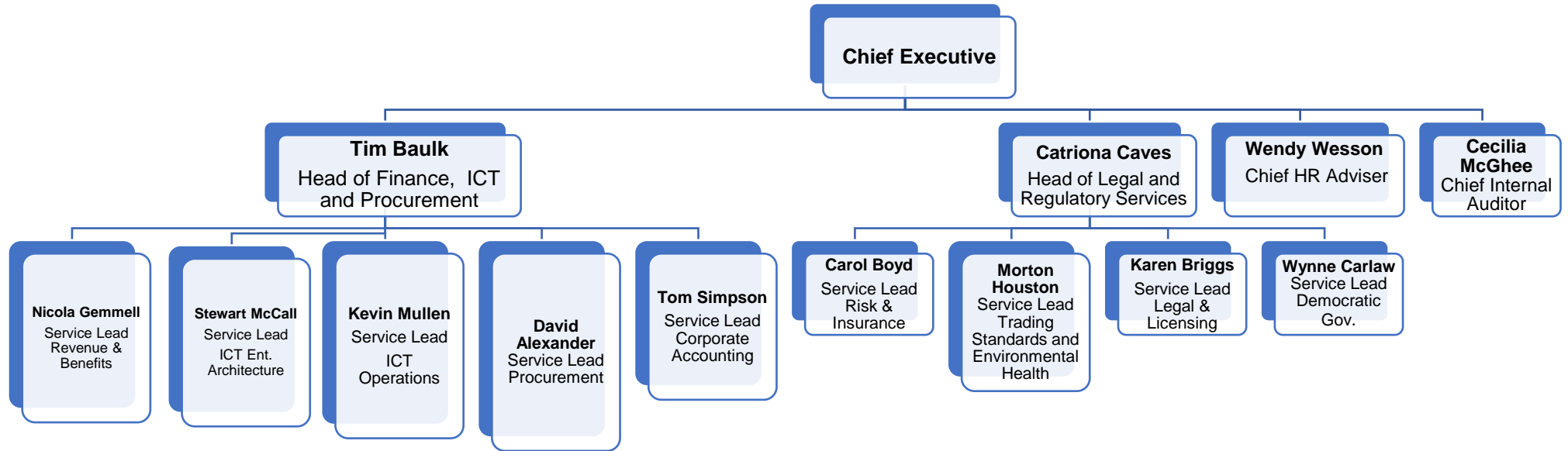


Proposed Structure Diagrams

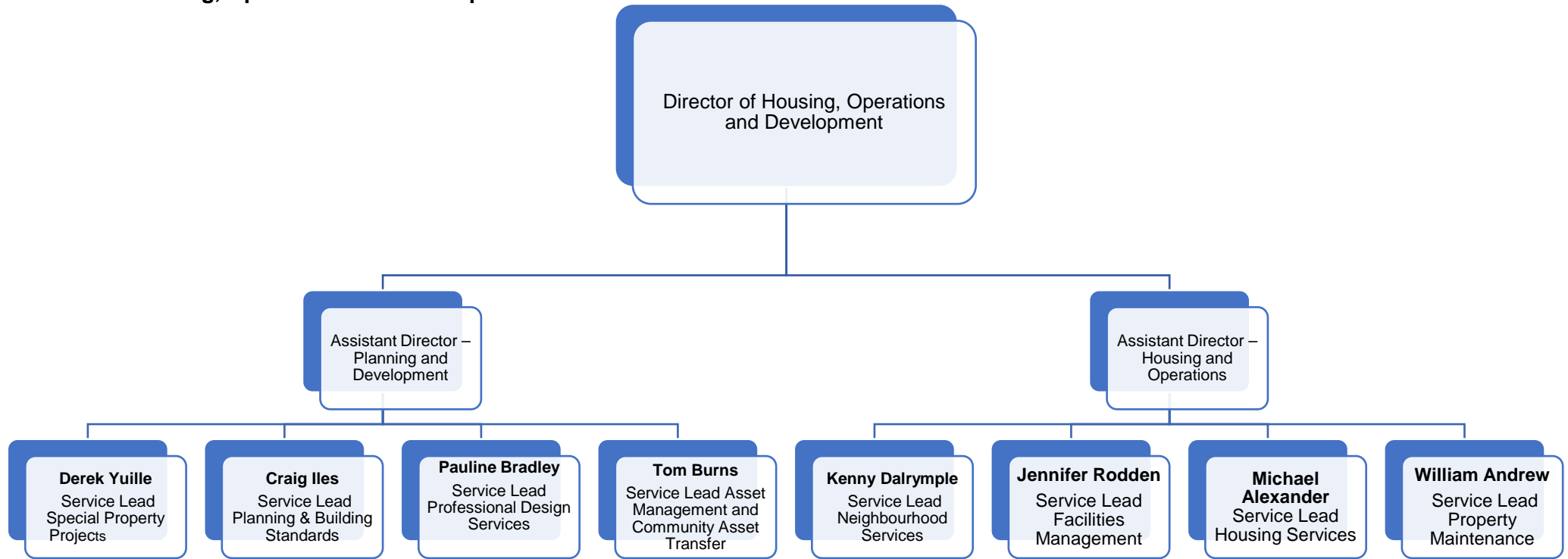
Management Restructure – COAAP



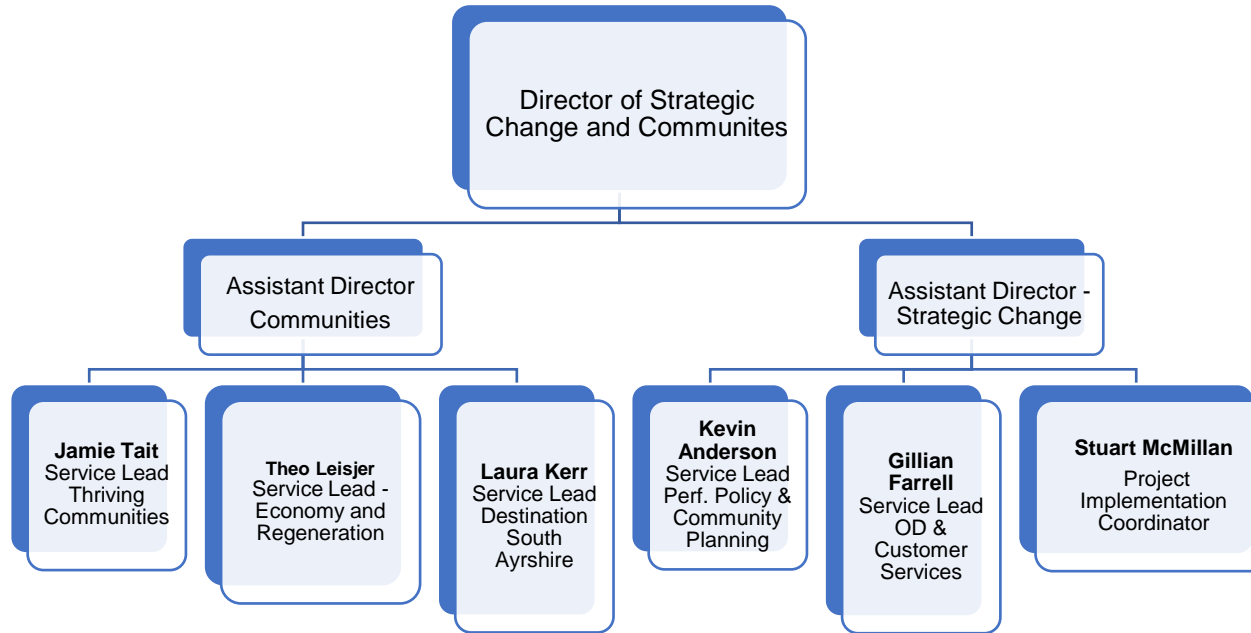
Chief Executive Direct Reports



Director of Housing, Operations and Development



Director of Strategic Change and Communities



Job Description

Post Title:	Director of Housing, Operations and Development
Reports to:	Chief Executive
Grade	Chief Officer SCP 44

Job Purpose

Provide leadership, vision, and direction to develop and implement strategic plans; ensure the effective management and governance of the Council; and encourage and enable a positive organisational culture of empowerment, creativity and innovation which challenges existing ways of work, promotes improvement and rewards success.

Through effective strategic management, establish a strong, coordinated, and effective team of senior managers which delivers a range of services that:

- place schools at the heart of our communities;
- promote community asset transfer, locality planning to help build strong, confident communities
- develop a South Ayrshire and 5 Towns Brand which establishes the Council area as a world-class tourist, business, and life-choice destination;
- improve placemaking across South Ayrshire in relation to public realm streetscape, redundant buildings, signage, and litter processes;
- rationalise and reduce the number of council owned properties and assets through investment, disposal, and Community Asset Transfer;
- improve the road and other infrastructure across South Ayrshire;
- develop and deliver strategies to enable development of quality affordable housing;
- improve local assets and develop an environment that is attractive, welcoming, and sustainable; and
- maximise the potential of community benefits.

Principal Accountabilities

Through inspirational leadership, facilitate the effective implementation of strategic, operational, and financial planning, monitoring, and reporting arrangements.

Lead on the continuous improvement agenda to ensure continuous improvement of the services within the Directorate ensuring effective planning, efficient resource deployment and robust performance and risk management is in place.

Demonstrate commitment to the formulation and delivery of corporate strategic initiatives and objectives for the Council through effective leadership and direction.

Ensure robust management and financial planning arrangements are in place across Directorate services within approved revenue and capital budgets.

Lead and promote strategic plans and projects that drive transformational change by promoting a positive organisational culture of empowerment, innovation and change and redesigning services to improve quality and efficiency ensuring appropriate standards, monitoring systems, communication arrangements and remedial mechanisms are in place.

Take responsibility for ensuring that full compliance with all statutory and external regulations including audit and inspection requirements are met.

Ensure effective systems and processes are in place to comply with Council standing orders and financial regulations and other relevant procedures.

As a senior officer in the organisation, support the Corporate Leadership Team to develop and reinforce a culture that demonstrates the values of the South Ayrshire Way and builds a sense of ownership and collaboration among the workforce with a collective commitment to finding improvements and solutions

Take a strong leadership role in relation to the development, support and promotion of collaborative and partnership working with elected members, trade unions, employees, service users, relevant external agencies, and partner organisations to drive forward significant improvements in service delivery and deliver the Council's objectives.

Promote diversity and inclusion in terms of service delivery, policy development, partnership working and staff management.

Ensure compliance with the Council's health and safety policy and relevant statutory provisions

Deputise for and undertake such other duties as the Chief Executive may require.

Person Specification:

Category	Essential	Method of Assessment
Education/ Qualifications	<ul style="list-style-type: none"> • Educated to degree level or equivalent appropriate professional qualification. • Evidence of continuing professional development. 	Application Form
Experience	<p>Proven record of:</p> <ul style="list-style-type: none"> • Significant and extensive achievement at senior level in a multi-functional organisation. • Undertaking the strategic development and direction of a large service area. • Successfully leading change in a complex organisation. • Effective oversight and leadership of service planning and policy development for complex issues. • Forging and maintaining effective partnerships across professional, service, and organisational boundaries. • Providing effective leadership that supports the creation of energised teams, inspiring them to challenge the status quo and experiment with innovative ways of working. • Creating a culture of achievement, fostering on-time and on-budget quality outcomes. 	Application Form
Knowledge and Skills	<p>Ability to:</p> <ul style="list-style-type: none"> • Provide supportive leadership and direction and establish a positive organisational culture. • Understand, interpret, and manage complex financial and budgetary information including budget formulation, financial planning, monitoring, and control. • Set and deliver clear and ambitious plans to achieve corporate objectives and deal effectively with poor performance. 	Application Form/ Interview

	<ul style="list-style-type: none"> • Identify and manage risk, exploit opportunities, and provide solutions. • Work effectively and impartially with elected members and support the democratic decision-making process. • Communicate a compelling vision to key stakeholders internally and externally to achieve operational outcomes. 	
Personal Attributes	<p>Demonstrate:</p> <ul style="list-style-type: none"> • Political sensitivity and the ability to operate effectively within the democratic process. • Self-discipline, with the ability to work to strict deadlines. • High standards of professional integrity. • Visible, innovative, and perceptive leadership and a clear sense of direction. • The ability to work under pressure of budget and time constraints. • Decisive decision-making and the courage to make the right decisions and give the right advice to Elected Members. • Commercial acumen and the ability to identify, assess, manage, and mitigate business risks. 	Interview
Leadership Requirements	<p>Team Leadership and Collaborative Working, with the ability to:</p> <ul style="list-style-type: none"> • Clarify goals, objectives, and responsibilities. • Provide a clear sense of direction; and build highly productive working relations. <p>Communicating and Influencing, with the ability to:</p> <ul style="list-style-type: none"> • Present ideas and information in a manner most appropriate for ensuring understanding; and securing the commitment of the audience. <p>Organisational Awareness and Problem Solving, with the ability to:</p> <ul style="list-style-type: none"> • Exercise effective judgment taking consideration of rigorous analysis, political awareness, and cultural sensitivity. <p>Quality and Delivery, with the ability to:</p> <ul style="list-style-type: none"> • Demonstrate resilience and energy in seeing a job through to conclusion, while maintaining standards across the process. <p>Strategic Approach and Action, with the ability to:</p> <ul style="list-style-type: none"> • Link goals and actions to the achievement of strategic objectives. • Establish appropriate structures and processes to achieve objectives. 	Application Form/ Interview

Job Description

Post Title:	Director of Strategic Change and Communities
Reports to:	Chief Executive
Grade	Chief Officer SCP 44

Job Purpose

Provide leadership, vision, and direction to develop and implement strategic plans; ensure the effective management and governance of the Council; and encourage and enable a positive organisational culture of empowerment, creativity and innovation which challenges existing ways of work, promotes improvement and rewards success.

Through effective strategic management, establish a strong, coordinated, and effective team of senior managers which delivers a range of services that:

- promote community engagement and community participation to help build strong, confident communities;
- empower Council employees to work with communities, particularly those experiencing deprivation, to design and deliver local solutions that communities want and need;
- contribute to the development of local community-based plans to help keep older people active;
- support the community planning partnership and, through a co-ordinated and targeted approach, reduce poor health statistics directly attributed to disadvantage in South Ayrshire;
- ensure young people, and in particular young carers, are supported appropriately and able to access services to improve their life experiences;
- develop and lead a progressive corporate approach to organisational change and development;
- lead the development and implementation of the Council's workforce planning strategy and objectives;
- develop and lead the Council's youth skills and employability strategy and interventions;
- lead the development and implementation of responsive and progressive customer services and monitoring arrangements;
- promote tourism and events to develop a positive experience that is attractive, welcoming, and sustainable for the local economy;
- invest in enhanced, meaningful, and continuous communication, engagement, and participation processes;
- develop local economic relationships with businesses, promote inward investment and encourage regeneration activities; and
- develop and deliver strategies to enable business investment.

Principal Accountabilities

Through inspirational leadership, facilitate the effective implementation of strategic, operational, and financial planning, monitoring, and reporting arrangements.

Lead on the continuous improvement agenda to ensure continuous improvement of the services within the Directorate ensuring effective planning, efficient resource deployment and robust performance and risk management is in place.

Demonstrate commitment to the formulation and delivery of corporate strategic initiatives and objectives for the Council through effective leadership and direction.

Ensure robust management and financial planning arrangements are in place across Directorate services within approved revenue and capital budgets.

Lead and promote strategic plans and projects that drive transformational change by promoting a positive organisational culture of empowerment, innovation and change and redesigning services to improve quality and efficiency ensuring appropriate standards, monitoring systems, communication arrangements and remedial mechanisms are in place.

Take responsibility for ensuring that full compliance with all statutory and external regulations including audit and inspection requirements are met.

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South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: [Equality Impact Assessment including Fairer Scotland Duty](#)

Further guidance is available here: [Assessing impact and the Public Sector Equality Duty: a guide for public authorities \(Scotland\)](#)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: [Interim Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	Review of Management Structure
Lead Officer (Name/Position/Email)	Eileen Howat, Chief Executive – eileen.howat@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – gender identity (issues specific to women & men or girls & boys)	-	-
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children's Rights	-	-

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent’s education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

5. Summary Assessment

<p>Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)</p>	<p>— YES</p> <p>NO</p>
<p>Rationale for decision:</p> <p>This report seeks approval of revised staffing and structural arrangements in respect of Chief Officers. Members’ decision on this has no specific equality implications</p>	
<p>Signed : Eileen Howat Chief Executive</p> <p>Date: 4 August 2022</p>	