

South Ayrshire Council

Report by Depute Chief Executive and Director – People to Leadership Panel of 24 November 2020

Subject: Proposed Restructure within People Directorate

1. Purpose

- 1.1 The purpose of this report is to propose changes to the structure based on a review of the management of education quality and improvement and the integration of this work with the Assistant Directors – People.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 approves the proposed restructure outlined at 4.1;

2.1.2 notes the savings identified at 4.2; and

2.1.3 notes that severance costs can be met through the workforce change fund.

3. Background

- 3.1 At a meeting on 24 March 2020, the Council agreed that the Depute Chief Executive and Director – People would carry out a review of the management of education quality and improvement and the alignment of this work with the Executive Managers and submit a report on this to Leadership Panel by June 2020.

- 3.2 The report highlighted that the Council Plan recognised the critical links between our Schools and the delivery of Council services by establishing Schools as local hubs to support better outcomes for children, families and communities. It was noted that there was a well-established and effective Quality Improvement Team within Education with responsibility for evaluating performance and, critically in the context of this report, for planning future improvements. However, despite forming a substantial part of the People Directorate, there was no oversight of this work by an Executive Manager.

- 3.3 At that meeting, the Council also agreed to amend the remit of the Executive Managers to include responsibility for a group of services and to re-designate Executive Managers as Assistant Directors to better reflect these responsibilities. The current service responsibilities are outlined in [Appendix 1](#).

3.4 It was also agreed that, as the Depute Chief Executive and Director – People was carrying out a review of the leadership arrangements across the Directorate, the service responsibilities remitted to the Assistant Directors - People would be on an interim basis only pending the conclusion of this review.

3.5 In addition, in the budget savings proposals for 2020-21, the Council agreed to a proposal to reconfigure the central Education Quality Improvement team with a proposed saving of £62,723 in 2020-21. and £21,061 for 2021/22, a total saving of £83,784.

4. Proposals

4.1 To strengthen the Quality Improvement Team and to ensure that we provide the appropriate level of support to our Schools it is proposed to make the following structural changes:

1. Delete - Quality Improvement Manager (vacancy) x 1
2. Delete - Quality Improvement Manager x 1 (Education Support Services)
3. Delete - Quality Improvement Officer x 3

4. Create - Quality Improvement Manager x 2
5. Create - Service Lead x 1 (Education Support Services)
6. Create - Service Lead x 1 (Children's Services Planning and Child Poverty)
7. Create – Clerical Assistant x 1

4.2 One Service Lead would take responsibility for the central Education team and would manage Education Resources and the Administration and School Estate services. The other would take responsibility for Children's Services Planning and would co-ordinate the strategic activities that support this.

4.3 The current and proposed structures are contained within [Appendix 2](#). The proposed structure would realise a saving of £84,254 which meets the previously agreed savings target of £83,784.

4.4 Two members of staff have indicated an interest in voluntary severance. The cost of this can be recovered within the recognised 24-month recovery period and can be funded from the workforce change fund.

4.5 As outlined above, despite Education forming a substantial part of the People Directorate, there is no oversight of Education by an Assistant Director.

4.6 In order to ensure there is sufficient management of education quality and improvement it is proposed to align this work to an Assistant Director.

4.7 Consideration was given to whether the Assistant Director would require General Teaching Council (GTC) Registration. However, with the proposed restructure of the Quality Improvement Team providing additional resource at management level, it was felt that, at this time, oversight of the non-teaching elements of Education could be managed by an existing Assistant Director.

4.8 It is therefore proposed that one Assistant Director will have oversight of the central Education team and the associated support services.

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 savings identified will substantially meet previously agreed savings proposals. The cost of voluntary severance associated with the proposals is £136,500 and therefore meets the workforce change 24 months payback criteria when considered against the level of saving that will be achieved. The workforce change fund will therefore meet the costs of voluntary severance.

7. Human Resources Implications

7.1 Two members of staff have applied for voluntary severance.

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 Rejecting the recommendations will have a negative impact on the achievement of the following strategic outcomes within the Service and Improvement Plan for Education.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

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. 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 Peter Henderson, Portfolio Holder for Corporate, Councillor William Grant, Portfolio Holder for Children and Young People, and Councillor Brian McGinley, Portfolio Holder for and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with Trade Unions and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking

- 14.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director – People 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 Leadership Panel in the ‘Council and Leadership Panel 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 proposed restructure of the Quality Improvement Team	To be confirmed	Depute Chief Executive and Director - People
Implement the proposed changes to the Assistant Director’s remit	To be confirmed	Depute Chief Executive and Director - People

Background Papers **Report to South Ayrshire Council of 24 March 2020 – [The South Ayrshire Way Strategic Change Programme – Preparing for the Future](#)**

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