

**South Ayrshire Council**

**Report by Chief Executive  
to South Ayrshire Council (Special)  
of 15 November 2021**

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**Subject:       Review of Management Structure**

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**1.       Purpose**

1.1       The purpose of this report is to outline proposals for a revised Chief Officer structure for the Council.

**2.       Recommendation**

**2.1       It is recommended that the Panel:**

**2.1.1       approves the revised staffing and structural arrangements in respect of Chief Officers (as outlined in para 4.1); and**

**2.1.2       approves the draft job descriptions (as outlined in [Appendix 1](#)).**

**3.       Background**

3.1       The current Chief Officer structural arrangements were approved by the Leadership Panel in December 2017 and reflected the emerging changes and challenges that existed at that time.

3.2       The post of Depute Chief Executive and Director – People will become vacant in January 2022 following the resignation of Douglas Hutchison to take up the post of Executive Director of Education with Glasgow City Council.

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       At its meeting on 4 November 2021, the Chief Officers’ Appointments/ Appraisal Panel agreed that:

3.4.1       this post be divided into two posts, namely Director of Education and Director – People, the salaries of each to be in line with that of the Director – Place;

3.4.2       the Chief Executive be requested to prepare a report which includes the Job Descriptions for both posts to be considered at a Special meeting of the Council; and

3.4.3 following the Special Meeting of the Council, a further meeting of this Panel be held to agree the timescales for the recruitment and selection process of both posts.

#### 4. Proposals

4.1 The Panel is asked to:

4.1.1 approve the creation of two new posts, namely Director of Education and Director – People, to replace the post of Depute Chief Executive and Director – People, at Chief Officer Grade CO44; and

4.1.2 approve the draft job descriptions for these new posts (as outlined in [Appendix 1](#)).

4.2 **Consequential Revisions to the Scheme of Delegation** - approval of the proposals outlined above will result in changes to the Scheme of Delegation. A list of required changes will be submitted to Council in December 2021 for formal approval.

#### 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 Financial implications are as noted below:

Current	Level	Budget including on costs	Proposed	Level	Budget including on costs
Depute Chief Executive and Director – People	CO50	£158,256	Director - People	CO44	£143,239
			Director of Education	CO44	£143,239
<b>Total</b>		<b>£158,256</b>			<b>£286,478</b>

6.2 Additional resources of £128,222 are required to create the additional post. Any additional costs in 2021/22 should be drawn from uncommitted reserves if there are no available underspends and full year costs included in the budget for 2022/23.

#### 7. Human Resources Implications

7.1 The proposed changes, as summarised in 6.1, will increase the Chief Officer establishment 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 Programme for Effective Governance/ Best Value Audit Review action plan.

## **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 2](#).

## **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 Brian McGinley, Portfolio Holder for Resources and Performance, and Councillor William Grant, Portfolio Holder for Children and Young People and the contents of this report reflect any feedback provided.

13.3 Trade Union representatives have been advised of the request from the Chief Officers' Appointments/ Appraisal Panel.

## **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 Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Implement the revised structural arrangements	1 April 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	9 December 2021	Head of Legal, HR and Regulatory Services

**Background Papers**    **Report to South Ayrshire Council of 14 December 2017 – [Review of Management Structure](#)**

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

**Report to Chief Officers' Appointments/ Appraisal Panel of 4 November 2021 – Chief Officer Recruitment and Selection (Members only)**

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**Date: 10 November 2021**

## Job Description

<b>Post Title:</b>	<b>Director of Education</b>
<b>Reports to:</b>	<b>Chief Executive</b>
<b>Grade</b>	<b>Chief Officer SCP 44</b>

### 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 high quality learning and teaching to secure improved educational outcomes for the benefit of pupils and the community;
- build on the attributes and success of our educational services to strengthen our relationships and the shared objectives and outcomes of other sectors;
- 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;
- promote the use of schools for community and local use to build strong community networks and provide social, educational, and learning opportunities for children and families, particularly those most in need that help reduce poverty and disadvantage and close the attainment gap; and
- invest in enhanced, meaningful, and continuous communication, engagement, and participation processes.

### 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 CMT 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
<b>Education/Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent appropriate professional qualification.</li> <li>• Evidence of continuing professional development.</li> <li>• Full GTCS Registration</li> </ul>	Application Form
<b>Experience</b>	<p>Proven record of:</p> <ul style="list-style-type: none"> <li>• Significant and extensive achievement at senior level in a multi-functional organisation.</li> <li>• Undertaking the strategic development and direction of a large service area.</li> <li>• Successfully leading change in a complex organisation.</li> <li>• Effective oversight and leadership of service planning and policy development for complex issues.</li> <li>• Forging and maintaining effective partnerships across professional, service, and organisational boundaries.</li> <li>• Providing effective leadership that supports the creation of energised teams, inspiring them to challenge the status quo and experiment with innovative ways of working.</li> <li>• Creating a culture of achievement, fostering on-time and on-budget quality outcomes.</li> </ul>	Application Form
<b>Knowledge and Skills</b>	<p>Ability to:</p> <ul style="list-style-type: none"> <li>• Provide supportive leadership and direction and establish a positive organisational culture.</li> </ul>	Application Form/ Interview

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

## Job Description

**Post Title:** Director – People

**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; and
- ensure the functions of Internal Audit are conducted in line with the UK Public Sector Internal Audit Standards (PSIAS).

### Principal Accountabilities

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<b>Experience</b>	<p>Proven record of:</p> <ul style="list-style-type: none"> <li>• Significant and extensive achievement at senior level in a multi-functional organisation.</li> <li>• Undertaking the strategic development and direction of a large service area.</li> <li>• Successfully leading change in a complex organisation.</li> <li>• Effective oversight and leadership of service planning and policy development for complex issues.</li> <li>• Forging and maintaining effective partnerships across professional, service, and organisational boundaries.</li> <li>• Providing effective leadership that supports the creation of energised teams, inspiring them to challenge the status quo and experiment with innovative ways of working.</li> <li>• Creating a culture of achievement, fostering on-time and on-budget quality outcomes.</li> </ul>	Application Form

<b>Knowledge and Skills</b>	<p>Ability to:</p> <ul style="list-style-type: none"> <li>• Provide supportive leadership and direction and establish a positive organisational culture.</li> <li>• Understand, interpret, and manage complex financial and budgetary information including budget formulation, financial planning, monitoring, and control.</li> <li>• Set and deliver clear and ambitious plans to achieve corporate objectives and deal effectively with poor performance.</li> <li>• Identify and manage risk, exploit opportunities, and provide solutions.</li> <li>• Work effectively and impartially with elected members and support the democratic decision-making process.</li> <li>• Communicate a compelling vision to key stakeholders internally and externally to achieve operational outcomes.</li> </ul>	Application Form/ Interview
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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**

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<input type="checkbox"/> <b>YES</b>  <input checked="" type="checkbox"/> <b>NO</b>
<b>Rationale for decision:</b>	
<b>This report seeks approval of revised staffing and structural arrangements in respect of Chief Officers. Members’ decision on this has no specific equality implications</b>	
<b>Signed :</b> Eileen Howat	<b>Chief Executive</b>
<b>Date:</b> 4 November 2021	