

**South Ayrshire Council**

**Report by Chief Executive  
to South Ayrshire Council  
of 29 June 2022**

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**Subject:       Review of Management Structure**

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**1.       Purpose**

1.1       The purpose of this report is to request that Elected Members provide the Chief Executive with parameters for a further review of the Management Structure.

**2.       Recommendation**

**2.1       It is recommended that the Council agrees that the Chief Officers' Appointments/ Appraisal Panel meets with the Chief Executive to set out the parameters of a Management Restructure and consider the interim staffing structure required.**

**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       Further revisions were made in March 2020 which deleted the post of Head of Employee Services and amended the responsibilities of Assistant Directors.

3.3       In November 2021, the Chief Officers' Appointments/ Appraisal Panel agreed to recommend to Council that the post of Depute Chief Executive and Director - People be divided into two posts, namely Director of Education and Director – People.

3.4       At a special meeting on 15 November 2021, the Council:

3.4.1       agreed to create a new post of Director of Education at grade CO44, and that, in the interim, the two Assistant Directors – People report to the Chief Executive; and

3.4.2       requested the Chief Executive to submit a further report to Council in due course.

3.5       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'.

3.6 One post of Assistant Director within the Place Directorate will be become vacant at the end of June following the resignation of Kevin Carr to take up the post of Head of Facilities, Waste and Grounds with South Lanarkshire Council.

3.7 The current Chief Officer structure is attached at [Appendix 1](#).

#### **4. Proposals**

4.1 It is proposed that the Chief Officers' Appointments/ Appraisal Panel meets with the Chief Executive and outlines the parameters for the review of the Management Structure and the proposed timescale for completion.

4.2 The appointment of any Chief Officer is delegated to the Chief Officers' Appointments/ Appraisal Panel which will also be asked to consider how support for Service Leads in Corporate Procurement, Facilities Management, Housing Operations and Neighbourhood Services should be provided until any review of the Management Structure is concluded.

#### **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 There are no financial implications at this stage. The further report to Council will outline the financial implications of the proposals.

#### **7. Human Resources Implications**

7.1 There are no staffing implications at this stage. The further report to Council will outline the staffing implications of the proposals.

#### **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/**

## 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 Martin Dowey, Portfolio Holder for Corporate and Strategic, 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 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Further report to Council outlining proposals for a revised Management Structure	31 August 2022	Chief Executive

Report to South Ayrshire Council of 5 March 2020 – [Review of Management Structure](#)

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

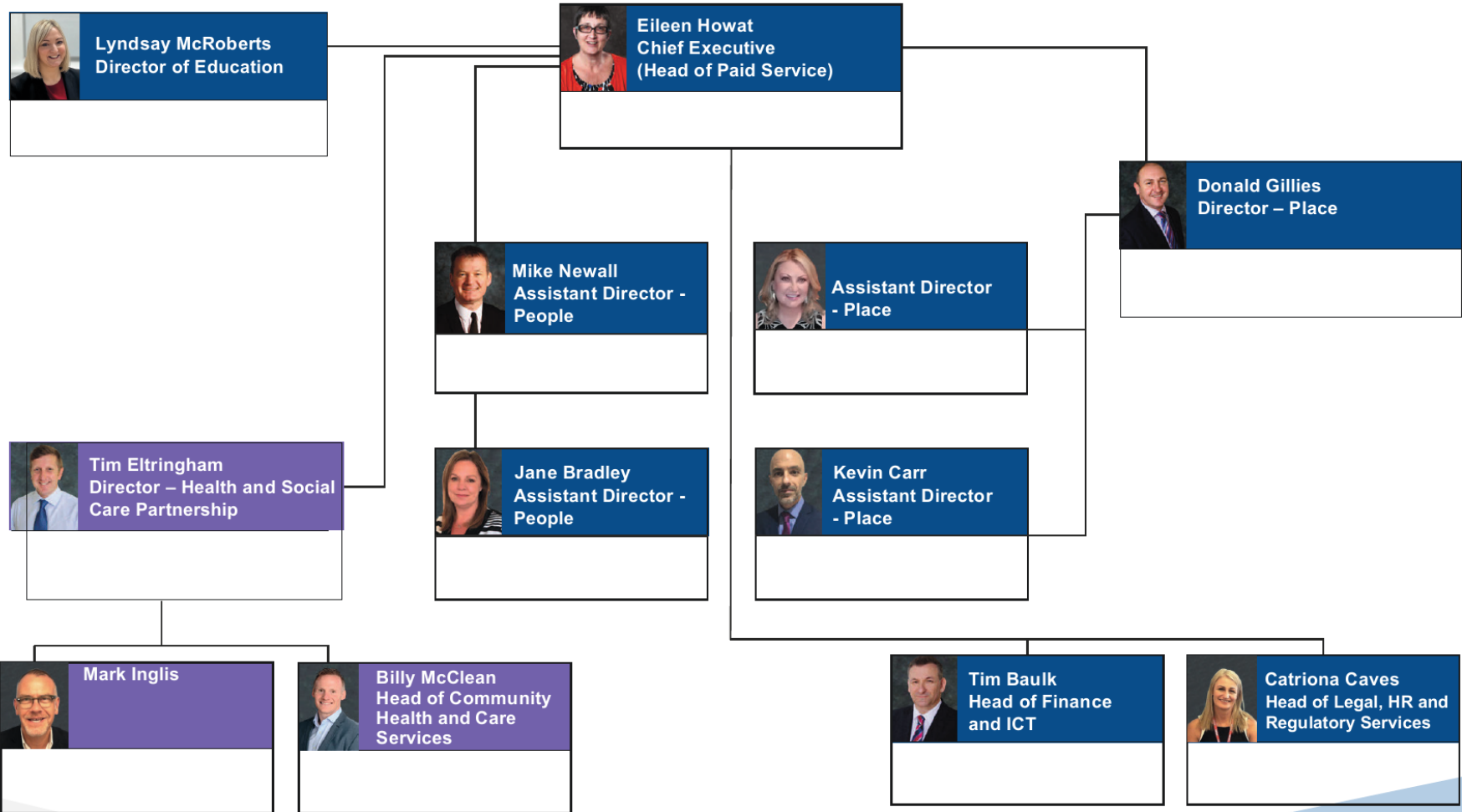
Report to South Ayrshire Council (Special) of 15 November 2021 – [Review of Management Structure](#)

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**Date: 22 June 2022**

### Current Management Structure



## 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><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>)</p>	<p>— <b>YES</b></p> <p><b>NO</b></p>
<p><b>Rationale for decision:</b></p> <p><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></p>	
<p><b>Signed :</b> Eileen Howat <b>Chief Executive</b></p> <p><b>Date:</b> 9 June 2022</p>	