

250626 (168) FOI Staff Functions

From: [Freedom of Information](#)
To: [REDACTED]
Cc: [Freedom of Information](#)
Subject: Freedom of Information Request
Date: 26 June 2025 16:40:24
Attachments: [REDACTED]

Dear [REDACTED]

Thank you for your Freedom of Information request of 30 May 2025. We are responding to you under the Freedom of Information (Scotland) Act 2002.

FOI REQUEST (30 May 2025)

I am submitting this request under the Freedom of Information (Scotland) Act 2002. I am seeking information regarding all staff functions and associated costs across your organisation, with a particular interest in administrative and back-office operations.

1. Functions and Role Breakdown

Please provide:

- a. A list of functions and departments operated within your agency (e.g., HR, IT, Finance, Legal, Procurement, Communications, Facilities, Governance, Client/Business Services, Innovation Support, Sector Teams, etc.).
- b. For each function or department, confirm whether it is:
 - o Delivered in-house
 - o Shared with another body
 - o Outsourced (with provider named, if applicable)

2. Staff and Costs

For each function:

- a. Total number of FTE (full-time equivalent) staff employed
- b. Breakdown by broad role titles or levels (e.g., HR Officer, Sector Lead, Innovation Manager)
- c. Total gross pay for each function (FY 2023/24 or most recent FY available)
- d. Estimated on-costs (e.g., employer pension contributions, national insurance)

3. Office and Accommodation Costs

- a. The total annual cost of office space used for these staff and functions
- b. A breakdown of accommodation costs where available (e.g., HQ, regional offices)
- c. If space is shared or sub-let, please include details and cost apportionments where known
- d. A definition of how you classify work patterns in your workplace (e.g. office based, hybrid, remote) and how many staff are included under each classification for the period.

4. Senior Management Structure

- a. Current organisational chart or listing of executive and senior leadership roles
- b. For each post:
 - o Job title and department
 - o Current salary (or salary band)
 - o Any additional benefits, on-costs, or allowances

Clarification on Scope

This request includes all staff roles and functions within your agency, regardless of whether they are defined as "front-line" or "corporate services." If your agency makes any distinction between these types of roles, please:

- a. Provide the criteria used to define "front-line" roles
- b. Identify which roles or departments fall under that definition

This will support transparency and enable consistent comparison across public sector bodies.

Format Request

Please provide this information in a tabular or spreadsheet format (e.g., Excel or CSV) where possible. If any part of this request is unclear or may require clarification to ensure a full response, please contact me.

RESPONSE

Please refer to Appendix A.

You have the right to request a review of the way in which this request has been processed. Should you wish to exercise this right, you will need to contact us within 40 working days of receipt of this email.

If you remain dissatisfied on completion of the review, you have the right to appeal to the Office of the Scottish Information Commissioner and thereafter to the Court of Session on a point of law only:

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
St Andrews
Fife
KY16 9DS
Telephone: 01334 464610
www.foi.scot
or for online appeals:
www.foi.scot/appeal

Regards,
SOSE Corporate Relations Team

FOI@sose.scot



www.southofscotlandenterprise.com

Appendix A

Question 1

Team	Delivery method
Business Gateway	Funded by another body
Pathways Coordinator	Funded by another body
Circular Economy Adviser	Funded by another body
Youth Coach	Funded by another body
CEO	In-house
Communications and Marketing	In-house
Corporate Governance & Legal support	In-house
Deliver	In-house
Discover	In-house
Economic Infrastructure	In-house
Economy and Insights	In-house
Enable	In-house
Energy & Agricultural Transition	In-house
Enterprise and Business	In-house
Enterprising Communities	In-house
Finance & Procurement	In-house
HR & H & S	In-house
Innovation and Entrepreneurship	In-house
IT	In-house
My SOSE	In-house
Natural Capital	In-house
Performance Measurement and Pipelines	In-house
Strategy, Planning and Partnerships	In-house
Support	In-house
Sustainability	In-house
Facilities	Outsourced
HR, payroll & finance admin	Outsourced
IT helpdesk	Outsourced
Legal advice	Outsourced

Question 2

TEAM	JOB TITLES	FTE
	Business Adviser - Business Gateway	3.00
Business Gateway	Business Assistant - Business Gateway	1.00
	Enterprise and Business Manager	1.00
	Total	5.00
CEO	Chief Executive	1.00
	Total	1.00
	Communications and Marketing Officer	1.91
	Digital Media Officer	1.00
Communications and Marketing	Head of Communications and Marketing	1.00
	Marketing Officer	1.00
	Senior Marketing Officer	1.00
	Total	5.91
	Corporate Governance Lead	0.77
	Corporate Support Administrator	1.00
	Executive Assistant	2.00
Corporate Governance & Legal support	Head of Governance and Assurance, Data Protection Officer	1.00
	Legal Executive	1.00
	Risk Assurance Officer	1.00
	Total	6.77
	Director of Investment & Sustainable Enterprise	1.00
	Director of Investment, Business and Entrepreneurship	1.00
Deliver	Executive Assistant	2.00
	Head of Change and Continuous Improvement	1.00
	Total	5.00
Discover	Director of Strategy & Insight	1.00
	Executive Assistant	1.00
	Total	2.00
	Economic Infrastructure Development Project Manager	2.86
	Economic Infrastructure Development Specialist	6.50
	Economic Infrastructure Manager	2.00
Economic Infrastructure	Head of Economic Infrastructure	2.00
	Modern Apprentice - Economic Development	1.00
	Total	14.36
	Head of Economy and Insights	1.00
	Lead Analyst - Economic Research Insights	1.00
	Modern Apprentice - Insights	1.00
	Strategy Manager - Cultural and Creative Capital	1.00
Economy and Insights	Strategy Manager - Infrastructure and Investment	1.00
	Strategy Manager - Research and Insights	1.00
	Strategy Manager - Tourism	1.00
	Total	7.00
Enable	Director of Business Enablement	1.00
	Executive Assistant	1.00
	Total	2.00
	Agri-Food Delivery Lead	1.00
	Economic Infrastructure Development Specialist	0.91
	Head of Agricultural Transition	1.00
Energy & Agricultural Transition	Head of Energy Transition	1.00
	Net Zero Energy Transition Programme Lead	1.00
	Net Zero Ventures Lead	1.00
	Total	5.91
	Business Advisor	5.00
	Business Assistant	2.00
Enterprise and Business	Business Development Specialist	8.69

	Enterprise & Business Manager	3.00
	Head of Enterprise and Business	1.00
	Total	19.69
	Community Development Advisor	6.55
	Community Development Specialist	3.00
Enterprising Communities	Enterprising Communities Manager	2.00
	Head of Enterprising Communities	1.00
	Total	12.55
	Business Reporting Manager	0.91
	Finance Analyst	1.00
	Finance Business Partner	1.80
Finance & Procurement	Financial Accounting Assistant	1.00
	Head of Finance Services	1.00
	Procurement Specialist	1.00
	Project Accountant	0.80
	Total	7.51
	Facilities, Health and Safety Manager	1.00
	Fair Work and Equalities Manager	1.00
HR & H & S	Head of People	1.00
	HR Assistant	1.00
	HR Business Partner	1.86
	Total	5.86
	AI Innovation Lead	1.00
	Business Coach (Innovation and Entrepreneurship)	1.00
	Business Coach (Youth-led Enterprises)	1.00
	Enterprise Coordinator	1.00
Innovation and Entrepreneurship	Entrepreneurship Lead	1.00
	Head of Innovation and Entrepreneurship	1.00
	Pathways Project Coordinator	1.00
	Pathways Project Manager	1.00
	Young Enterprise Coach	1.00
	Total	9.00
	Delivery Manager	1.00
	Head of IT, Digital & Programme Management	1.00
IT	IT & Data Analyst Assistant	1.00
	IT Support Analyst	1.00
	Lead Data Analyst	1.00
	Total	5.00
	Business Development Specialist	1.00
My SOSE	MySOSE Assistant	1.00
	MySOSE Business Partner	1.00
	Total	3.00
	Circular Economy Adviser	1.00
	Head of Natural Capital	1.00
Natural Capital	Natural Capital Engagement Lead	1.00
	Space Delivery Lead	1.00
	Strategy Manager - Natural Resources	1.00
	Total	5.00
	Head of Performance Measurement & Pipelines	1.00
	Impact Lead	0.91
Performance Measurement and Pipelin	Performance Measurement Manager	0.86
	Pipeline Development Manager	1.00
	Total	3.77
	Head of Strategy, Planning and Partnerships	1.00
	Learning and Skills - Strategy and Development Manager	1.00
	Secretariat Lead Officer - South of Scotland Regional Economic Partnership (REP)	1.00
Strategy, Planning and Partnerships	Secretariat Support Officer - South of Scotland Regional Economic Partnership (REP)	1.00
	Strategy Executive	1.00
	Strategy Manager - Community Wealth Building	1.00
	Strategy Manager - Innovation	1.00
	Strategy Manager - Strategic Planning and Partnerships	1.00

	Youth and Employability Manager	1.00
	Total	9.00
Support	Support Staff	3.71
	Support Staff Team Lead	1.00
	Total	4.71
		2.80
	Head of Sustainability	0.80
Sustainability	Modern Apprentice - Net Zero	1.00
	Net Zero Strategy Lead	1.00
Grand Total	Grand Total	142.85

NB All staff work on a hybrid basis.

Question 2

2024/25:

Row Labels	Total Salaries	Estimated oncosts (30%)
Business Gateway	£237,393	£71,218
Communications and Marketing	£301,545	£90,463
Corporate Governance & Legal support	£309,707	£92,912
Deliver	£359,338	£107,801
Discover	£146,233	£43,870
Economic Infrastructure	£704,166	£211,250
Economy and Insights	£378,082	£113,425
Enable	£132,866	£39,860
Energy & Agricultural Transition	£377,835	£113,350
Enterprise and Business	£1,074,198	£322,259
Enterprising Communities	£704,372	£211,312
Finance & Procurement	£381,184	£114,355
HR & H & S	£314,096	£94,229
Innovation and Entrepreneurship	£463,944	£139,183
IT	£235,423	£70,627
My SOSE	£140,909	£42,273
Natural Capital	£270,294	£81,088
Performance Measurement and Pipelines	£215,740	£64,722
Strategy, Planning and Partnerships	£495,821	£148,746
Support	£155,516	£46,655
Sustainability	£147,792	£44,338
Total	£7,546,452	£2,263,936
CEO	£125,000 - £130,000	£37,500 - £39,000
NB includes positions which are funded by another body - see table in section 1		

Questions 3- Office costs

Total annual cost 2023/24 - £247,634

Breakdown of office costs:

Dumfries – £151,171

Eyemouth – £3,946

Selkirk – £85,585

Stranraer - £6,932

Question 3 - sub-lets

At present, SOSE do not have any sublets.

Question 3 - A definition of how you classify work patterns in your workplace

All SOSE staff work on a hybrid basis.

Question 4 - Senior Management Structure

Current Salary

Job Title	Department	Grade	Min Salary	Max Salary
Director of Investment, Business and Entrepreneurship	Deliver	SOSE-H	£105,000.00	£110,000.00
Director of Strategy & Insight	Discover	SOSE-H	£105,000.00	£110,000.00
Director of Investment & Sustainable Enterprise	Deliver	SOSE-H	£105,000.00	£110,000.00
Director of Business Enablement	Enable	SOSE-H	£100,000.00	£105,000.00
Chief Executive	CEO	SOSE-CEO	£125,000.00	£130,000.00

As declared in our annual report

Any additional benefits, oncosts or allowances - oncosts are estimated at 30% of annual salary

Job title and department

SLT

