

County Buildings
Wellington Square
AYR KA7 1DR
Tel No: 01292 612436



12 January 2022

To:- **Councillors Henderson, Cochrane, Cullen, Dettbarn, Grant, McGinley and Saxton.**

All other Members for INFORMATION ONLY

Dear Councillor

LEADERSHIP PANEL

You are requested to participate in the above meeting of the above Panel to be held on **Tuesday, 18 January 2022 at 10.00 a.m.** for the purpose of considering the undernoted business.

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. The meeting will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

Yours sincerely

CATRIONA CAVES
Head of Legal, HR and Regulatory Services

B U S I N E S S

1. Declarations of Interest.
2. Minutes of previous meetings of:-
 - (a) 23 November 2021; and
 - (b) 30 November 2021 (Special)(copies herewith).
3. Decision Log -
 - (a) Overdue Actions– **for approval**;
 - (b) Actions Listed with Revised Dates – **for approval**; and
 - (c) Recently Completed Actions(copies herewith).

4. Environment.

- (a) Developer Contribution Governance and Reporting Arrangements - Submit report by the Assistant Director – Place (copy herewith).
- (b) Improving Biodiversity in South Ayrshire - Submit report by the Assistant Director – Place (copy herewith).

5. Corporate.

- (a) Strategic Risk Management - Submit report by the Head of Legal, HR and Regulatory Services (copy herewith).
- (b) Council Plan – 2018-22 (2020 Mid-Term Refresh) Extension - Submit report by the Assistant Director – People (copy herewith).

6. Corporate/Economy and Culture

- (a) Skypath Training Community Interest Company (CIC) - Submit report by the Assistant Director – Place (copy herewith).

7. Housing and Community Wellbeing/Resources and Performance/ Environment.

- (a) Affordable Housing – Mainholm Enabling Works - Submit report by the Assistant Director – Place (copy herewith).
- (b) Affordable Housing – Riverside Enabling Works - Submit report by the Assistant Director – Place (copy herewith).

8. Adults' Health and Social Care/ Resources and Performance.

- (a) Health and Social Care Partnership (HSCP) Winter Pressures Funding (Additional Posts) – Submit report by the Director of Health and Social Care (copy herewith).

9. Resources and Performance.

- (a) ICT Data Centre – Hosting and Delivery Model - Submit report by the Head of Finance and ICT (copy herewith).
- (b) Treasury Management Mid-Year Report 2021/22 - Submit report by the Head of Finance and ICT (copy herewith).

10. Environment/ Resources and Performance.

- (a) **Proposed Resolution to Title Issues at Bridge Street, Girvan - Submit report by the Assistant Director – Place (report herewith – Members only).**
- (b) **Proposed Land Purchase at Liberator Drive, Heathfield, Ayr - Submit report by the Assistant Director – Place (report herewith – Members only).**

11. Consideration of Disclosure of the above Confidential Reports.

For more information on any of the items on this agenda, please telephone Andrew Gibson, Committee Services on at 01292 612436, at Wellington Square, Ayr or e-mail: andrew.gibson@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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LEADERSHIP PANEL.

Minutes of meeting being held remotely on 23 November 2021 at 10.00 a.m.

Present: Councillors Peter Henderson (Chair), Chris Cullen, Julie Dettbarn, William Grant, Brian McGinley and Philip Saxton.

Also

Present: T Robinson, E Terras, D Gemmell.

Apologies: Councillor Ian Cochrane and Pastor Gall.

Attending: E. Howat, Chief Executive; C. Caves, Head of Legal, HR and Regulatory Services; T. Baulk, Head of Finance and ICT; T. Eltringham, Director of Health and Social Care; L. Reid, Assistant Director – Place; K. Carr, Assistant Director – Place; M. Inglis, Head of Children’s Health Care and Social Justice; Scott Hunter, Chief Social Work Officer; T. Burns, Service Lead – Asset Management and Community Asset Transfer; P. Bradley, Service Lead – Professional Design Services; D. Alexander, Service Lead – Procurement; K. Dalrymple, Service Lead, Neighbourhood Services; A Valenti, Quality Improvement Manager; S Mulholland, Quality Improvement Manager; G Cockburn, Service Lead – Education Support Services; K. Mullen, Service Lead – ICT Operations; L. Traynor, Head Teacher, Head Teacher, Ayr Academy; A Nelson, Co-ordinator – Democratic Services and E. Moore, Clerical Assistant

1. **Opening Remarks.**

The Chair took the sederunt, confirmed to Members the procedures to conduct this meeting and advised that the meeting was being broadcast live.

2. **Declarations of Interest.**

There were no declarations of interest by Members of the Panel in terms of Council Standing Order No. 17 and the Councillors’ Code of Conduct.

3. **Minutes of previous meetings.**

The minutes of the 26 October 2021 ([issued](#)) were submitted and approved.

Children and Young People

4. **a) Naming of New Community Campus and Non-Denominational Primary School, Maybole**

There was submitted a report ([issued](#)) of 15 November 2021 by the Depute Chief Executive and Director – People seeking approval for the proposed name of the new community campus and non-denominational primary school and early years centre.

Councillor Henderson, seconded by Councillor McGinley moved the recommendations as outlined in the report with the addition of the recommendation that a ‘corporate review of the consultation process be undertaken with all relevant parties in the community’.

By a majority, with two Members abstaining, the Panel

Decided:

- (1) to approve Maybole Community Campus as the name for the new community campus;
- (2) to approve Culzean Primary School and Early Years Centre as the name for the new non-denominational primary school and early years centre; and
- (3) to request a corporate review of the consultation process in order that consultations are undertaken with all relevant parties in the wider community.

Variation in Order of Business

In terms of Standing Order No. 13.3, the Panel agreed to vary the order of business as hereinafter minuted.

c) Naming of the New School Campus and Early Years Centre – Prestwick

There was submitted a report ([issued](#)) of 15 November 2021 by the Depute Chief Executive and Director – People seeking approval for the proposed name of the new school campus and early years centre in Prestwick.

The Panel

Decided:

- (1) to approve Prestwick North Educational Campus as the name for the new school campus;
- (2) to approve Prestwick North Early Years Centre as the name for the new early years centre; and
- (3) to request a corporate review of the consultation process in order that consultations are undertaken with all relevant parties in the wider community.

b) Update on Pupil Equity Fund and Scottish Attainment Challenge

There was submitted a report (issued) of 15 November 2021 ([issued](#)) by the Depute Chief Executive and Director – People requesting that the Panel confirmed that they were content with the current approach to the use of the Pupil Equity Fund and Attainment Challenge Scotland funding and to inform Panel of the progress made by schools during 2020-21 in improving equity in educational outcomes.

The Panel noted the progress made by schools during 2020-21 and

Decided:

- (1) to confirm that the Panel were content with the current approach taken to the use of the Pupil Equity Fund and Attainment Challenge Scotland Funding;
- (2) to note the work undertaken by schools and partners in supporting children and families as the Council supported COVID recovery; and
- (3) to note the progress made in achieving equity in educational outcomes during session 2020-21.

d) South Ayrshire Proposal to Support Unaccompanied and Asylum-Seeking Children

There was submitted a report ([issued](#)) of 15 November 2021 by the Head of Children's Health, Care and Social Justice Services providing the Panel with an up-date in relation to the Council's proposal of 27 October 2020 in relation to receiving Unaccompanied and Asylum-Seeking Children to South Ayrshire.

The Panel commended the report and

Decided:

- (1) to note the progress that had been made to-date in relation to the activity that had taken place surrounding the recruitment of foster carers for unaccompanied and asylum-seeking children; and
- (2) to note the change in age group of children coming to South Ayrshire from the original proposal of 5 to 10 years to 12 to 17 years of age;
- (3) to consider the need to extend the provision of support for young people 16 to 17 who are deemed able to live within their own properties in South Ayrshire with access to support of wrap around services, such as YPST, Housing and the Supported Accommodation contract; and
- (4) requested that a further update be provided to the Leadership Panel in March 2022.

Environment

5. a) Annual Climate Change Duty Reporting 2020-21

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place seeking approval of the South Ayrshire Council Annual Climate Change Report 2020-21 in relation to our public sector climate change duties which came into force on 1 January 2011 as introduced by the Climate Change (Scotland) Act 2009.

The Panel

Decided:

- (1) to approve the South Ayrshire Council Annual Climate Change Duty Report 2020/21 as contained in Appendix and agreed that the report is made publicly available via submission to the Scottish Government.

b) Ayrshire Energy Masterplan

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place seeking approval to support the development of an Ayrshire Energy Masterplan.

The Panel

Decided:

- (1) to agree a funding contribution of up to £30,000 to allow the development of the Ayrshire Energy Masterplan; and
- (2) to ensure the development and implementation of the plan is fully supported by officers through provision of data and integration into the strategic approach of the Council.

Environment/Resources and Performance

6. a) Wallace Tower – Feature Lighting

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place updating the Panel and seeking agreements for the events for which the Wallace Tower would be illuminated.

The Panel

Decided:

- (1) to note the dates and events when the lights would be switched on as highlighted in paragraph 4.1 of the report;
- (2) to agree that ad-hoc requests for the lights to be switched on were initially passed to the Service Lead – Asset Management and Community Asset Transfer and then to the Director – Place to liaise with Elected Members.

- (3) to request that an application process be developed to allow charities to apply to have the various buildings lite up and that requests would be considered on a rotational basis;
- (4) to agree that feature lighting would only be considered during the months where the lighting would have the most visual impact as highlighted in paragraph 4.4 of the report;
- (5) to request that the installation of similar lighting systems were considered in other South Ayrshire buildings during refurbishment work; and
- (6) to agree that lighting up requests from political groups or organisations affiliated with political campaigns will be excluded.

Adult Health and Social Care/Children and Young People

7. a) Chief Social Work Officer Annual Report

There was submitted a report ([issued](#)) of 15 November 2021 by the Chief Social Work Officer updating the Panel on the performance of statutory social work services for 2020-21.

The Chair commended the report and thanked, on behalf of the Council, the Chief Social Work Officer and all associated members of staff for their care and compassion during the last year. The Panel

Decided:

- (1) noted the Chief Social Work Officer's Annual Report on the performance of statutory social work services.

Resource and Performance

8. a) General Services Capital Programme 2021/22: Monitoring Report as at 30 September 2021

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place updating the Panel on the actual capital expenditure and income, together with progress made on the General Services Capital Programme projects as at 30 September 2021 (Period 6), and to agree the changes to budgets in 2021/22 and future years.

The Panel

Decided:

- (1) to note the progress made on the delivery of the General Services Capital Programme to 30 September 2021, resulting in spend of £23,622,693 or 31.91%, as detailed in Appendix 1 of the report;
- (2) to approve the adjustments contained within Appendix 2 of the report, leading to a revised budget of £74,229,736 in 2021/22, £118,342,273 in 2022/23 and £78,309,030 in 2023/24; and

- (3) to note the ongoing impact of Covid-19 and Brexit and the potential for further changes to forecasted expenditure this year and also potential additional costs in construction contracts.

b) ICT Support and Maintenance Contracts

There was submitted a report ([issued](#)) of 15 November 2021 by the Head of Finance and ICT requesting that the Panel review and agree the ongoing contractual obligations in respect of the support and maintenance of key ICT systems for the 2022/23 financial year.

The Panel

Decided:

- (1) agreed in accordance with paragraph 22.1 of the Standing Orders relating to Contracts, to approve the annual renewal of the support and maintenance contracts for 2022/23 which are necessary to access support, maintenance and in some instances, system upgrades of ICT systems, as detailed in Appendix 1 of the report.

Resources and Performance/Housing and Community Wellbeing

9. a) Housing Capital Programme 2021/22: Monitoring Report as at 30 September 2021

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place on the actual capital expenditure and income, together with progress made on the Housing Capital Programme projects as at 30 September 2021 (Period 6) and to agree the changes to budgets in 2021/22, 2022/23 and 2023/24.

The Panel

Decided:

- (1) to note the progress made on the delivery of the Housing Capital Programme to 30 September 2021, resulting in spend of £10,998,914 or 28.16%, as detailed in Appendix 1 of the report;
- (2) to approve the adjustments contained in Appendix 2 for the report, leading to a revised budget of £32,867,536 for 2021/22, £55,117,825 for 2022/23 and £35,465,732 for 2023/24; and
- (3) to note the ongoing impact Covid-19 and Brexit and the potential for further changes to forecasted expenditure this year and also potential additional costs in construction contracts.

Resources and Performance/Economy and Culture

10. a) Annual Procurement Report 2021

There was submitted a report ([issued](#)) of 15 November 2021 by the Assistant Director – Place seeking approval for the publication of the Council’s Annual Procurement Report 2021 which details the Council’s procurement activity between 1 April 2020 and 31 March 2021.

The Panel

Decided:

- (1) to approve the Annual Performance Report 2021 as detailed in Appendix 1 of the report; and
- (2) to request that Officers forward the report to the Scottish Government before it is published on the Council’s website.

11. Exclusion of Public and Press

The Panel resolved, in terms of Section 50(a)(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining items of business on the grounds that it involved the likely disclosure of exempt information in terms of Paragraph 9 of Part 1 of Schedule 7(a) of the Act.

12. Proposed Lease to Police Scotland of Newton House, Green Street Lane, Ayr

There was submitted a report (Members only) of 15 November 2021 seeking approval to enter into a lease agreement with Police Scotland for Newton House, Green Street Lane, Ayr (as detailed in Appendix 1 of the report) on the basis of the terms and conditions contained in the Addendum (confidential) to this report.

The Panel

Decided:

- (1) to grant authority to enter into a lease for Newton House, 30 Green Street, Ayr (as shown in Appendix 1 of the report, with the organisation, and in accordance with the terms and conditions contained within the Addendum (confidential) to this report; and
- (2) to request that the Head of Legal, HR and Regulatory Services concludes the lease.

13. **Consideration of Disclosure of the above Confidential Report**

Decided:

- (1) to authorise the disclose under Standing Order 32.4 of the following report once agreement had been reached on the terms of the lease: -
- Newton House, Green Street Lane, Ayr.

The meeting ended at 12.30 p.m.

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LEADERSHIP PANEL (SPECIAL)

Minutes of meeting being held remotely on 30 November 2021 at 1.00 p.m.

Present: Councillors Peter Henderson (Chair), Chris Cullen, Julie Dettbarn, William Grant, Brian McGinley and Philip Saxton.

Apology: Councillor Cochrane.

Attending: E. Howat, Chief Executive; T. Eltringham, Director HSCP; C. Caves, Head of Legal, HR and Regulatory Services; T. Baulk, Head of Finance and ICT; J. Bradley, Assistant Director – People; M. Newall, Assistant Director – People; K. Carr – Assistant Director – Place; L. Reid, Assistant Director – Place; T. Burns, Service Lead – Asset Management and Community Asset Transfer; K. Anderson, Service Lead – Policy, Performance and Community Planning; Jamie Tait, Service Lead – CLD and Employability and Skills; Alison Nelson, Co-ordinator – Democratic Services; and Eilidh Moore, Clerical Assistant – Committee Services.

1. Opening Remarks.

The Chair welcomed everyone present, took the sederunt and confirmed procedures to conduct the meeting and advised that the meeting was being broadcast live.

2. Declarations of Interest.

There were no declarations of interest by Members of the Panel in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

3. Decision Log.

- (1) to note that there were no [overdue actions](#);
- (2) to approve the actions listed with [revised dates](#); and
- (3) to note the recently [completed actions](#).

4. Corporate

(a) Platinum Jubilee Civic Honours Competition – City Status

There was submitted a report ([issued](#)) of 24 November 2021 by the Chief Executive updating the Panel on the findings of the Member/Officer Working Group (MOWG) and seeking approval of the bid for City Status.

The Chair commended Officers for the compilation of the bid in the timescales involved.

The Panel

Decided:

- (1) to note the findings of the Member/Officer Working Group (MOWG) as outlined in the report;
- (2) to agree that any final revisions to the bid for the City Status could be agreed by the MOWG; and
- (3) to approve that the bid for City Status (attached as in Appendix 1 of the report) be submitted by 8 December, 2021.

(b) Community Council Elections

There was submitted a report ([issued](#)) of 22 November 2021 by the Assistant Director – People seeking approval from the Panel to commence Community Council elections in January 2022, to approve that the revised Scheme document and supporting document ‘Guidance for Community Councils’ were made available throughout the election process, to agree the request from Crosshill, Straiton and Kirkmichael Community Council to relax their sub-ward arrangements and to amend the details of the Returning Officer within the Scheme for the Establishment of Community Councils (the Scheme).

The Panel

Decided:

- (1) to approve that Community Council elections could take place commencing on Monday 10 January 2022 and terminate on Thursday 31 March 2022;
- (2) to approve that the revised Scheme document and supporting document ‘Guidance for Community Councils’ are made available throughout the election process;
- (3) to approve the request from Crosshill, Straiton and Kirkmichael Community Council to relax their sub ward arrangements; and
- (4) to agree to amend the details of the Returning Officer within the Scheme from the Service Lead – Performance, Policy and Community Planning to the Service Lead – Thriving Communities.

5. **Resource and Performance**

(a) **Budget Management – Revenue Budgetary Control 2021/22 – Position Statement at 30 September 2021.**

There was submitted a report ([issued](#)) of 22 November 2021 by the Head of Finance and ICT presenting Members with a financial overview of the General Services revenue support account, Housing Revenue Account and Common Good Accounts for 2021/22 as at 30 September 2021.

Decided:

- (1) to note the revised Directorate budgets following the budget movements outlined in 3.3 of the report and note that the impact of Covid-19 has been included in the projections;
- (2) to approve the budget transfers as outlined in the Directorate financial performance report at Appendix 1 and summarised in 4.1.9 of the report;
- (3) to approve the requested earmarking of resources to be carried forward to 2022/23 as summarised in 4.1.10 of the report; and
- (4) to otherwise note the projected in-year under-spend of £3.268m after earmarking and including the latest Covid-19 cost implications.

6. **Resource and Performance/Environment**

(a) **Former Darlington Church, Main Street, Ayr**

There was submitted a report ([issued](#)) of 25 November 2021 by the Assistant Director – Place providing the Panel with the results of the public consultation carried out under Section 104 of the Community Empowerment (Scotland) Act 2015 in relation to the proposed disposal of the former Darlington Church, Main Street, Ayr; and asking the Panel to consider a proposal to dispose of the property, having regard to the outcome of the consultation.

Having conveyed their thanks to the the Service Lead - Asset Management and Community Asset Transfer for the detailed and informative report, the Panel

Decided:

- (1) to note the results of the public consultation carried out under Section 104 of the Community Empowerment (Scotland) Act 2015;
- (2) to consider and agree the responses to the representations received as outlined in Appendix 1 of the report, approved the publication of the responses on the Council's website and notification of those who responded to the consultation.

- (3) having regard to the outcome of the consultation, approved the sale for £1 of the former Darlington Church, Main Street, Ayr – shown outlined in red on the attached plan – Appendix 2 of the report – to The Iris Arts Ayr CIC; and
- (4) granted authority to the Head of Legal, HR and Regulatory Services to conclude this transaction on the terms and conditions within this report and any other reasonable terms and conditions that are considered appropriate.

7. Adults' Health and Social Care/Resource and Performance

(a) Trauma Informed and Responsive South Ayrshire

There was submitted a report ([issued](#)) of 22 November 2021 by the Depute Chief Executive and Director – People seeking approval for South Ayrshire's Trauma Informed and Responsive Strategic Plan and provided Members with initial proposals for South Ayrshire Council for developing an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners which ensures that services would have an awareness and understanding of trauma, that our policies reflected our commitments to reducing trauma, and that all customers receive trauma-informed services.

Having welcomed a collaborative approach in this respect and the need to work with community planning partners, the Panel

Decided:

- (1) to agree the high-level plan as detailed in Appendix 1 of the report;
- (2) to note the allocation of £50,000 funding for 2021/22 and 2022/23 from the Scottish Government's Mental Health Recovery and Renewal Fund;
- (3) to note that this paper and high-level strategic framework satisfied the request from Council to bring a paper to Leadership Panel with two months of the motion being agreed;
- (4) to agree that a Member/Officer Working Group (MOWG) is established with the approved governance set out in paragraphs 4.2 and 4.3 of the report and allocate the available budget; and
- (5) to agree that the MOWG develops an implementation plan with any further associated costings and reports progressing to the Leadership Panel within one year of the first meeting of the MOWG.

9. **Environment**

(a) **Net Zero Carbon Retrofit**

There was submitted a report ([issued](#)) of 22 November 2021 by the Assistant Director – Place presenting findings on the carbon retrofit work completed to date as the Council progresses to its next zero ambition and to set out details of the Council's next steps in developing a Net Zero Policy.

Decided:

- (1) to note the contents of the Net Zero Carbon Retrofit Strategy prepared in conjunction with Faithful and Gould and shown in Appendix 1 of the report; and
- (2) to approve the next steps as detailed in paragraphs 4.10 and 5.2 of the report.

10. **Housing and Community Wellbeing**

(a) **Strategic Housing Investment Plan (SHIP) 2022/23 to 2026/27**

There was submitted a report ([issued](#)) of 22 November 2021 by the Assistant Director – People seeking Panel approval for the content of the draft Strategic Housing Investment Plan (SHIP) for submission to the Scottish Government.

Following discussion, the Panel

Decided:

- (1) to approve the Strategic Housing Investment Plan (SHIP) as detailed in Appendix 1 of the report for onward submission to the Scottish Government; and
- (2) to delegate authority to the Assistant Director – People to amend and finalise this document based on feedback received from the Scottish Government.

11. **Economy and Culture**

(a) **Thriving Places – Placemaking Update**

There was submitted a report ([issued](#)) of 24 November 2021 by the Director – Place updating Members on South Ayrshire's approach to placemaking and the development and implementation of place plans in collaboration with partners and South Ayrshire's communities. The report also provided an update on the Place Based Investment Programme (PBIP) and funding allocations for appropriate projects.

Decided:

- (1) to note the progress in the development of place plan to date;
- (2) to approve the further roll out of place plans outlined in section 4.2 of the report;
and
- (3) to approve PBIP funding allocations and projects detailed in Appendix 1 of the report.

The meeting finished at 14:15

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Mtg	Mtg Date	Title of Report	Decision	Council Plan Commitments	PFH	Director ate	Managed by	Implementation	Complete	Current Due Date	Original Due Date(s) [Revised following consultation with PFH]	Notes (any date changes agreed with relevant PFH(s))
LP	28-Nov-17	Implementation of 20mph speed restrictions across South Ayrshire Villages	Minute		IC	PLA	Kevin Braidwood	Report back to Leadership Panel regarding results of the engagement process, outline designs, associated costs and implementation programme within the road improvement plan	No	30-Jun-21 (at LP on 16/3/21 it was agreed that this entry should be listed as an overdue action at the next meeting)	30/11/2020 and 31/3/2021	<p>Electronic speed signage installation for phase 1 and 2 schemes now largely complete - remaining signs will be installed during the next contractor visit (25th Oct). Installation of the Phase 1 and Phase 2 20mph speed signage has been completed.</p> <p>Dailly: Footway widening works now complete - this work was incorporated into the resurfacing works on the B741 to minimise disruption.</p> <p>Monkton: the traffic calming works are now complete.</p> <p>Dundonald: works programmed for early November, subject to confirmation of material supply.</p> <p>Phase 3 designs commenced on the agreed design of signing and lining only.</p>

Mtg	Mtg Date	Title of Report	Decision	Council Plan Commitments	PFH	Directorate	Managed by	Implementation	Complete	Current Due Date	Original Due Date(s) [Revised following consultation with PFH]	Notes (<i>any date changes agreed with relevant PFH(s)</i>)
SAC	28-Apr-21	Disclosure of Confidential Information	Minute	1	PH	CEO	Catriona Caves	that all Elected Members be consulted on how future confidential reports were considered - <i>addit to rec in report</i>	No	31-Jan-22	31-Dec-21	a consultation is being prepared for issuing to members in January relation to this matter and in relation to inductions and future Councillor training and the responses will be shared in due course.
LP	26-Oct-21	Housing Need and Demand Assessment 2021-2026	Minute	1,2,3,6	PS	PEO	Kevin Anderson	Make amendments as required to attain 'robust and credible' status	No	07-Feb-22	24-Dec-21	Awaiting feedback from SG. 10/1 - Still awaiting feedback from SG
LP	30-Nov-21	Trauma Informed and Responsive South Ayrshire	Minute	1,2,3	JD	PEO	Kevin Anderson	Establish the MOWG and agree Terms of Reference	No	07-Feb-22	05-Jan-22	Trauma Informed Practice Officer due to begin on 14th Jan. MOWG to be established once officer in post.
LP	21-Sep-21	South Lodge Care Home Care Inspectorate Report	Minute	3	JD	HSCP	Billy McLean	Costed proposal for en-suite bathrooms	No	15-Feb-22	31-Oct-21	We are still working with colleagues in building services who have advised that they need more detail with regards to drainage before they can provide a full quote, however they are confident they will be able to do so. I would propose a further update in February with a view to ring fencing money for a floor per year."
LP	24-Aug-21	Purchase of Land at Carrick Campus, Maybole	Minute	2	IC/BMcG	PLA/CEO	Tom Burns/Karen Briggs	Conclude land acquisition	No	01-Mar-22	01-Dec-21	Draft offer to purchase sent to agents on 29-Oct-21 with a request to see their titles. Instructions from Estates is to include entry date of 1-March-22. The sellers have queried the extent of the land required by the Council under a licence, for the purpose of accessing a construction site, during the construction period of 3 years. this is with Tom Burns for discussions with the sellers' agents Savills, who undertook the negotiations.
SAC	02-Sep-21	Standing Orders Relating to Meetings	Minute	1	PH	CEO/PLA	Catriona Caves/Louise Reid	Report outlining changes to Standing Orders relating to planning processes to be submitted to Council	No	03-Mar-22	09-Dec-21	Deferred to 3rd March Council meeting to allow for review by Planning Liaison Group in December.
LP	24-Aug-21	South Ayrshire Council's Active Travel Strategy	Minute	5,6	IC	PLA	Kevin Braidwood	Progress included within Ayrshire Road Alliance Performance Report to the Ayrshire Shared Services Joint Committee	No	08-Mar-22	As per 2021/22 meeting dates	Following the recent conclusion of the approved three month consultation draft publication process, the ARA will revert to Leadership with a final version of the strategy for consideration/ approval.
LP	24-Aug-21	South Ayrshire Council's Active Travel Strategy	Minute	5,6	IC	PLA	Kevin Braidwood	Report to Leadership Panel on any representations received on the consultation draft, and to seek formal Council approval for a finalised Active Travel Strategy taking cognisance of consultation feedback as appropriate	No	08-Mar-22	23-Nov-21	Following the recent conclusion of the approved three month consultation draft publication process, the ARA will revert to Leadership with a final version of the strategy for consideration/ approval.
LP	16-Mar-21	Pan-Ayrshire Community Wealth Building Commission and Anchor Charter	Minute	4	PH	PLA	Theo Leijser	A service specific CWB Workplan will be submitted to the Leadership Panel for approval	No	Mar-22	26-Oct-21	Workplan has been developed through the MOWG and approved on 17 November. It was agreed to prepare a short report for Leadership Panel advising the MOWG's current status with recommendations that members are updated regularly by briefings, events etc. This will close off the Leadership Panel log entry.
LP	26-Oct-21	Levelling Up and Community Renewal Funds	Minute	4,6	PH	PLA	Kevin Carr	Further report to be presented to the Leadership Panel	No	08-Mar-22	18 January 2022	Further update to Leadership Panel deferred to March given new expected opening of round 2 in Spring 2022.
LP	25-May-21	Neighbourhood Services Structure Progress Report	Minute	1 and 6	IC	PLA	Kenny Dalrymple	Resource review of Sustainable Development and Climate Change Structure	No	08-Mar-22	30/10/2021 26/01/22	Work has been undertaken with regards to the review with draft proposals to be discussed prior to submitting to Leadership Panel. With the current structure linked with Fleet Management It is anticipated that it will be presented to 08 March 2022 Leadership Panel.
LP	24-Aug-21	Services to Gypsy/ Travellers – Potential Sites to Support and Accommodate Gypsy/ Traveller Encampments	Minute	1,6	JD/CC/PS	PLA	Kevin Carr	undertake consultation with all Ward Councillors to identify suitable sites and thereafter report back to Leadership Panel by November 2021. <i>Different to rec in report</i>	No	08-Mar-22	01-Nov-21	Following discussion at the MOWG in December, the paper has been deferred until March to allow exploration of further sites.

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LP	11-Jun-19	Ayr Esplanade Review	Minute		BMcG	PLA	Tom Burns	Install new kiosk facilities	No	30-Mar-22	31/05/2021 and 30/9/21	Notices to quit now withdrawn, while consideration is given to the plan for the future of 3 sites on the esplanade. A public consultation exercise has been undertaken on these sites.
LP	11-Jun-19	Ayr Esplanade Review	Minute		BMcG	PLA	Tom Burns	Terminate lease agreements for kiosks	No	30-Mar-22	30/06/2019 30/06/21 30/9/21	Notices to quit now withdrawn, while consideration is given to the plan for the future of 3 sites on the esplanade. A public consultation exercise has been undertaken on these sites.
LP	27-Apr-21	Strategic Transport Projects Review	Minute	6	IC	PLA	Kevin Braidwood	Submit further update to the Leadership Panel following publication of the Phase 2 Report	No	31-Mar-22	26-Oct-21	An update paper will be prepared for the consideration of Leadership upon the publication of the Phase 2 reports - anticipated to be approved Spring 2022. Members briefings will be prepared and disseminated for any pertinent information released in the interim period.
LP	17-Sep-19	Review of Rozelle House	Minute		BMcG	PLA	Tom Burns	Carry out essential external repairs to Rozelle House	No	31-Mar-22	6/30/2021, 11/30/2021	Works commenced as planned although scope of works have increased but are progressing well. Work due to complete Spring 2022.
LP	25-May-21	Sale of South Lodge, Belleisle Park, Doonfoot Road, Ayr	Minute	6	BMcG	PLA	Tom Burns please advise the Clerk when report in part can be made public	Missives to be concluded	No	31-Mar-22	01/10/2021, 30-Nov-21	Draft qualified acceptance and minute of agreement prepared. Progressing with purchaser's solicitor, but the drafting has been complex and the terms of the drafts are still being negotiated and adjusted. Legal documents are currently with the purchaser's solicitor. Due date has been amended and PFH advised.
LP	24-Aug-21	Transfer of the Site of the John Pollock Centre to the Housing Revenue Account	Minute	6	PS BMcG/ IC	PLA / CEO	Derek Yuille/Tom Burns/ Karen Briggs	to be continued to allow the development to a policy for asset transfer between General Services and Housing Revenue Account to be considered at a meeting of the Council in October 2021. thereafter reported back to Leadership Panel. <i>Different to rec in report</i>	No	31-Mar-22	20-Sep-21	policy and paper delayed pending further discussions with portfolio holders
LP	24-Aug-21	Proposed Lease Agreement, Carrick Academy, Maybole	Minute	3	IC	PLA	Tom Burns / Karen Briggs	Agreement to be concluded	No	31-Mar-22	21-Dec-21	Draft lease granting replacement access rights issued to Armed Forces Reserves and Cadets and response awaited. Timescale for response is not in Council control therefore amended due date and advised PFH accordingly.
LP	25-May-21	Sale of 3 Drybridge Road, Dundonald	Minute	4	BMcG	PLA	Tom Burns please advise the Clerk when report in part can be made public	Sale to be concluded	No	31-Mar-22	30/10/2021, 31/12/21	Progressing transaction with purchaser's solicitor but taking longer than anticipated and the drafts are still with the solicitor. Due date has therefore been adjusted and PFH advised.
LP	15-Jun-21	Sale of Land at Fernbank, Prestwick	Minute	4	IC	PLA	Tom Burns please advise the Clerk when report in part can be made public	Sale to be concluded	No	31-Mar-22	31/10/2021, 31/12/21	Progressing with purchaser's solicitor and negotiations ongoing but not yet concluded. Legal documents are still with the purchaser's solicitor. Due date accordingly amended and PFH advised.
LP	27-Oct-20	Sale of Land at Queens Terrace, Maybole	Minute	1	IC	CEO	Tom Burns	Sale to be concluded	No	31-Mar-22	15/03/2021 , 31/3/21, 31/5/21, 31/7/21, 30/9/21, 31/12/2021	Ayrshire Housing has asked to purchase a larger area of land than initially approved. A further report to LP will be required in due course but are awaiting new valuation from District Valuer and due date has been amended to reflect this. No active instructions at present.
LP	16-Mar-21	Funding Request for the Ayr Gaiety Partnership	Minute	6	CC	CEO	Tim Baulk please advise the Clerk when report can be made public in part - Not to be released unless Head of Legal determines otherwise - confidential agreements/ arrangements	Implement the Leadership Panel decision with respect to the funding request	No	31-Mar-22	30-April-21, 31- May-21, 31-Oct-21, 31-Dec-21	All legal draft documents have been prepared and are with the solicitor for AGP. The loan has not been issued yet as there is documentation with the security holders for signature, but one of the funders required a change so this is with AGP's solicitor. The due date has therefore been amended and PFH advised.
LP	24-Nov-20	Performance Review of Common Good Funds	Minute	1	BMcG	PLA	Tom Burns	Further annual update report to be submitted to Leadership Panel	No	31-Mar-22	1/18/2022, 11/23/2021	Following discussions with the Chief Executive it is proposed this action is amended to report to the Council's Leadership Panel in January 2022. This is to allow further internal discussions with Legal and Finance and provide the PFH on the report at an early stage in order that they can consider the potential outcomes.

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LP	15-Jun-21	Ayr Esplanade	Minute	5	BMcG	PLA / CEO	Derek Yuille / Tom Burns / Karen Briggs	Further report to Leadership Panel with the outcomes of the Counsel's Opinion in relation to the former putting green and funding options for consideration	No	31-Mar-22	18-Jan-22	Report deferred to March as agreed with Leader and PFH's
LP	29-Oct-19	New Lease for Craigie Caravan Park, Ayr	Minute		BMcG	PLA	Tom Burns - please advise the Clerk when report can be made public	Conclude new lease agreement with the Caravan Club Ltd	No	31-Mar-22	30-Apr-20, 30-Nov-20, 31-Jan-21, 27-Apr-21 30-Jun-21, 1/30/2021	The Caravan Club advised they prefer annual rent calculated on the basis of occupancy levels as per the existing lease as originally approved by LP as opposed to a fixed market rent with 5 yearly reviews as preferred by the Council. Awaiting confirmation from Caravan Club that it is willing to proceed on the basis of a market rent with a tenant only break option every 5 years following the rent review.
LP	15-Jun-21	Proposed Lease Agreement for New Police Office at Carrick Campus, Maybole	Minute	5	BMcG	PLA	Tom Burns / Derek Yuille please advise the Clerk when report in part can be made public	Lease agreement to be concluded	No	31-Mar-22	30-Jan-22	Draft formal offer and lease issued to Police Scotland and response awaited. Timescale outwith Council control, so due date has been amended to reflect this and PFH advised.
LP	15-Sep-20	Completion of the Review and Amendment of the Scheme for Establishment of Community Councils	Minute		PH	PEO	Mike Newall	Issue the updated Scheme to Community Councils and publish on the Council website	No	31-Mar-22	30/09/2020, 25/11/20 15/2/21 and 30-Jun-21	The revised Scheme will be ratified and established at the conclusion of the Community Council elections that are proposed to take place between January and March 2022
LP	15-Sep-20	Completion of the Review and Amendment of the Scheme for Establishment of Community Councils	Minute		PH	PEO	Mike Newall	Issue the new additional Guidance document to Community Councils	No	31-Mar-22	30/10/2020, 25/11/20 15/2/21 and 30-Jun-21	The revised Scheme will be ratified and established at the conclusion of the Community Council elections that are proposed to take place between January and March 2022
SAC	01-Sep-20	Modified Proposed Replacement South Ayrshire Local Development Plan	Minute		IC	PLA	Craig Iles	Report to Council on examination outcome and implications for Adoption of LDP2	No	31-Mar-22	31-Jul-21	The MPLDP2 is still in Examination and it will not be possible to report until this is complete which will be later this year.
LP	17-Mar-20	Fleet Transport Update	Minute		IC	PLA	Kenny Dalrymple	Consult with Trade Unions and staff with regards the pre-authorisation of Grey vehicle usage	No	24-Apr-22	30/06/2020 and 24/09/21	This action has currently been deferred pending the outcome of the Future Operating Model and the Councils approach to green recovery.
LP	25-May-21	Neighbourhood Services Structure Progress Report	Minute	1 and 6	IC	PLA	Kenny Dalrymple	Options Appraisal of the future delivery of the Fleet Management Service	No	30-Apr-22	30/11/2022 25/01/22	After consultation with the PH it was agreed to put back the due date to allow sufficient time to undertake a detailed review.
LP	15-Sep-20	South Ayrshire Council Parking Strategy 2020-2024	Minute		IC	PLA	Kevin Braidwood	Implementation of the South Ayrshire Council Parking Strategy 2020-2024 - subject to local consultation and the amendment to free parking times - different to rec in report	No	30-Jun-22	01/06/2021, 30/09/21	Postponed until after the elections
LP	26-Nov-19	Democratic Support - Savings Proposal and Wider Service Review	Minute		BMcG	CEO	Wynne Carlaw	Service Review of Democratic Support	No	30-Jun-22	30/06/2020 and 31/03/21, 30/11/21	Partial saving achieved via deletion of part time post. Consideration of further efficiencies paused due to Covid-19, An extension to 30 November 2021 has been granted by Cllr McGinley. 10/1/22-Resolution of remaining balance under discussion.
LP	25-Aug-20	VAT Recovery Funds - Member Priorities	Minute		BMcG	PLA	Kenny Dalrymple	Implement play and recreation projects	No	30-Jun-22	31/12/2020 and 31/03/21	An update of the VAT projects in relation to play and recreation was emailed to Elected Members on 16 September 2021 regarding the projects within their individual wards.
LP	27-Oct-20	Oracle Enterprise Business Suite Review	Minute	1	BMcG	CEO	Tim Baulk	Progress with procurement and implementation	No	30-Nov-22	30-Mar-22	Implementation phase now initiated. Go live anticipated November 2022.

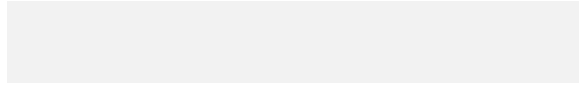
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LP	18-Feb-20	Civic Government (Scotland) Act 1982 – Proposed Licensing of Sexual Entertainment Venues	Minute		PS	CEO	Karen Briggs	additional to rec in report - Matter be reported back to SAC in December 2020 -	No	16-Dec-22	30/08/2021 and 10-Dec-21	Report approved at February 2021 Leadership Panel. Work to commence consultation had to be delayed due to the urgent priority work during 2021 to process and administer the various Scottish Government covid support grants for taxi/PH drivers and operators. Subsequent to this, officers anticipate further delay into 2022 in engagement and consideration with consultees such as Police Scotland Public Health, who continue to have to prioritise other matters as a result of the pandemic. Due date has therefore been amended with approval of PFH Councillor Saxton.
LP	09-Feb-21	Civic Government (Scotland) Act 1982 – Licensing of Sexual Entertainment Venues	Minute	6	PS	CEO	Catriona Caves	Report to Leadership Panel on consultation	No	16-Dec-22	23/11/2021 and 10/12/21	Report approved at February 2021 Leadership Panel. Work to commence consultation had to be delayed due to the urgent priority work during 2021 to process and administer the various Scottish Government covid support grants for taxi/PH drivers and operators. Subsequent to this, officers anticipate further delay into 2022 in engagement and consideration with consultees such as Police Scotland Public Health, who continue to have to prioritise other matters as a result of the pandemic. Due date has therefore been amended with approval of PFH Councillor Saxton.
LP	09-Feb-21	Civic Government (Scotland) Act 1982 – Licensing of Sexual Entertainment Venues	Minute	6	PS	CEO	Karen Briggs	Consultation commenced	No	16-Dec-22	30/08/2021 and 10/12/21	Report approved at February 2021 Leadership Panel. Work to commence consultation had to be delayed due to the urgent priority work during 2021 to process and administer the various Scottish Government covid support grants for taxi/PH drivers and operators. Subsequent to this, officers anticipate further delay into 2022 in engagement and consideration with consultees such as Police Scotland Public Health, who continue to have to prioritise other matters as a result of the pandemic. Due date has therefore been amended with approval of PFH Councillor Saxton.
LP	15-Sep-20	Indicative Ayrshire Regional Spatial Strategy	Minute		IC	PLA	Craig Iles	Continue engagement with other Ayrshire authorities and wider stakeholders to develop and refine the iARSS, and produce a consultative draft Ayrshire RSS	No	01-Feb-23	30-Sep-21	Indicative Strategy approved by all three Councils. The three Councils are currently working on the draft RSS; however, the deadline for submission of the full RSS has not been conveyed to the Council by the Government. After consultation with North and East Ayrshire Councils, a realistic date would be February 2023.
LP	24-Aug-21	Inclusive Economic Growth and Investment Opportunity - Update	Minute	4	CC	PLA	Theo Leijser	Bring forward further report for Leadership Panel detailing project cost, commercial lease and implementation programme	No	15th February 2022	26-Oct-21	Timing of this paper has changed in line with project developments and requirements.
LP	14-Feb-17	1-20 Miller Terrace & 32-78 Dailly Road (even numbers), Maybole	Minute		PS/BMcG	PLA	Kevin Carr	Demolish and landscape land at 1-20 Miller Terrace and 32-78 Dailly Road, Maybole	No	26/02/22	30-Apr-20, 30-Nov-20, 31-Jan-21, 27-Apr-21, 31-May-21	The Architects and Engineers have now completed assessment of the sites and have drafted options. Officers have asked for further clarification on some points and on receipt will arrange briefing session with local members.

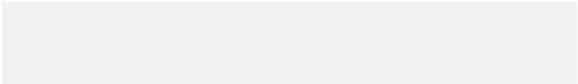
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LP	24-Aug-21	South Ayrshire Council's Active Travel Strategy	Minute	5,6	IC	PLA	Kevin Braidwood	Publication of the Active Travel Strategy as a consultation draft on both ARA and SAC websites, accompanied by a Council press release	Yes	12-Nov-21	30-Aug-21	Active Travel Draft is out for consultation ending 12/11/21	
LP	23-Nov-21	Ayrshire Energy Masterplan	Minute	1,2,4,5,6	IC	PLA	Kenneth Dalrymple	Provide update report to Sustainable Development and Climate Change MOWG	Yes	24-Nov-21		Complete	
LP	23-Nov-21	Wallace Tower – Feature Lighting	Minute	1	IC	PLA	Tom Burns	Arrange implementation in accordance with the schedule outlined in para 4.1	yes	29-Nov-21		Complete	
LP	27-Apr-21	Thriving Places - Placemaking Update	Minute	5	CC	PEO	Kevin Carr	Provide an update to Leadership Panel	Yes	30-Nov-21		Update presented to Leadership Panel.	
LP	15-Jun-21	Allotment Rules and Regulations	Minute	6	IC	PLA	Kenny Dalrymple	to advise Members in how this Council compared to others in Scotland on this matter - <i>additional to recs in report</i>	Yes	30-Nov-21	31-Jul-21	Information has now been shared with members.	
SAC	02-Sep-21	Motion - Trauma Informed South Ayrshire	Minute			JD	PEO	Kevin Anderson	Initial proposals and any associated costs be presented to Leadership Panel within 2 months	Yes	30-Nov-21	Recruitment for post commenced. Paper to go to Nov LP 30 November 2021.	
LP	26-Oct-21	Long-Term Financial Outlook and Medium-Term Financial Plan	Minute	1	BMcG	CEO	Tim Baulk	Develop an external public facing communication plan	Yes	30-Nov-21		Discussions have commenced and draft high level plan developed. Further specific actions now being developed and implemented.	
LP	26-Oct-21	Office Rationalisation	Minute	4,5	BMcG	PLA	Derek Yuille	Execution of the contract documents	yes	30-Nov-21		Contract signed	
LP	23-Nov-21	Annual Climate Change Duty Reporting 2020-21	Minute	1,2,4,5,6	IC	PLA	Kenneth Dalrymple	Completed reporting template nationally to be made publicly available alongside reports of all other public bodies	Yes	30-Nov-21		Complete	
LP	23-Nov-21	Chief Social Work Officer Annual Report	Minute	1	JD	HSCP	Scott Hunter	Submit the annual report to the Scottish Government	Yes	30-Nov-21		sent to SG following approval at LP	
LP	23-Nov-21	Annual Procurement Report 2021	Minute	4	BMcG	PLA	David Alexander	Publication of Annual Procurement Report 2021	Yes	30-Nov-21			
LP	30-Nov-21	Budget Management – Revenue Budgetary Control 2021/22 – Position Statement at 30 September 2021	Minute			BMcG	CEO	Tim Baulk	Action the budget transfers in the financial ledger as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.9	Yes	30-Nov-21		Complete
LP	30-Nov-21	Budget Management – Revenue Budgetary Control 2021/22 – Position Statement at 30 September 2021	Minute			BMcG	CEO	Tim Baulk	Record for future reporting purposes the requested earmarking for carry forward of resources to 2022/23 as outlined in 4.1.10	Yes	30-Nov-21		Complete
LP	30-Nov-21	Strategic Housing Investment Plan (SHIP) – 2022/23 to 2026/27	Minute	2,3,4,6	PS	PEO	Kevin Anderson	Submission of the Strategic Housing Investment Plan (SHIP) in draft format (subject to final clearance) to the Scottish Government	Yes	01-Dec-21			

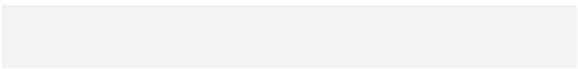
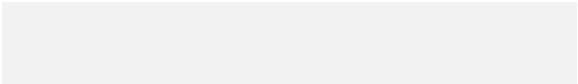
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LP	23-Nov-21	General Services Capital Programme 2021/22: Monitoring Report as at 30 September 2021	Minute	6	BMcG	PLA	Pauline Bradley	Process adjustments to the General Services Capital Programme	Yes	07-Dec-21		Complete
LP	23-Nov-21	Housing Capital Programme 2021/22: Monitoring Report as at 30 September 2021	Minute	6	BMcG	PLA	Pauline Bradley	Process adjustments to the Housing Capital Programme	Yes	07-Dec-21		Complete
LP	30-Nov-21	Platinum Jubilee Civic Honours Competition – City Status Bid	Minute	5	PH	CEO	Eileen Howat	Submission of bid for City status	Yes	08-Dec-21		Bid submitted and acknowledgement received
LP	25-May-21	Inclusive Economic Growth and Investment Opportunity	Minute	4	CC	PLA	Theo Leijser	Finalise Project costs, Develop business case and negotiate terms for commercial lease	Yes	Dec-21	26-Oct-21	The preparatory development works are continuing. Since relaxing covid19 restrictions, Company X has now been able to visit Scotland and detailed discussion have progressed well. We are now in a position to develop details and negotiate HoT. It is anticipated that report will go before LP/Council in early Dec 2021. Update report discussed at Full Council 9 Dec 21. This action is now superceded by decision from 9 Dec 21.
SAC	15-Nov-21	Review of Management Structure	Minute	1	PH	CEO	Eileen Howat	Submit a list of the changes required to the Scheme of Delegation for Council approval	Yes	09-Dec-21		Changes approved on 9 December 2021
LP	23-Nov-21	ICT Support and Maintenance Contracts	Minute	1	BMcG	PLA	Tim Bauk	Request that Procurement and ICT officers ensure renewal of the contracts listed in Appendix 1 at each contractual renewal date	Yes	10-Dec-21		Annual renewal of each contract will be progressed as they become due following this approval from LP.
SAC	09-Dec-21	Appointments to Panel and Representation on Outside Bodies	Minute	1	PH	CEO	Wynne Carlaw	Implement changes to Elected Member remuneration	Yes	10-Dec-21		
SAC	09-Dec-21	Best Value Assurance Report	Minute	1	PH	CEO	Eileen Howat	A summary of the Council's decisions in respect of the Best Value Assurance Report is sent to the Accounts Commission for approval	Yes	16-Dec-21		Minute extract provided and approved by Accounts Commission
LP	12-Feb-19	All-Weather Sports Pitch at Girvan	Minute		CC	PEO	Pauline Bradley	Co-ordinate with officers from professional Design Services and Legal and Licensing to progress a grounds conditions survey, planning permission and a petition to the Sheriff Court	Yes	17-Dec-21	28-Jun-19/ 28-Jun-20/ 28 Oct 20/ 24 June-21	Planning application has been submitted. It is not yet clear how long the planning process will take place so the due date has been estimated at 4 months Planning have advised this application is likely to be decided in March 2022. Actions are complete: 1. Petition to Sheriff Court; 2. ground surveys carried out; and 3. application for planning permission submitted (see note above).
SAC	09-Dec-21	Appointments to Panel and Representation on Outside Bodies	Minute	1	PH	CEO	Wynne Carlaw	Publish updated details of membership of Panels and representation on Outside Bodies	Yes	17-Dec-21		
SAC	09-Dec-21	Appointments to Panel and Representation on Outside Bodies	Minute	1	PH	CEO	Wynne Carlaw	Notification of representation to the relevant Outside Bodies	Yes	17-Dec-21		
SAC	09-Dec-21	Financial Regulations Review	Minute	1	PH	CEO	Tim Bauk	Financial Regulations to be republished and notified to employees	Yes	17-Dec-21		Financial regulations republished on website and notification of Financial Regulations included in employee communications.

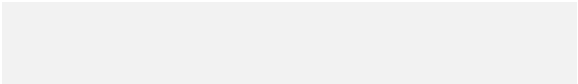
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LP	15-Jun-21	Golf Strategy	Minute	2,3	PH	PEO	Jane Bradley	Begin a programme of repair work to the golf courses and report on progress of these in the report to Council	Yes	31-Dec-21		Programme now under way.
LP	15-Jun-21	Golf Strategy	Minute	2,3	PH	PEO	Jane Bradley	With the MOWG, develop a detailed strategy for Golf and a future operating model and present this to Council	Yes	31-Dec-21		Presented to Council in December 2021.
LP	23-Nov-21	Naming of New Community Campus and Non-Denominational Primary School, Maybole	Minute	2	WG	PEO	Douglas Hutchison	Inform the Scottish Government and wider stakeholders of the new name for the community campus and non-denominational primary school and early years centre	Yes	31-Dec-21		Action complete
LP	23-Nov-21	Naming of New Community Campus and Non-Denominational Primary School, Maybole	Minute	2	WG	PEO	Douglas Hutchison	Progress the registration of the new non-denominational primary school and early years centre under the new name of Culzean Primary School and Early Years Centre	Yes	31-Dec-21		Action complete
LP	23-Nov-21	Naming of New School Campus and Early Years Centre – Prestwick	Minute	2	WG	PEO	Douglas Hutchison	Inform the Scottish Government and the wider community of the new campus name	Yes	31-Dec-21		Action complete
LP	23-Nov-21	Naming of New School Campus and Early Years Centre – Prestwick	Minute	2	WG	PEO	Douglas Hutchison	Progress the registration of the new early Years centre under the new name of Prestwick North Early Years Centre	Yes	31-Dec-21		Action complete
SAC	09-Dec-21	South Ayrshire Council's Annual Performance Report 2020/21	Minute		PH	PEO	Kevin Anderson	Publish the Annual Performance Report 2020/21 online	Yes	31-Dec-21		
SAC	09-Dec-21	Inclusive Economic Growth and Investment Opportunity - Update	Minute	4	CC	PLA	Theo Leijser	Design Team fully operational	Yes	31-Dec-21		Procurement of design team completed. Contract issued on 11/01/22. Action complete
LP	30-Nov-21	Community Council Elections	Minute	1	PH	PEO	Jamie Tait	Adopt and establish the revised Scheme documentation	Yes	10-Jan-22		Yes the new estab
LP	26-Nov-19	Affordable Housing - Proposals for New Developments	Minute		PS	PLA	Derek Yuille	Submit further report to Leadership Panel in advance of Financial Close for the projects	Yes	18-Jan-22	15-Jun-21	Reports submitted to 18 Jan LP
LP	09-Feb-21	Improving Biodiversity in South Ayrshire	Minute	6	IC	PLA	Kenny Dalrymple	Report evaluation of pilot to Leadership Panel	Yes	25-Jan-22	23-Nov-22	Paper presented to LP January 2022.
LP	16-Mar-21	Waste Strategy 2021/31	Minute	6	IC	PLA	Kenny Dalrymple	Present recommendations to the LP on the location of a new site for the processing of waste and the expansion of the green waste composting programme	Yes	31-Jan-22	31-Dec-21	Paper presented to LP January 2022.
LP	26-Oct-21	The South Ayrshire Way Strategic Change Programme – Preparing for the Future	Minute	6	PH	PLA	Louise Reid	update to Leadership Panel in January 2022 - addit to rec in report	Yes	31-Jan-22		Complete - being reported to January Panel
SAC	09-Dec-21	Best Value Assurance Report	Minute	1	PH	CEO	Eileen Howat	A summary of the Council's decisions in respect of the Best Value Assurance Report is published	Yes	31-Jan-22		Published w/e 24 and 31 December 2021

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LP	23-Nov-21	Update on Pupil Equity Fund and Scottish Attainment Challenge - Submit report by the Depute Chief Executive and Director	Minute	2	WG	PEO	Douglas Hutchison	Annual update on progress to Panel	Yes	31-Nov-22		Action complete
LP	23-Nov-21	Wallace Tower – Feature Lighting	Minute	1	IC	PLA	Tom Burns	Application process to be developed that will allow charities to apply to have the various buildings lit up and that requests could be considered on a rational basis	yes	TBC		Complete









South Ayrshire Council

**Report by Assistant Director- Place
to Leadership Panel
of 18 January 2022**

Subject: Developer Contribution Governance and Reporting Arrangements

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Leadership Panel for revised governance and reporting arrangements relating to Developer Contributions required from developers as part of their Planning Permissions.

2. Recommendation

- 2.1 **It is recommended that the Panel approves the governance and reporting arrangements as detailed in the report, including the publication of an annual report, relating to Developer Contributions.**

3. Background

- 3.1 As Members will be aware, when considering planning applications the Council can enter into a legal agreement with a developer, requiring them to make a financial contributions to address outstanding issues, which then makes their planning application proposals acceptable in land use planning terms. These legal agreements are facilitated under Section 75 of the Town and Country Planning Act or Section 69 of the Local Government Act (Scotland) 1973 (as amended) and are carried out in line with the Scottish Government Circular 3/12 : Planning Obligations and Good Neighbour Agreements

- 3.2 The legal agreement associated with each planning permission defines what developer contributions are being sought from the developer(s) for each development site and includes:

- level of each type of contribution;
- what the contribution can be utilised for (purpose);
- the timescales/ trigger point for each contribution type;
- the payment requirements, including indexation.

- 3.3 Since 2016, the Council has had an internal working group on Developer Contributions incorporating Planning, Legal and Finance, which reviews the collection and expenditure of contributions. This Group meets regularly to discuss issues over the collection and management of contributions expenditure. This Group has facilitated:

- streamlining the mechanisms and process,
- timescales for collection of developer contributions,
- standardised payment periods for contributions types, and
- payment requirements within legal agreements to help improve the collection of contributions.

4. Proposals

4.1 Information on Developer Contributions gathered by the Working Group has not previously been formally reported to the Council. It is now proposed that an annual Report on the Developer Contributions be presented to the Leadership Panel and thereafter made available on the Council Web site. This will improve transparency in the process and assist in dealing with Freedom of Information requests.

4.2 It is proposed that this report will include, among other matters, the following detailed information:

- details of development sites subject to planning obligations, listing the type of contribution and status of the development;
- invoiced developer contributions for each site per contribution type per financial quarter;
- income from developer contributions received per site for each type of contribution (annual and overall);
- expenditure per site by the Council Services (or other responsible partner organisations) associated with each type of developer contribution in each financial year and expenditure per site by the Council to date under each contribution type;
- unspent developer contributions;
- forecast of income from developer contributions and expenditure for following financial year; and
- detail the additional infrastructure that the developer contributions are providing within settlements to accommodate the relevant developments.

5. Legal and Procurement Implications

5.1 There are no additional legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 There will be no direct financial implications for the Council in accepting these proposals.

7/

7. Human Resources Implications

- 7.1 There will be no direct human resource implications for the Council in accepting these proposals.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 Adopting the recommendations will improve the corporate governance around the Developer Contributions process and ensure that proper procedures are in place to gather and redistribute all appropriate financial contributions. In addition it will provide transparency in the process and assist in the handling of Freedom of Information requests. There are no risks associated with accepting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 Rejecting the recommendations may have a reputational damage to the Council in regards to the lack of governance over financial matters and the lack of transparency of the process. In addition it will increase the risk that financial contributions required to offset the identified negative impacts of certain planning permissions are not received.

9. Equalities

- 9.1 This report is not seeking to introduce a new policy but publish information on existing income and expenditure of development contributions. It is however noted that not delivering the infrastructure required by developments could potentially have a negative impact on communities due to overcapacity. A copy of the Equalities Scoping Assessment is attached as [Appendix 1](#).

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 4 of the Council Plan: South Ayrshire Works/ Make the most of the local economy.

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report. However, public consultation will take place on the draft Supplementary Guidance: Developer contributions.

- 13.2 Consultation has taken place with Councillor Ian Cochrane, Portfolio Holder for Environment, and the contents of this report reflect any feedback provided.
- 13.3 Consultation with Elected Members, including the Portfolio Holder, is through this report to the Planning Liaison Group.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Assistant Director – Place 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>
Upload annual report on Development contributions	30 June 2022	Service Lead – Planning and Building Standards
Implement new governance and management arrangements for development contributions	31 January 2022	Service Lead – Planning and Building Standards
Further report to the Leadership Panel	June 2022	Service Lead – Planning and Building Standards

Background Papers **South Ayrshire Local Development Plan**
Modified Proposed Local Development Plan 2
Supplementary Planning Guidance: New Residential Developments and Affordable Housing
Supplementary Guidance: Housing Site Development Briefs
[Circular 3/12: Planning Obligations and Good Neighbour Agreements](#)

Person to Contact **Craig Iles, Service Lead – Planning and Building Standards**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone: 01292 612963
E-mail: craig.iles@south-ayrshire.gov.uk

Date: 10 January 2022

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	Developer Contribution Arrangements
Lead Officer (Name/Position/Email)	Craig Iles, Service Lead – Planning and Building Standards – craig.iles@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 from the Leadership Panel for the governance and reporting arrangements relating to Developer Contributions required from developers as part of their Planning Permissions. Members’ decision on this has no specific equality implications</p>	
<p>Signed : Craig Iles Service Lead</p> <p>Date: 16 December 2021</p>	

South Ayrshire Council

**Report by Assistant Director - Place
to Leadership Panel
of 18 January 2022**

Subject: Improving Biodiversity in South Ayrshire

1. Purpose

1.1 The purpose of this report is to appraise the Leadership Panel of the outcome of the pilot wildflower meadows created in 2021, and to seek Panel approval for a phase 2 expansion of the project throughout South Ayrshire.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 approves the continuation of the wildflower meadows sown as part of the 2021 pilot, as detailed in Appendix 1; and

2.1.2 approves the development of the wildflower meadows identified in Appendix 2 for summer of 2022.

3. Background

3.1 On 09 February 2021 Leadership Panel approved a paper titled [Improving Biodiversity in South Ayrshire](#).

3.2 As part of the above paper, panel approved the creation of a number of pilot meadows in Ayr and Prestwick with a report to review the initiative be brought to panel in November 2021.

3.3 The meadows identified for the approved locations were one of three types:

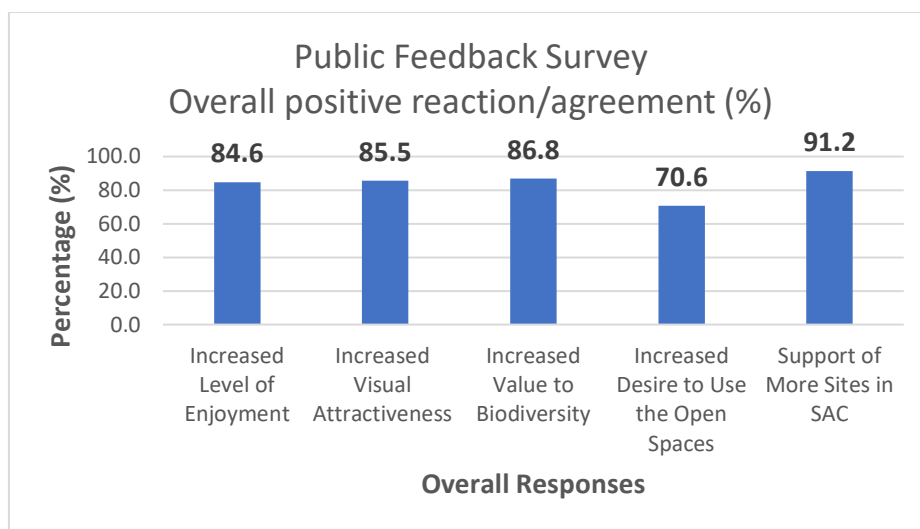
- Annual Meadow;
- Perennial Meadow; and
- Altered Grass Maintenance Meadow.

3.4 The Park Rangers undertook pollinator surveys of all the identified sites, Appendix 3. Their over-arching findings were that the annual and perennial meadows had a greater number of pollinators than the altered grass maintenance areas, however, even the altered grass-maintained sites had more pollinators than the short cut grass.

3.5 The annual meadows were by far the most colourful of the 3 different meadow types. The perennial mix was less colourful, as expected, as not all the varieties of

seed within this mix, flowered this year. As explained in the panel paper of 9th February 2021, it can take 3-5 years for a perennial meadow to become fully established. However, the perennial meadow sites now only need to be maintained and do not need any additional seed.

- 3.6 Due to the extremely dry summer and the sandy nature of soil within Prestwick Oval, this site did not flourish, though it still managed to produce a number of wildflower species such as yarrow, knapweed, and ox-eye daisy. Photographs of some of the pilot sites are shown in Appendix 4
- 3.7 The initial intention was the Park Rangers would be able to use these sites as an educational resource but unfortunately due to Covid restrictions this was unable to take place.
- 3.8 The service undertook a survey/consultation in November 2021 to gauge the success of the initiative from a public perspective and to determine if there was an appetite to expand the initiative. A summary of the outcomes of each question is included in Appendix 3 from pages 7 to 9.
- 3.9 The survey received 228 responses and was extremely positive with 91.2% of participants in support of more sites throughout South Ayrshire as shown below.



- 3.10 A full copy of the responses can be found at Appendix 5. Throughout the period of the pilot Neighbourhood Services did not receive any complaints relating to any of the nine sites, however the survey has highlighted a small number of concerns, e.g. dog fouling, litter, long areas look messy. It should be noted that we received numerous compliments throughout the pilot period mainly related to the colourful annual meadow sites. This was also reflected in the survey results.

4. Proposals

- 4.1 It is proposed that Grounds Maintenance further develops phase 2 of implementing meadows to a further 25 sites throughout South Ayrshire giving a total 34 sites.
- 4.2 The 25 sites will create 1.455 Ha of wildflower meadows. All the sites have been chosen in relation to their accessibility to be cut by tractor drawn machinery, their ground condition being suitable for planting, the visual impact that the location provides to communities and to provide sites within all Wards within South Ayrshire.

4.3 It is also proposed that a mixture of annual and perennial seeds is sown within each of the new 25 sites so giving the initial colour that the public enjoys, whilst having the perennial plants developing for subsequent seasons. This will remove the need for further over sowing on some sites in future years. Sites detailed in Appendix 2.

4.4 The service will also create a communications plan prior to spring to raise awareness of the initiative, the timescales involved, what to expect, and what we are trying to achieve.

5. Legal and Procurement Implications

5.1 There are no legal implications, however there may be potential issues relating to the procurement of wildflower seed to be able to sow in March 2022 for flowering in the summer of 2022 due to the current supply chain.

6. Financial Implications

6.1 The financial implications for the continuation and expansion of the project are set out below:

Item	Unit Cost	Unit	Total Cost	Financial Year	
				2021/22	2022/23
Tractor Unit	£37,000	1	£37,000	£37,000	
Machine Seed Planting Ph 2	£2.50	14,550	£36,375	£36,375	
Annual Seeding 2023-2026	£1.03	14,550	£14,986.50		£14,986.50
Overtime	£1,000	1	£1,000		£1,000
				£73,735	£15,986.50

6.2 The costs of £73,735 for financial year 2021/22 can be met from the Scottish Government Biodiversity Funding of £105,000 to be spent directly on biodiversity. The annual seeding element will require a recurring spend thereafter of £14,986.50 per annum for 3 to 5 years until the perennial meadows have become established. As all sites will require to be cut at a specific time of year the service will need to work overtime to maximise resource at all the identified sites over a 3-6 week period. This will require an additional £1,000 overtime allocation in financial year 2022/23 and will be a recurring spend in future years.

6.3 There is currently no funding available for the expansion of wildflower sites for future years. The service will explore grant funding opportunities for the continuation and expansion of the scheme to £15,986 per annum based on planting 1.455 Ha of greenspace. If grant funding is not available in 2022/23, the budget of £15,986 will be met from within current resources with budgets for future years being considered as part of the budget setting process.

7. Human Resources Implications

7.1 There are no human resource implications related to the content of this paper at this time.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 Based on the consultation/survey at Appendix 3 there is a small risk that the Council receives negative feedback and complaints regarding perceived lack of maintenance. This however should be minimised through a communications campaign.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that in rejecting this proposal the Council will reduce the opportunity to meet our legally required Biodiversity Duty.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping Process. There are no significant 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 shown in Appendix 6.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** It was determined that an SEA will not be pursued at this time due to the current status of the actions contained.

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 6 of the Council Plan: A Better Place to Live/ Enhanced environment through social, cultural and economic activities.

13. Results of Consultation

13.1 Consultation has taken place with Councillor Ian Cochrane, Portfolio Holder for Sustainability and Environment and the contents of this report reflect any feedback provided.

13.2 Consultation has also taken place with the Elected Members from the wards in which the initial pilots took place and reflect any feedback.

13.3 Consultation on the pilot scheme was undertaken with the results available at Appendix 3.

14/

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Assistant Director - Place 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>
Prepare sites for sowing Wildflower seed	March/ April 2022	Service Lead – Neighbourhood Services

Background Papers **None**

Person to Contact **Kenneth Dalrymple, Service Lead – Neighbourhood Services**
Walker Road, Ayr, KA8 9LE
Phone 01292 612041
E-mail Kenneth.Dalrymple@south-ayrshire.gov.uk

Date: 10 January 2022

Open space adjacent to no 21 Castle Walk and 34 Greenan Road, Ayr



Area between 35 and 49 Glenalla Crescent, Ayr



Area at The Oval, Prestwick



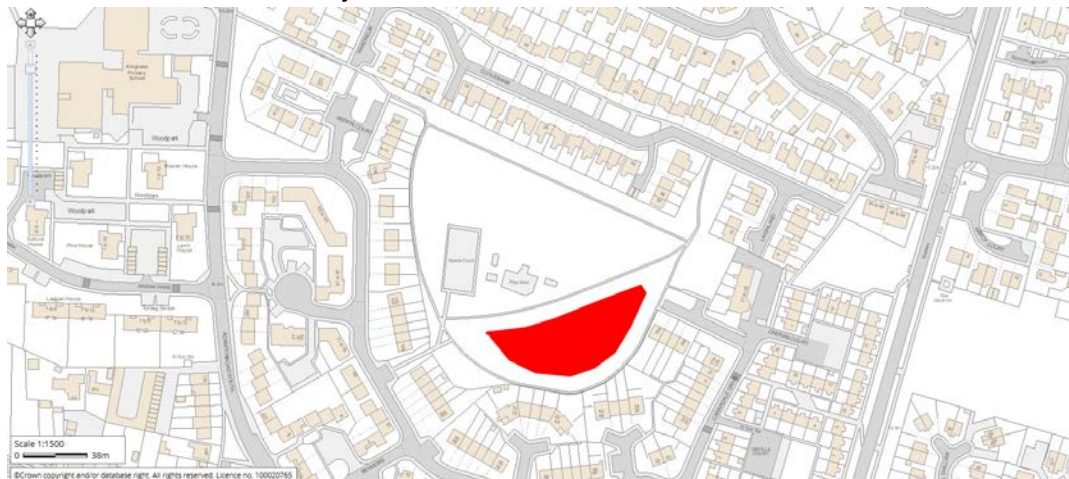
North-west of Millennium Bridge, Ayr



Hayhill, Ayr



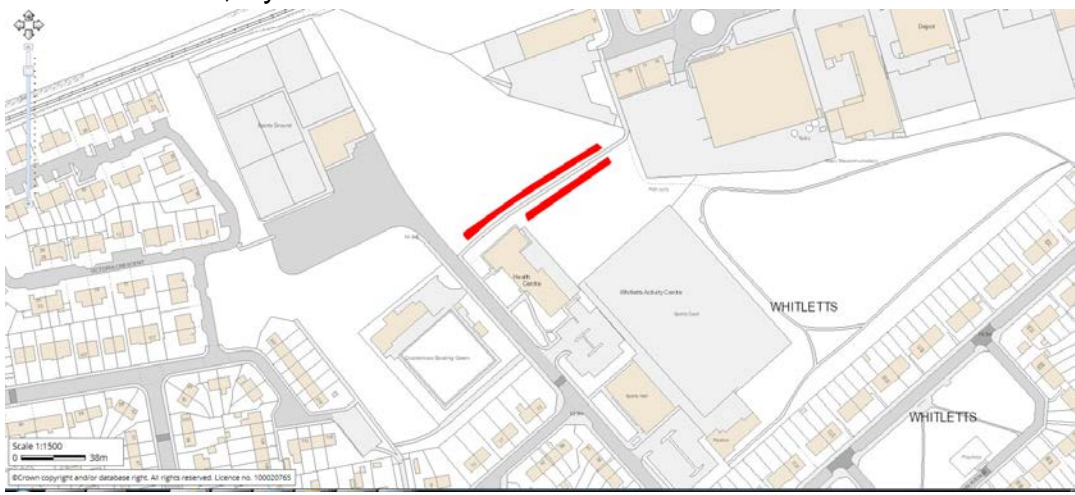
Next to Ardfin Road Play Area, Prestwick



Castlehill Estate, Ayr



Glenmuir Place, Ayr



Kingsmeadow Estate, Semple Road, Prestwick



Proposed Sites for 2022

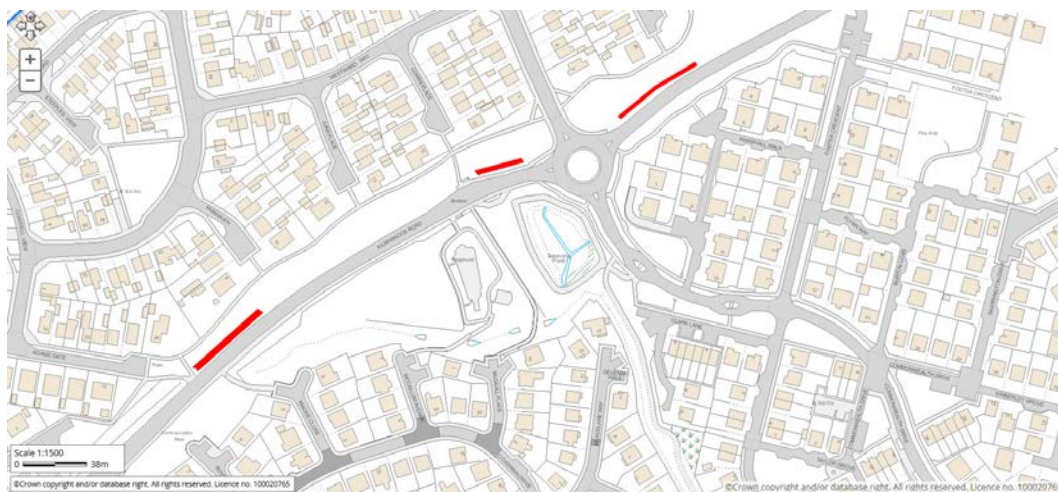
Plateau Drive Troon



Adams Gate Troon



Kilmarnock Road Troon



Drybridge Road Dundonald



Shaw Park Symington



Recreation Ground Loans



Recreation Ground Mossblown



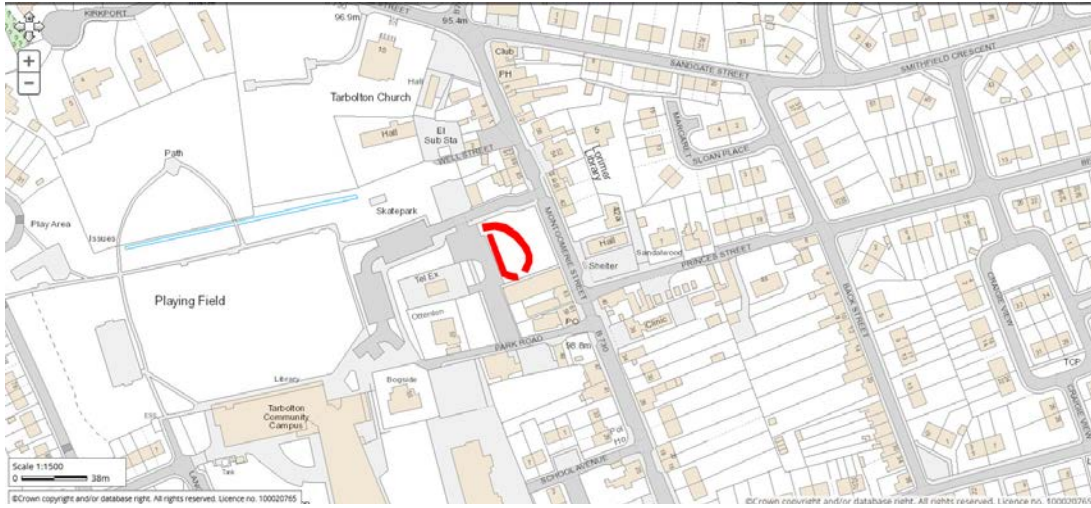
Goodwin Dr / Dunlop Ave Annbank



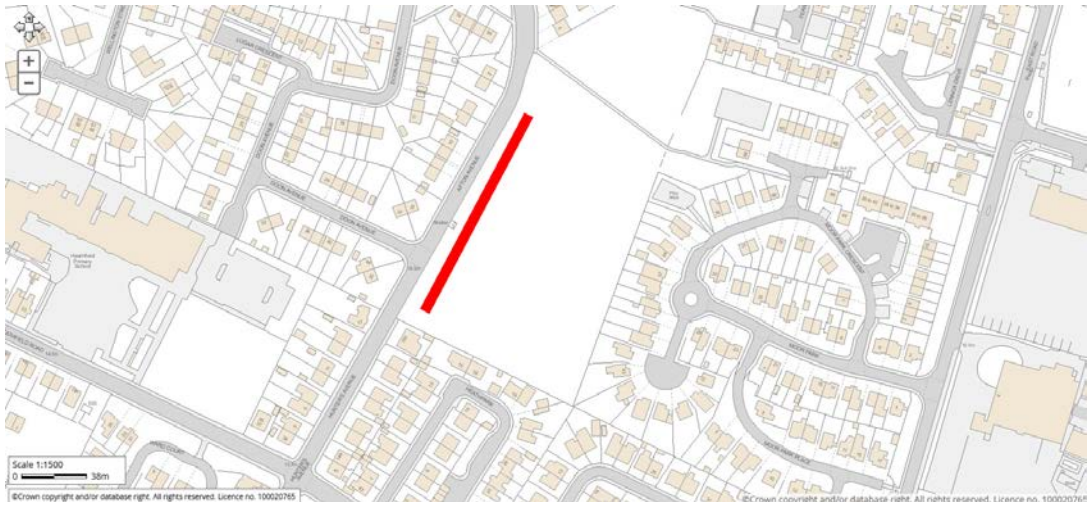
Barclaugh Dr / Ayr Rd Coylton



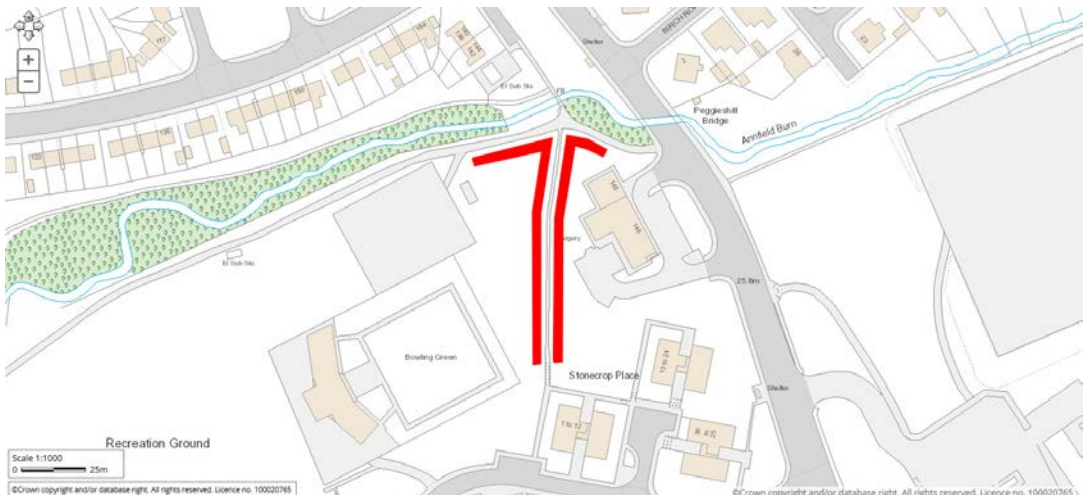
Montgomery St Tarbolton



Afton Avenue Prestwick



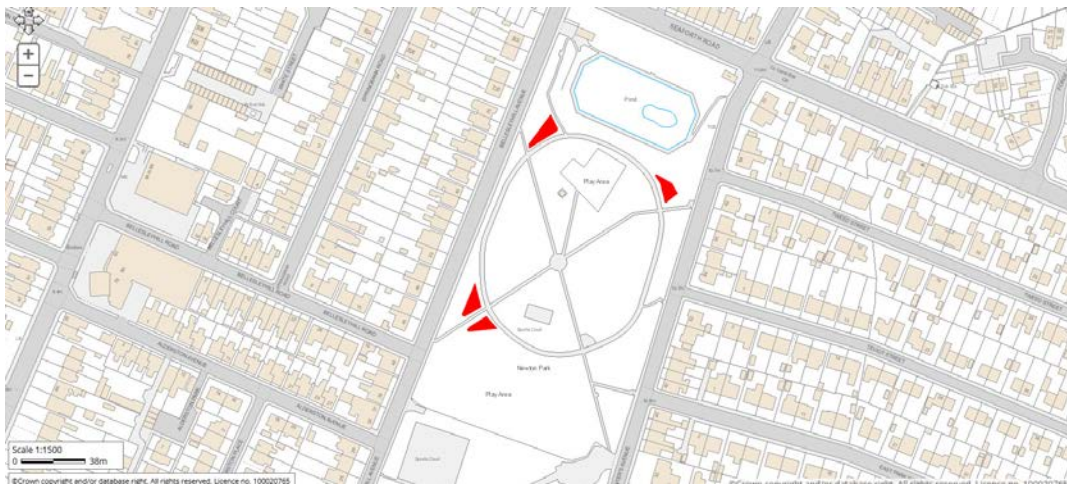
Kincaidston Ayr



Craigie Park Ayr



Newton Park Ayr



Recreation Ground / Woodland Minishant



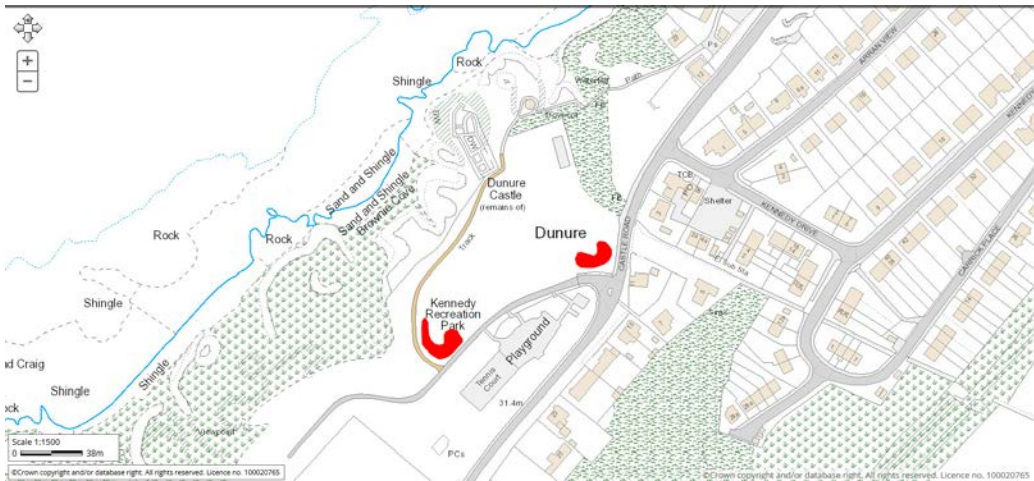
The Glebe Maybole



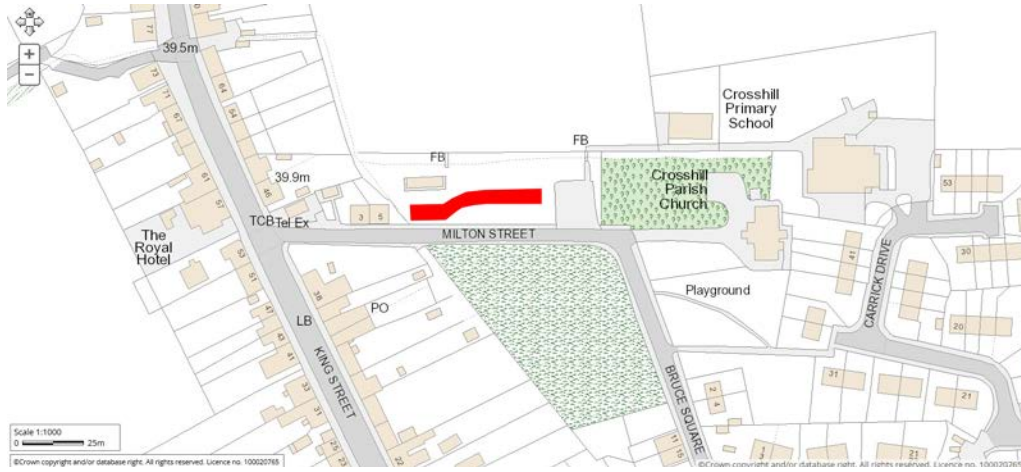
Miller Park Maybole



Kennedy Park Dunure



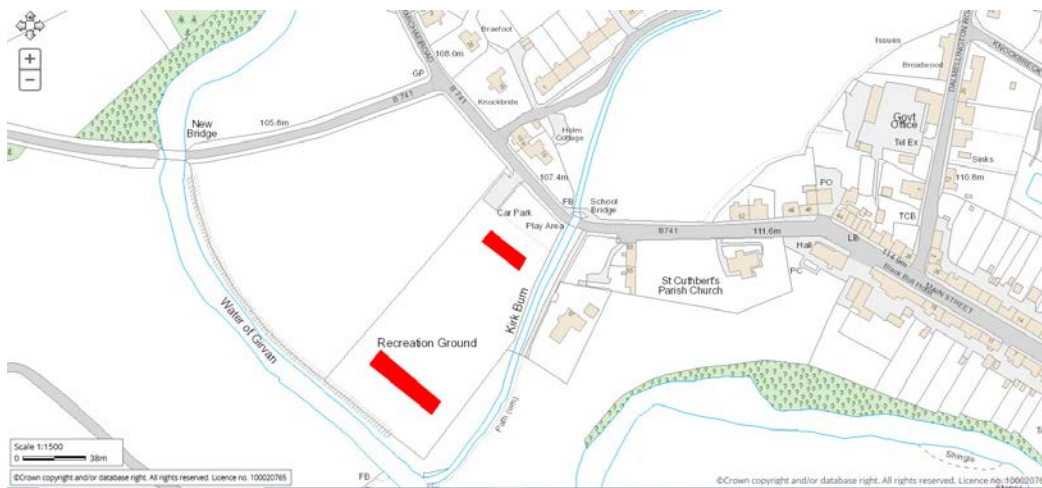
Milton Street Crosshill



Recreation Ground Kirkmichael



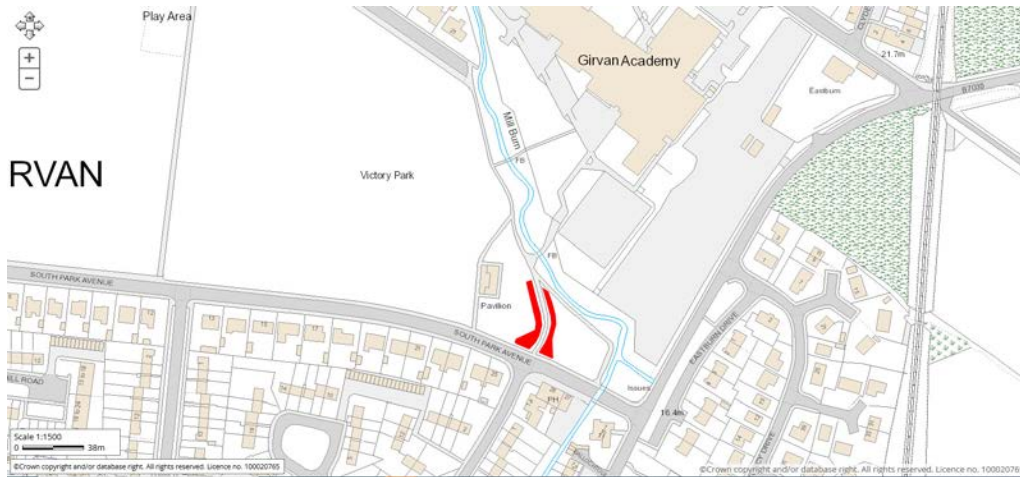
Recreation Ground Straiton



The Loaning Dailly



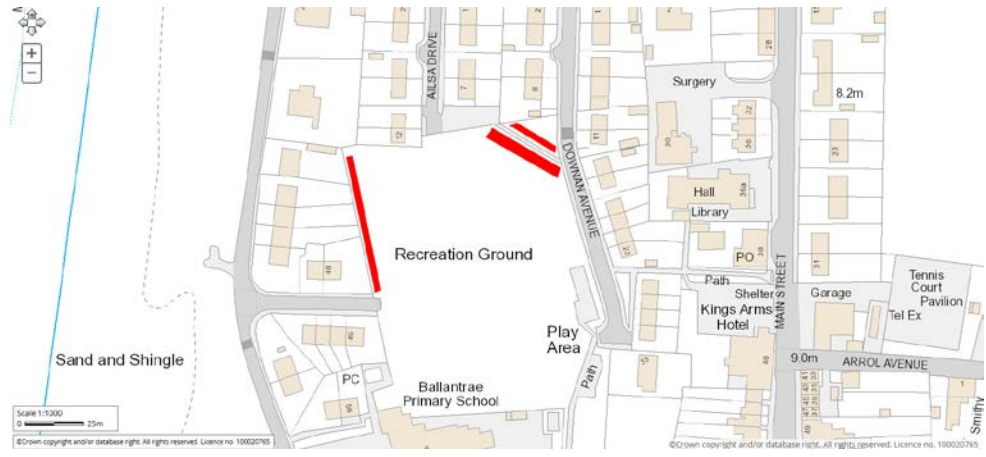
Victory Park Girvan



Ainsley Park Girvan



Recreation Ground Ballantrae



South Ayrshire Council Altered Maintenance - Wildflower Meadow Pilot Scheme

Survey Results



Contents

Introduction	1
Survey Methodology	1
Survey Results	2
Annual Flower Mix	2
Perennial Flower Mix	3
Altered maintenance with feature cuts	5
Public Feedback Survey	7
Local Ward Councillors Comments	9
Discussion	10
Biodiversity	10
Public Feedback Survey	10
Conclusions	12
Appendix A – Member of the Public Feedback Questionnaire	13
Appendix B – Online Feedback Survey Form	14
Appendix C – Tabular Public Feedback Responses	15

Introduction

In 2021 nine trial grassland areas within Ayr and Prestwick were selected by South Ayrshire Council Neighbourhood Services to develop as either a perennial meadow, an annual meadow or altered maintenance with a feature cut. The purpose of this scheme is to improve local biodiversity (particularly pollinators) and to create a more visually appealing and diverse range of open spaces for members of the public to enjoy.

All nine of these trial sites were monitored for their ecological value via biodiversity surveys during August 2021 and for its visitor impact via a public feedback survey in November 2021.

The information gathered will help in the consideration and decision making process of the benefit and public support for this pilot to be expanded within South Ayrshire.



Figure 1: Annual Wildflower Meadow

Survey Methodology

All sites were sampled for floral data via 10 randomly selected 1m×1m quadrats. Pollinator and other invertebrate species were recorded by timed count at site. This survey period ran from the 30th June 2021 until the 20th August 2021.

A basic feedback questionnaire (see Appendix A) was developed to gauge overall thoughts and opinions regarding the nine piloted sites; covering points on visual appeal, overall enjoyment and perceptions on benefit to wildlife. Door stepping and an online form (see Appendix B), publicised via social media, were selected as the tools to which the feedback would be obtained.

The public feedback survey ran from the 15th November 2021 to the 28th November 2021.

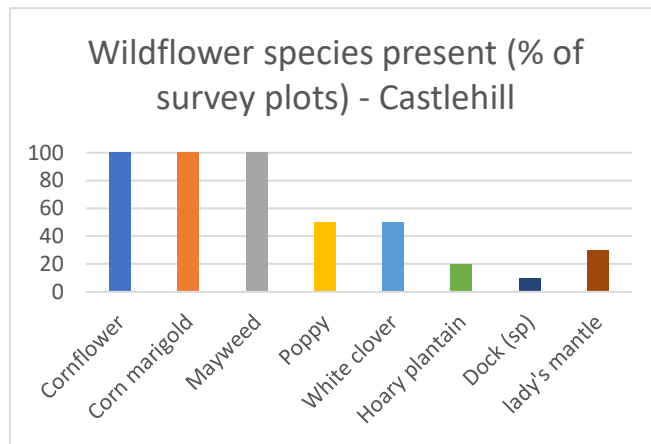
Site Survey Results

During the summer 2021 all nine pilot sites were surveyed to establish presence of wildflowers and invertebrates at each site.

Annual Flower Mix

The annual wildflower seed mix consisted of four species: poppy, cornflower, corn marigold and mayweed. All species were found at all the pilot sites, along with a variety of self-seeded wildflowers.

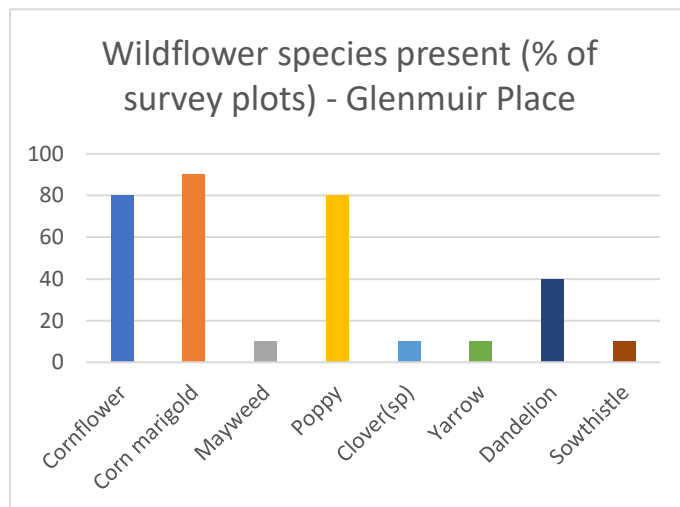
Castlehill



Castlehill was surveyed on the 2nd August 2021. All 4 wildflower species sown in the annual mix were present, 3 of these were recorded in all the survey plots. Poppies were only located in 50% of the plots however it is probable that their presence is under represented in surveys due to earlier flowering time.

Invertebrates recorded at site included hoverflies, true flies, wasps and bumblebees (not recorded to species level).

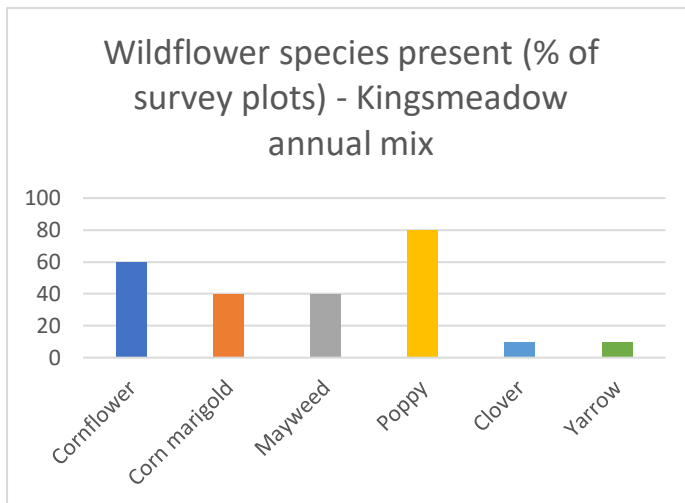
Glenmuir Place



Glenmuir Place was surveyed on the 20th August 2021. All 4 wildflower species sown in the annual mix were present, not all species were recorded in all the survey plots, possibly due to survey taking place later in the summer after flowering.

Invertebrate recorded at site included: wasps, hoverflies, true flies, solitary bees, buff/white tailed bumblebees, honeybees and ladybirds.

Kingsmeadow (annual mix site)



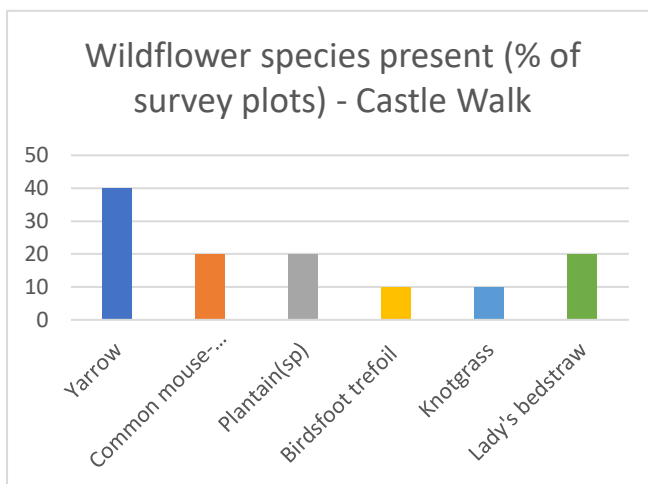
Kingsmeadow was surveyed on 20th August 2021. All 4 wildflower species sown in the annual mix were present, not all species were recorded in all the survey plots, possibly due to survey taking place later in the summer after flowering.

Invertebrate recorded at site included: wasps, hoverflies, true flies, common carder bumblebee, red-tailed bumblebee, buff/white tailed bumblebees, green-veined white butterfly and ladybirds.

Perennial Flower Mix

Perennial mixes include annual and bi-annual wildflowers, many of the species sown will only start to flower in their second year. Perennial flowers are an essential and reliable source of food for pollinators and other invertebrates and provide longer season of flowers once well-established.

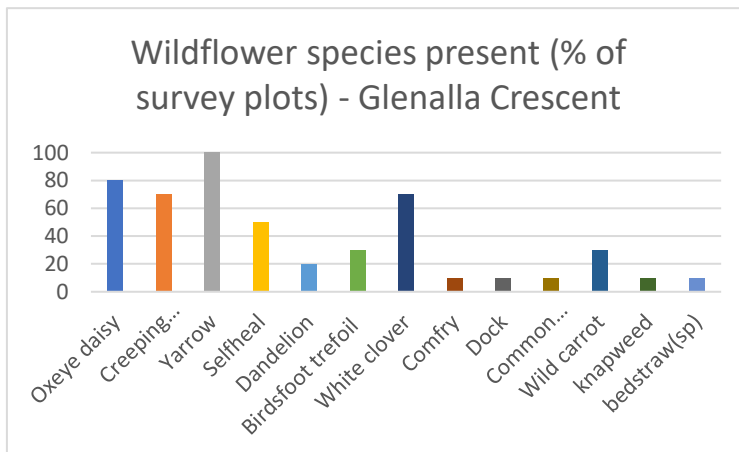
Castle Walk/ Greenan Road



Castle walk was surveyed on 30th June 2021, low diversity of wildflowers recorded with yarrow dominant species present.

Invertebrates recorded at site included bumblebees (species not recorded) and true flies.

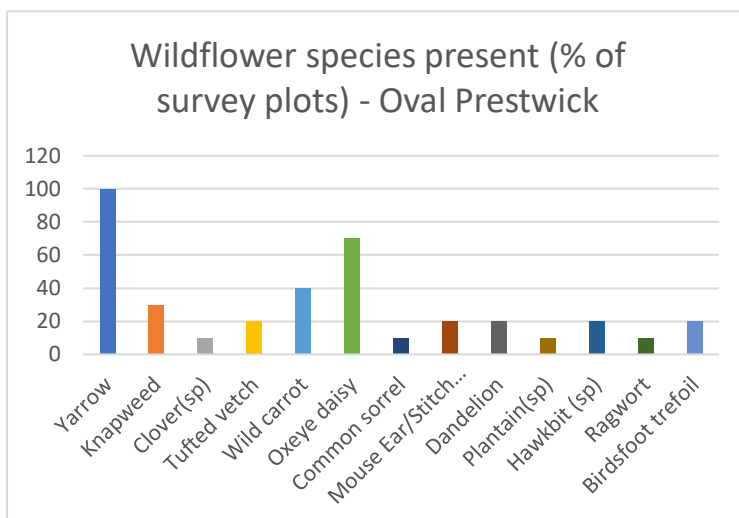
Glenalla Crescent



Glenalla Crescent was surveyed on the 2nd August 2021. Variety of wildflowers recorded from sown seeds and self-sown, yarrow was the dominant species present at 100% of surveyed plots, followed by ox-eye daisy and selfheal.

Invertebrates recorded at site include bumblebees (species not recorded), hoverflies, true flies and wasps.

Oval



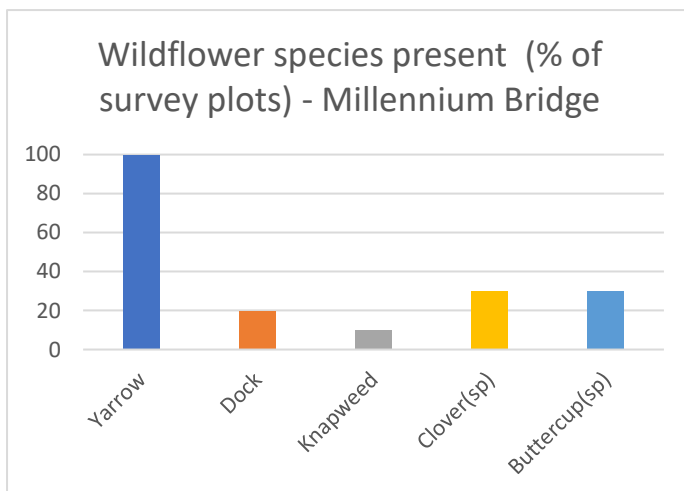
Oval Prestwick was surveyed on the 17th August 2021. Diverse range of wild flowers present although some plots had bare ground present. Yarrow was the most dominant wildflower, followed by ox-eye daisy and wild carrot.

Invertebrates recorded at the site include: common carder bumblebee, red-tailed bumblebee, honeybee, true flies, wasp, solitary bees and hoverflies.

Altered maintenance with feature cuts

No wildflower seed mixes were sown at the altered maintenance sites. Wildflowers present are self-sown from either surrounding area or seedbank in soil, if a cut/remove regime is followed the fertility of these sites will decrease lessening dominance of grasses and allowing for more diversity of wildflower species.

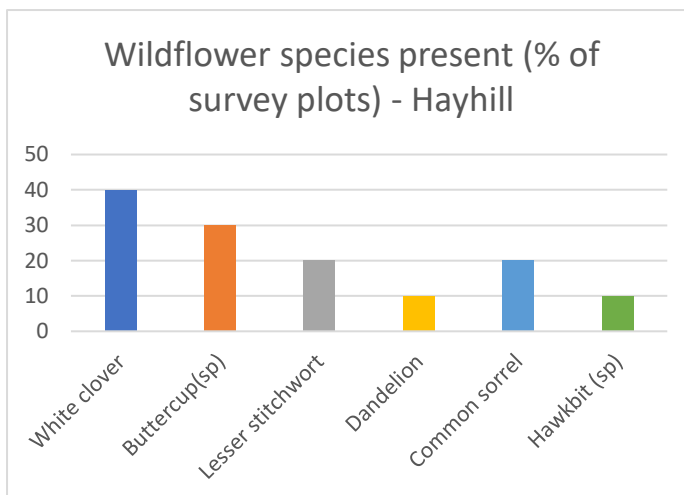
Millennium Bridge



Millennium Bridge site was surveyed on the 13th August 2021. Although unsown with wildflower seed mix yarrow was present in all survey plots.

Invertebrates recorded at site include: white-tailed bumblebees and bumblebees (species unrecorded).

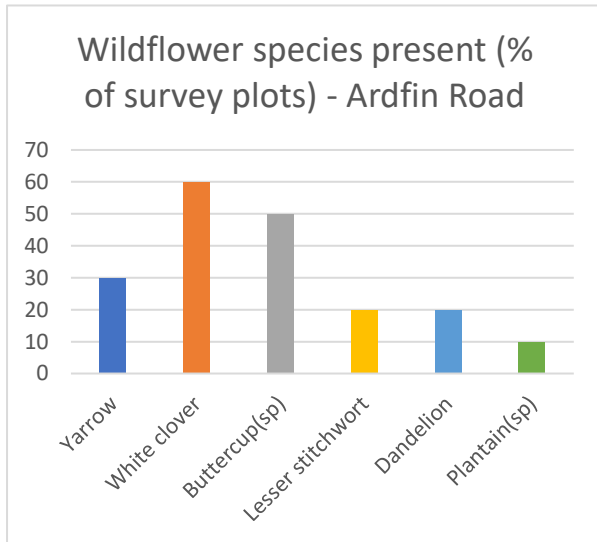
Hayhill



Hayhill site was survey on 20th August 2021. Dominant wildflower species found at site was white clover.

Invertebrates recorded at site include hoverflies, true flies, wasps, common carder bumblebees, solitary bees and ladybirds.

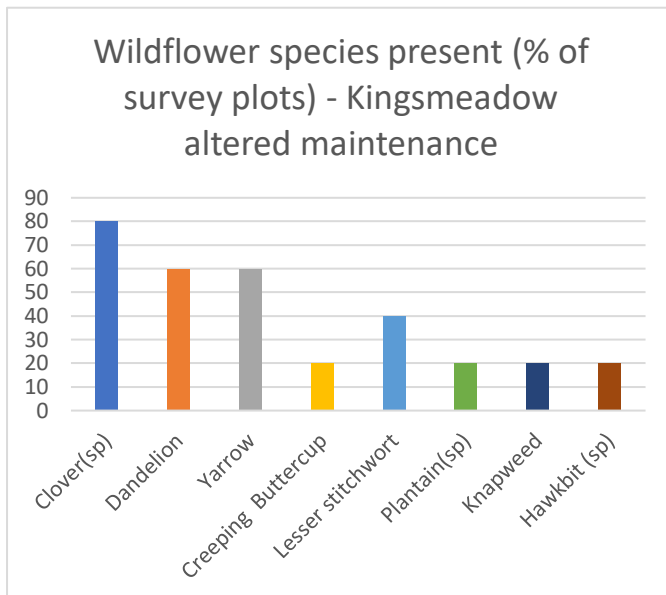
Ardfin Road



Ardfin Road was surveyed on the 17th August 2021, white clover dominant wildflower species present.

Invertebrates recorded at site included: common carder bumblebee, early bumblebee, tree bumblebee, red-tailed bumblebee, buff/white-tailed bumblebee, honeybee, true flies and ladybirds.

Kingsmeadow

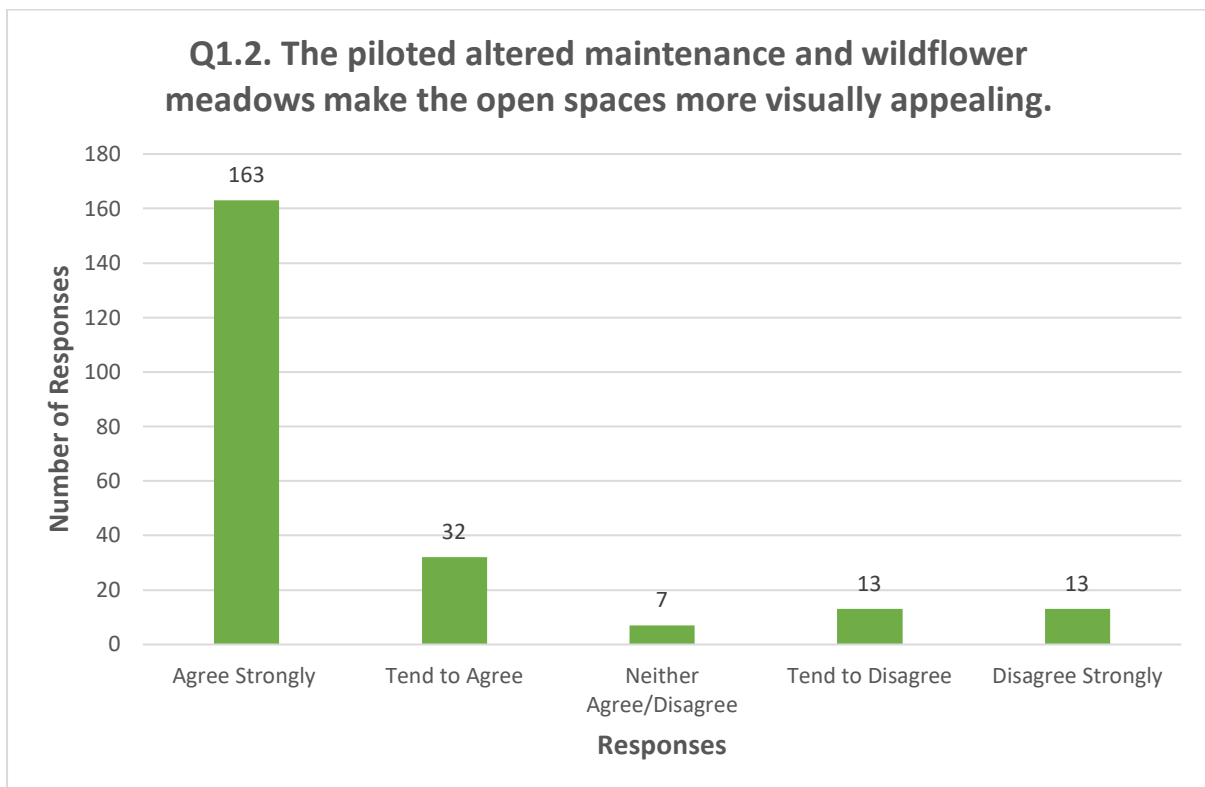
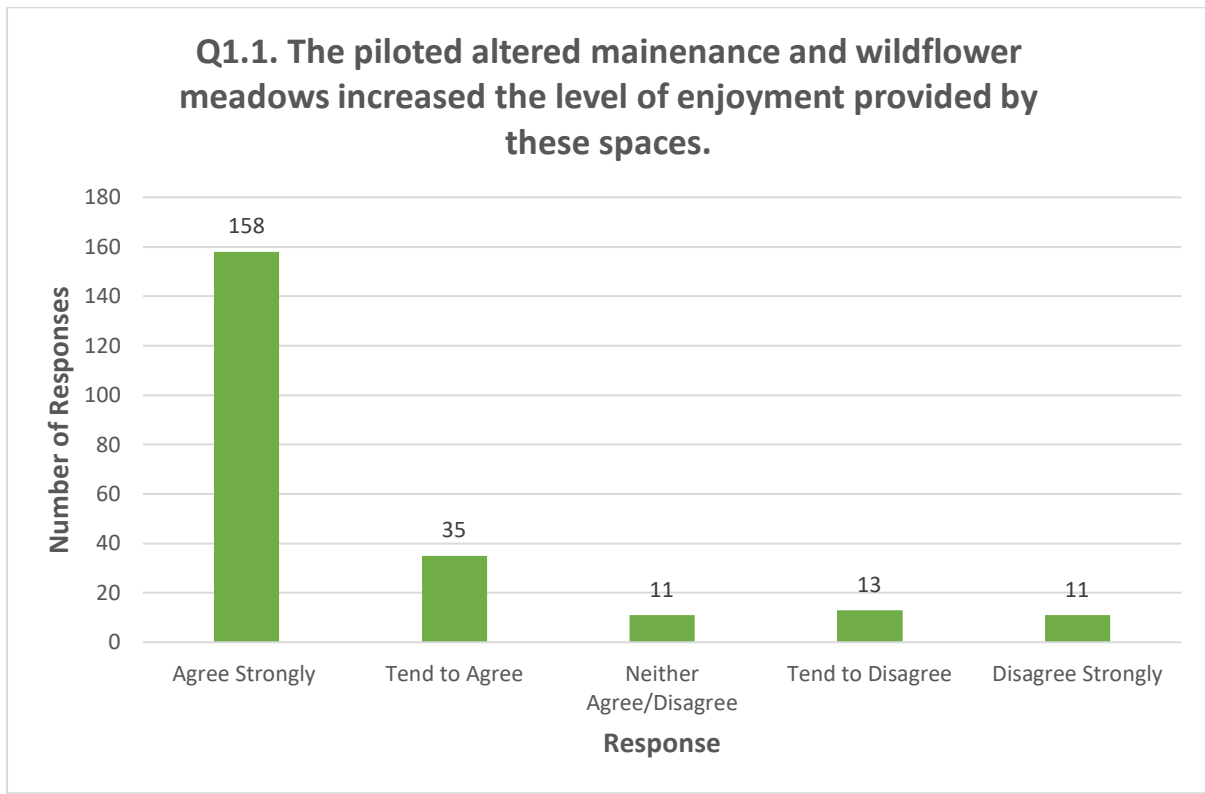


Kingsmeadow was surveyed on the 20th August 2021. Clover and yarrow present on most survey plots.

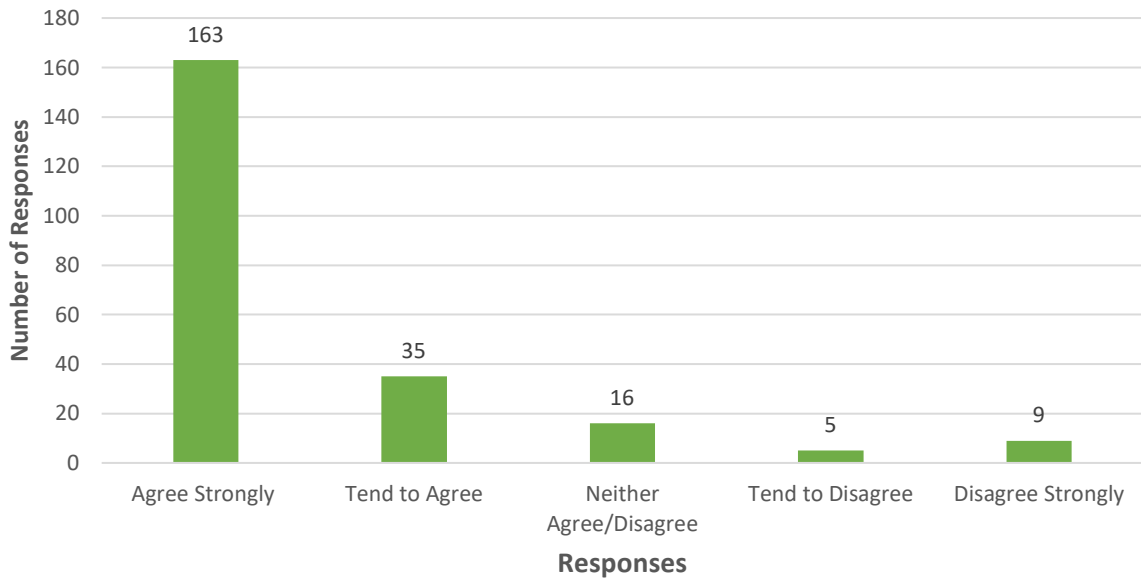
Invertebrates recorded at site include: hoverfly, true flies, wasps, green-veined white butterfly, buff/white-tailed bumblebees, common carder bumblebees, red-tailed bumblebees and ladybirds.

Public Feedback Survey

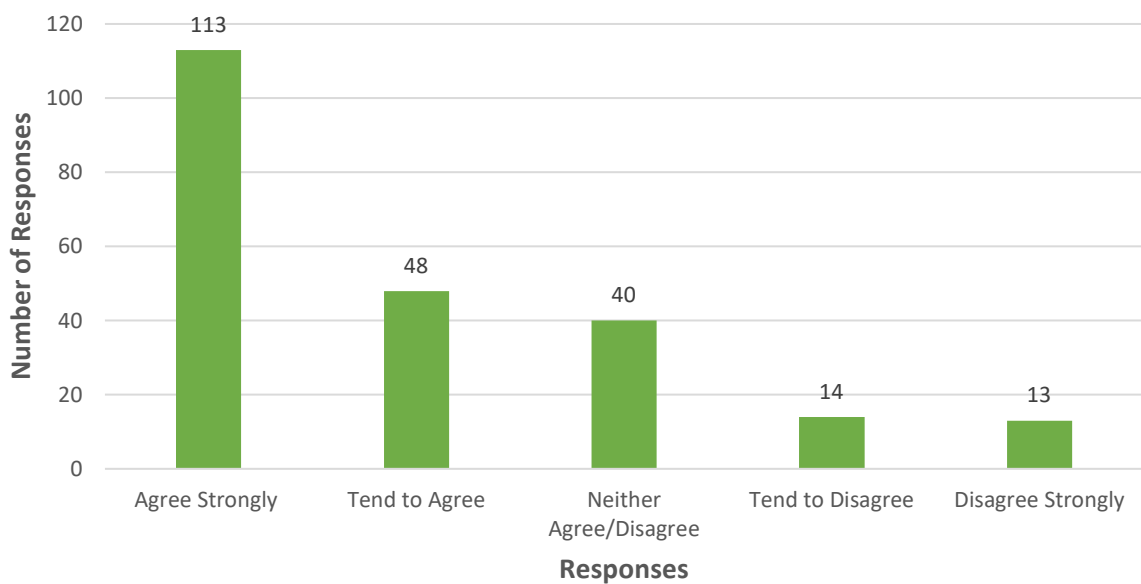
A total of 228 responses were received from members of the public. The responses to individual survey questions can be seen below.

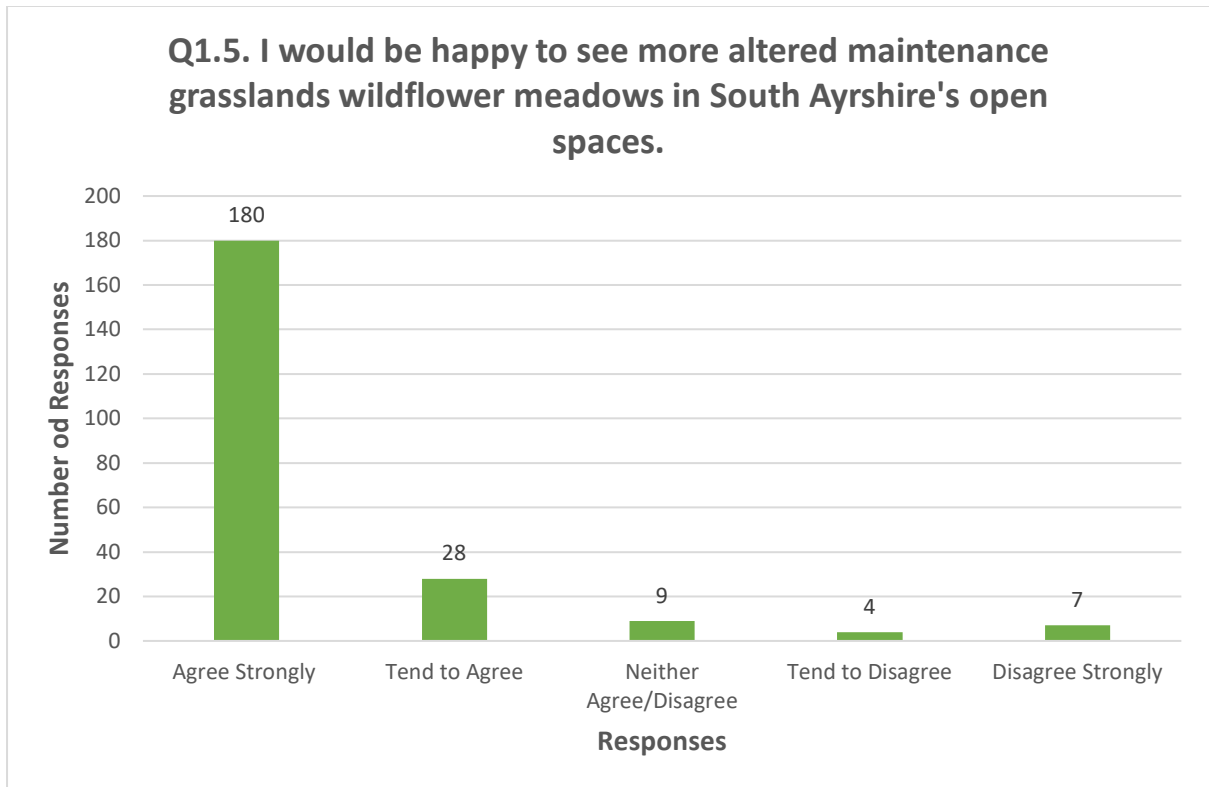


Q1.3. The piloted altered maintenance and wildflower meadows appear to be good for biodiversity i.e. for butterflies, bees and other insects.



Q1.4. Has the introduction of altered maintenance grasslands and wildflower meadows increased your desire to use the open space?





See Appendix C for tabular data.

Local Ward Councillors Comments

Councillor Brian McGinley (Ayr East Ward):

“I am supportive of this initiative both in my local ward and across south Ayrshire. Future Sites must be chosen carefully though”.

Councillor Ian Cochrane (Prestwick Ward):

“All comments received from constituents were supportive and who express their approval and an aspiration to see the pilot extended. And I share their enthusiasm for this initiative.”

Great success, well done.

Discussion

Biodiversity

The annual seed-mix has come up well and all flowers were well represented. This was a mix that provided a welcome splash of colour for residents and people using greenspace.

The perennial mix had mixed results in the first year although this was to be expected as some perennials can take two years to flower and the true colour of these mixes can be enjoyed in subsequent years. Perennial mixes play an essential role in providing reliable food source to pollinators once well-established. Weather conditions earlier in the year affected the establishment of the perennial meadows, the spring sowing in late March/early April was followed by a prolonged dry spell in April resulting in droughty conditions for seedlings, followed by frosts in May that killed many tender young plants. Soil type is another factor that impacts the development of the seedlings, sandy soils (i.e. the oval) warm quickly allowing for early germination but as they are free draining are at risk of drought during periods of low rainfall.

Self-seeded wildflowers were present in both annual and perennial mixes.

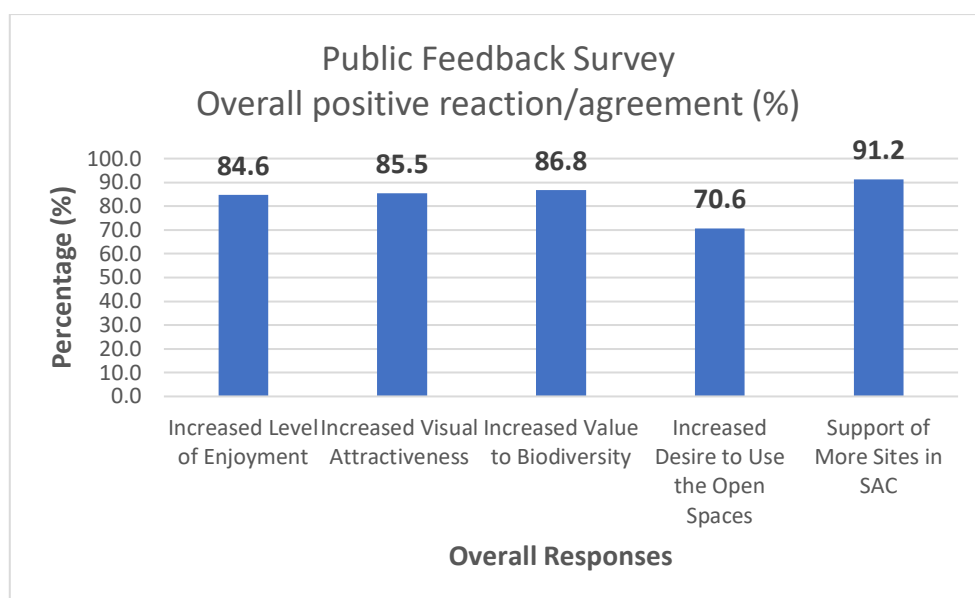
Altered maintenance sites consisted mainly of long grass, as was to be expected in the first year. As time progresses and nutrients diminish wildflower diversity and numbers should increase.

Insects were recorded at all sites, but fewer (abundance and diversity) on the altered maintenance sites.

Public Feedback Survey

Both the figures and comments received through the public feedback surveys suggest that the 2021 SAC Meadow/Altered Maintenance Pilot Scheme was generally well received by members of the public. The percentage of positive reactions is encouraging and show a strong support for wildflower and altered maintenance areas.

The vast majority of surveyed people think that the pilot scheme has increased levels of enjoyment, visual attractiveness of the area, value to biodiversity, desire to use open spaces. There is a strong will to see the project expand in future years.



The qualitative results (comments) show praise and support for the project with it being qualified as “forward thinking”, “positive impact”, “make a difference”, “popular”.

Here are a couple example of comments from the surveys:

*“I think this initiative demonstrates forward thinking by those responsible for its implementation. Apart from the obvious improved looks which I would argue will please the majority of people, the planting of these spaces will significantly and positively impact the wildlife and prevent further erosion of the pollinators.
This initiative needs to become “business as usual” within Council plans and not a one off project.”*

*“I am a resident of Kings Meadow, Prestwick and wish to congratulate the Council re this initiative. The difference that the piloted areas made, in particular the visual impact was widely appreciated. The benefits to biodiversity must be significant, I understand that there will be a technical evaluation in due course, or has this happened? While this is a personal opinion I saw little if any examples of vandalism and the creation of pathways through the areas of long grass was very popular with the children especially.
Please continue with the experiment---Hwyl am Nawr, Meic Evans Vice Chair Prestwick South Community Council”*

A few recurring observations can also be drawn from responses to the people feedback survey for future years:

- Increased awareness of the scheme is needed for all sites involved. This could be achieved through posting leaflets to nearby houses and/or providing information on a noticeboard close to the sites. This was a particularly prevalent comment for the Glenalla site.
- A number of the residents suggested that the perennial meadows were not as colourful/attractive as the other pilot sites and would benefit from a scattering of annuals within the perennial mix; this was a common comment made by residents at the Oval.
- The altered maintenance with a feature cut was well received by local dog walkers but other users/residents had dog fouling/litter concerns as children tended to run through the resultant long grass. However during the summer season no complaints were logged on the Councils Complaints System.

A few select constructive comments can be seen below:

“Some are wonderful and maintained others just look like someone couldn’t be bothered cutting the grass. If they are maintained nicely then yes I think they are a good idea. “

“Whilst walking at Doonfoot noticed that some of the grass area had been left. Thought it looks untidy until a friend informed me of the reason. Relevant signage would be helpful.”

“Great initiative. We need more of these areas to help pollinators. A good addition might be areas that also cater for caterpillars as these have often different requirements from their adult forms. This will also benefit birds and other wildlife. “

“A fantastic project, more perennial wildflower meadows and reduced cutting of areas across the whole of South Ayrshire to help pollinators and provide more local interest. Why bother with annual meadows i.e the annual sowing of seeds? it negates the point of a wildflower meadow as you're using more CO2 to make them each year rather than just one cut and collect plus the extra cost of buying new seed. A good mix of annual/perennial seeds will look great the first year then continue with just one end of season cut/collect. Informing the locals and education of what a wildflower meadow is will help win people over.”

Conclusions

Figures show that survey participants are firmly supportive of the creation of wildflower meadows and/or altered maintenance areas in South Ayrshire. Contributors have also highlighted issues that, if addressed, could improve the perception and effectiveness of the scheme. The project has proved successful in that most residents were seeing the benefit these sites have to wildlife. The vast majority also considers that these sites improve the visual aesthetic of the local area, particularly sites closest to the annual meadows. Many would quite happily see an expansion of this scheme across South Ayrshire.

When expanding this programme, a number of elements should be considered:

- Increase awareness of the project with local residents, bearing in mind that many do not follow SAC social media or website. Placing temporary interpretation at sites would improve public knowledge of the project.
- Consider adding an annual mix to the perennial mix to add a splash of colours whilst the perennial flowers establish. While annual mixes are visually appealing they offer less biodiversity value than perennial wildflowers. Perennials once established offer longer flowering periods supporting a wide range of pollinator and other invertebrate species which are necessary for healthy ecosystems and life on earth.
- Some people raised concerns that the long grass of altered maintenance sites may have litter and dog fouling issues, though no complaints were logged. In future years, this could be monitored by the Ranger team during biodiversity surveys and work could be undertaken with environmental health to resolve any issues.
- The surveying of sites should be used as an opportunity to engage with local groups and schools. The various surveying methods trialled by the Ranger Service this year will help produce clear and simple survey methodology in future years that can be undertaken by people with varying levels of identification skills. A programme of bat and bird surveys/walks could also be incorporated to help engage people with nature on their doorstep.

Appendix A – Member of the Public Feedback Questionnaire



South Ayrshire Council Meadow/Altered Maintenance Pilot Scheme

Autumn/Winter 2021 Questionnaire

In 2021 nine grassland areas within Ayr and Prestwick were selected by South Ayrshire Council Grounds Maintenance Team to develop as either a perennial meadow, an annual meadow or to have an altered maintenance with a feature cut. The purpose of this scheme is to improve local biodiversity and to create a more visually appealing and diverse range of habitats.

For each of the following statements please tick the box that is most relevant to you.

1.1. The piloted altered maintenance and wildflower meadows increased the level of enjoyment provided by these spaces.

Agree Strongly
<input type="checkbox"/>

Tend to Agree
<input type="checkbox"/>

Neither Agree/Disagree
<input type="checkbox"/>

Tend to Disagree
<input type="checkbox"/>

Disagree Strongly
<input type="checkbox"/>

1.2. The piloted altered maintenance and wildflower meadows make the open spaces more visually appealing.

Agree Strongly
<input type="checkbox"/>

Tend to Agree
<input type="checkbox"/>

Neither Agree/Disagree
<input type="checkbox"/>

Tend to Disagree
<input type="checkbox"/>

Disagree Strongly
<input type="checkbox"/>

1.3. The piloted altered maintenance and wildflower meadows appear to be good for biodiversity i.e. for butterflies, bees and other insects.

Agree Strongly
<input type="checkbox"/>

Tend to Agree
<input type="checkbox"/>

Neither Agree/Disagree
<input type="checkbox"/>

Tend to Disagree
<input type="checkbox"/>

Disagree Strongly
<input type="checkbox"/>

1.4. Has the introduction of altered maintenance grasslands and wildflower meadows increased your desire to use the open spaces?

Agree Strongly
<input type="checkbox"/>

Tend to Agree
<input type="checkbox"/>

Neither Agree/Disagree
<input type="checkbox"/>

Tend to Disagree
<input type="checkbox"/>

Disagree Strongly
<input type="checkbox"/>

1.5. I would be happy to see more altered maintenance grasslands wildflower meadows in South Ayrshire's open spaces.

Agree Strongly
<input type="checkbox"/>

Tend to Agree
<input type="checkbox"/>

Neither Agree/Disagree
<input type="checkbox"/>

Tend to Disagree
<input type="checkbox"/>

Disagree Strongly
<input type="checkbox"/>

1.6. Please give your overall impression of the piloted areas.

Should you wish to complete the survey online please use the following link:

<https://forms.office.com/r/zDL4Rs8QF0>

Appendix B – Online Feedback Survey Form

* Required

 Enable Immersive Reader

1. For each of the following statements please tick the box that is most relevant to you. *

	Agree Strongly	Tend to Agree	Neither Agree/Disagree	Tend to Disagree	Strongly Disagree
The piloted altered maintenance and wildflower meadows increased the level of enjoyment provided by these spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The piloted altered maintenance and wildflower meadows make the open spaces more visually appealing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The piloted altered maintenance and wildflower meadows appear to be good for biodiversity i.e. for butterflies, bees and other insects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has the introduction of altered maintenance grasslands and wildflower meadows increased your desire to use the open spaces?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be happy to see more altered maintenance grasslands wildflower meadows in South Ayrshire's open spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please give your overall impression of the piloted areas.

Submit

Appendix C – Tabular Public Feedback Responses

Q 1.1.	
Response	Number of Responses
Agree Strongly	158
Tend to Agree	35
Neither Agree/Disagree	11
Tend to Disagree	13
Disagree Strongly	11
Total	228
Q 1.2.	
Response	Number of Responses
Agree Strongly	163
Tend to Agree	32
Neither Agree/Disagree	7
Tend to Disagree	13
Disagree Strongly	13
Total	228
Q 1.3.	
Response	Number of Responses
Agree Strongly	163
Tend to Agree	35
Neither Agree/Disagree	16
Tend to Disagree	5
Disagree Strongly	9
Total	228
Q 1.4.	
Response	Number of Responses
Agree Strongly	113
Tend to Agree	48
Neither Agree/Disagree	40
Tend to Disagree	14
Disagree Strongly	13
Total	228
Q 1.5.	
Response	Number of Responses
Agree Strongly	180
Tend to Agree	28
Neither Agree/Disagree	9
Tend to Disagree	4
Disagree Strongly	7
Total	228

April 2021

Castle Walk, Ayr



Hayhill, Ayr



Kings Meadow, Prestwick



June 2021

Glenmuir Place, Ayr



Millennium Bridge, Ayr



Glenalla Crescent, Ayr



Castle Walk, Ayr



The Oval, Prestwick



Kings Meadow, Prestwick



Kings Meadow, Prestwick



Ardfin Avenue, Prestwick



July 2021

Castle Walk, Ayr



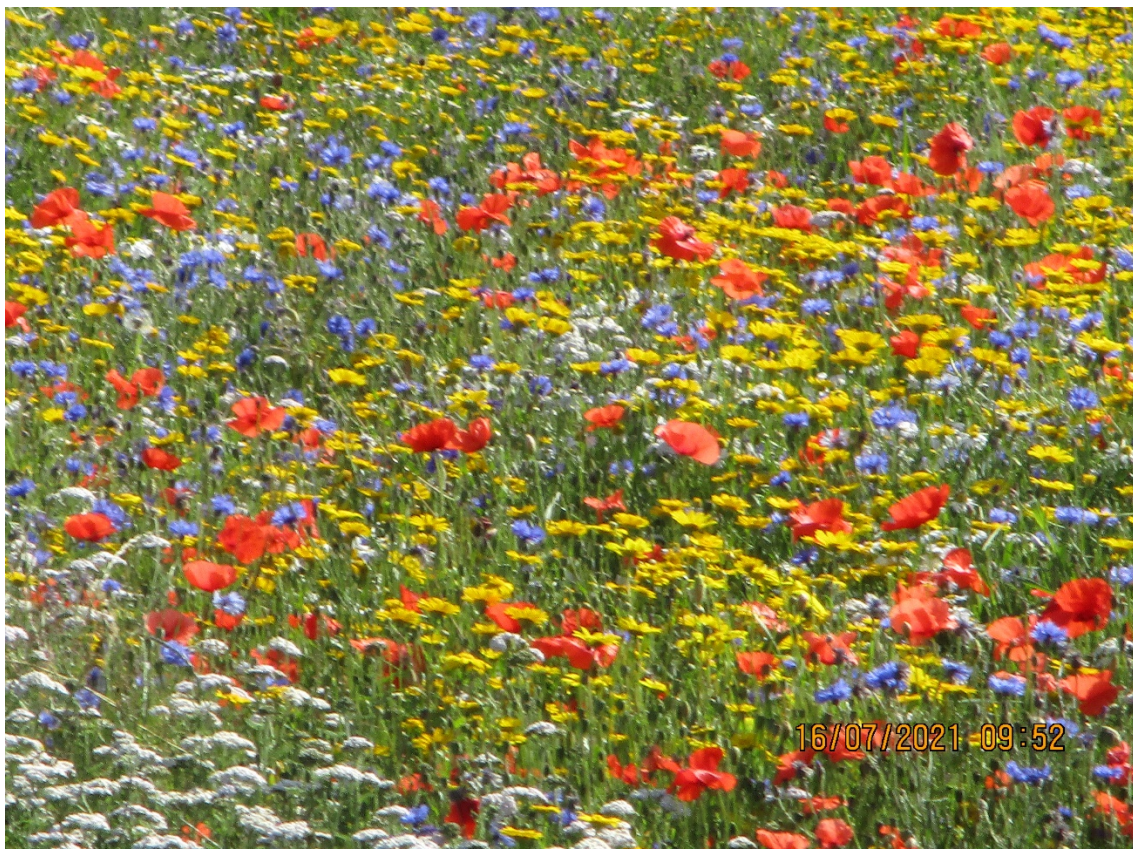
Castlehill Estate, Ayr



Millennium Bridge, Ayr



Grangemuir Place, Ayr



Kings Meadow, Prestwick



Glenmuir Place Ayr



August 2021

Castlehill Estate, Ayr



Glenalla Crescent, Ayr



Castle Walk, Ayr



Grangemuir Place, Ayr



Millennium Bridge



Hayhill Ayr



The Oval, Prestwick



Ardfin Avenue, Prestwick



Kings Meadow, Prestwick



September 2021

Hayhill, Ayr

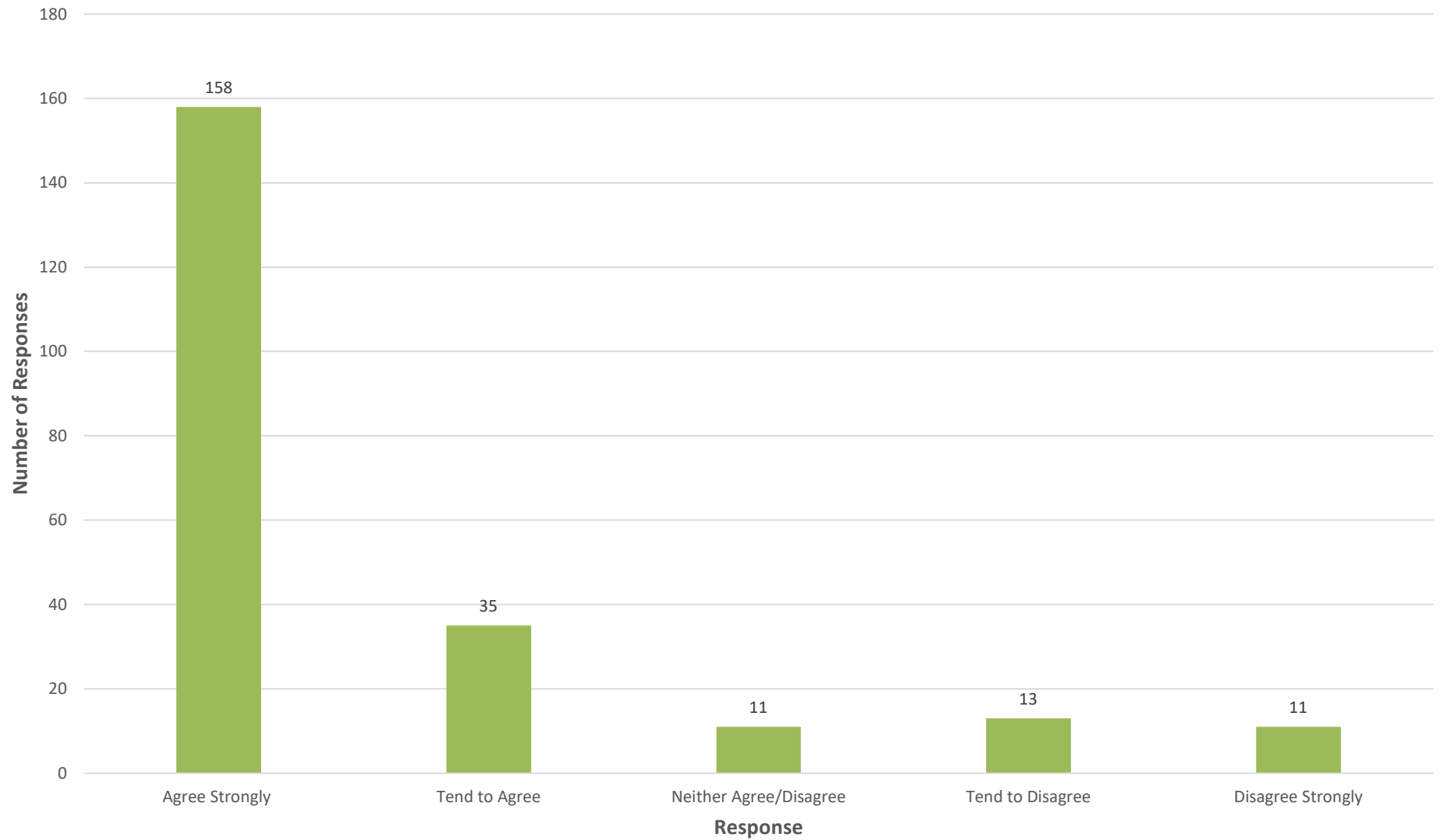


Ardfin Avenue, Prestwick

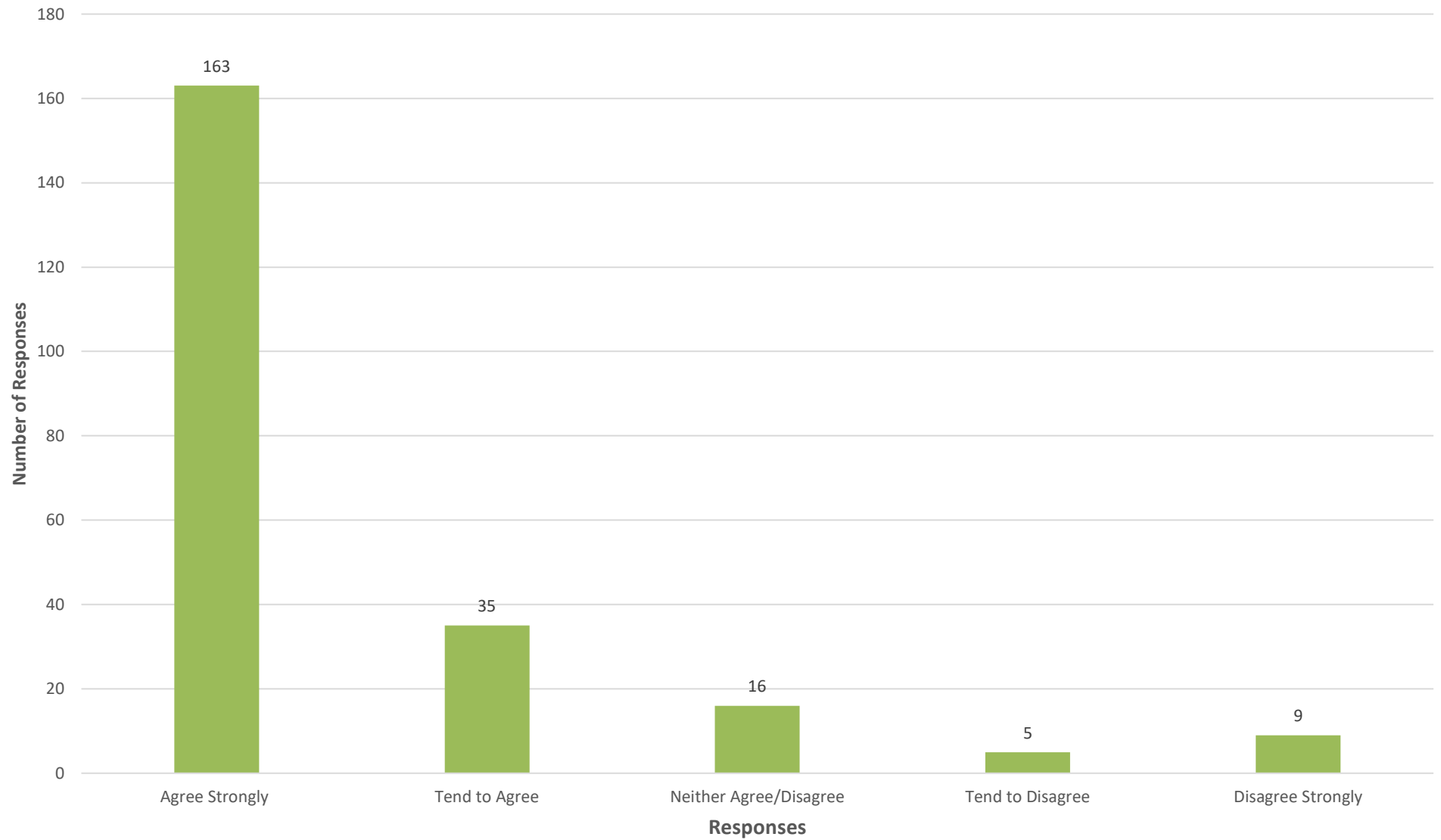




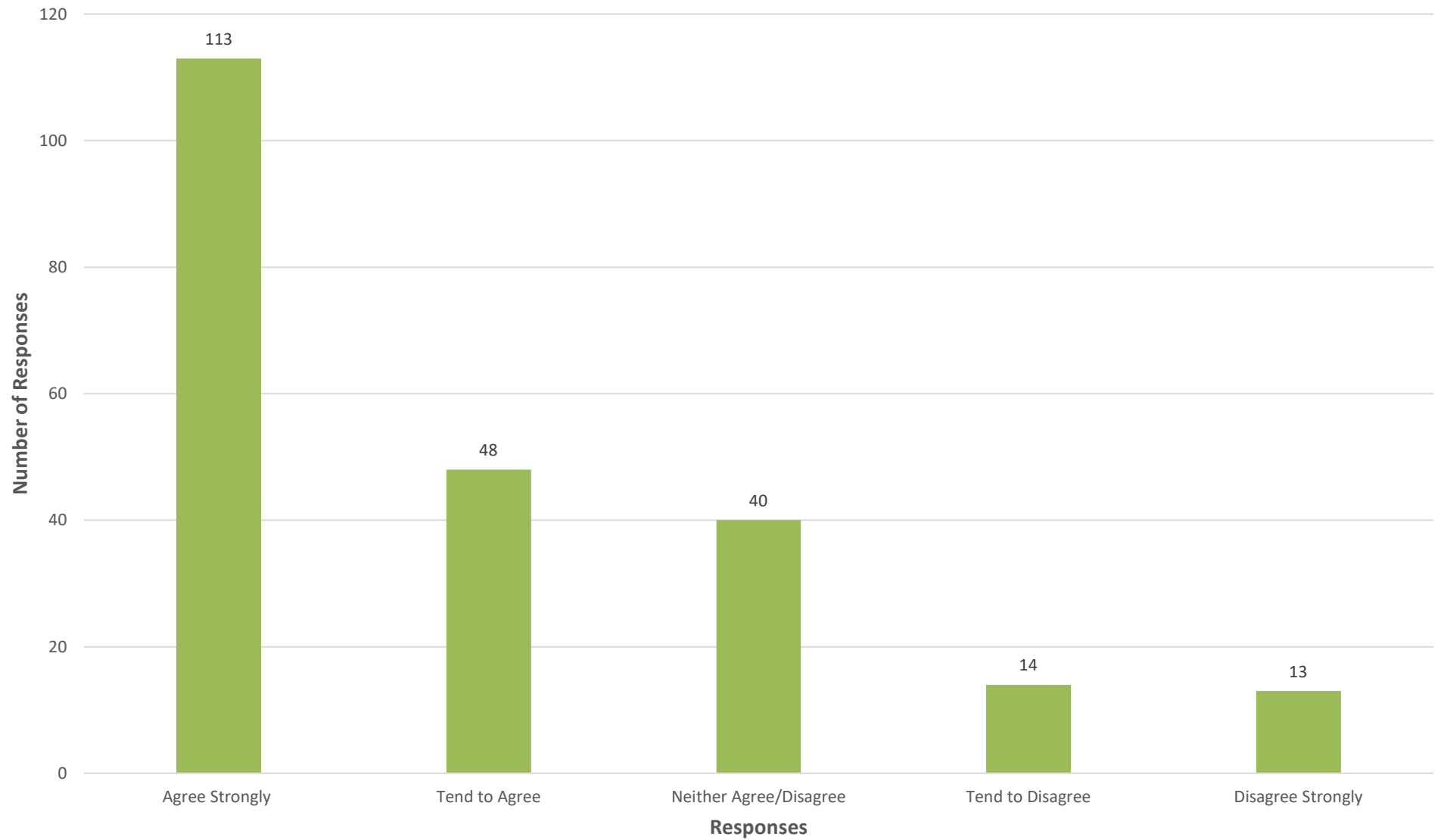
Q1.1. The piloted altered mainenance and wildflower meadows increased the level of enjoyment provided by these spaces.



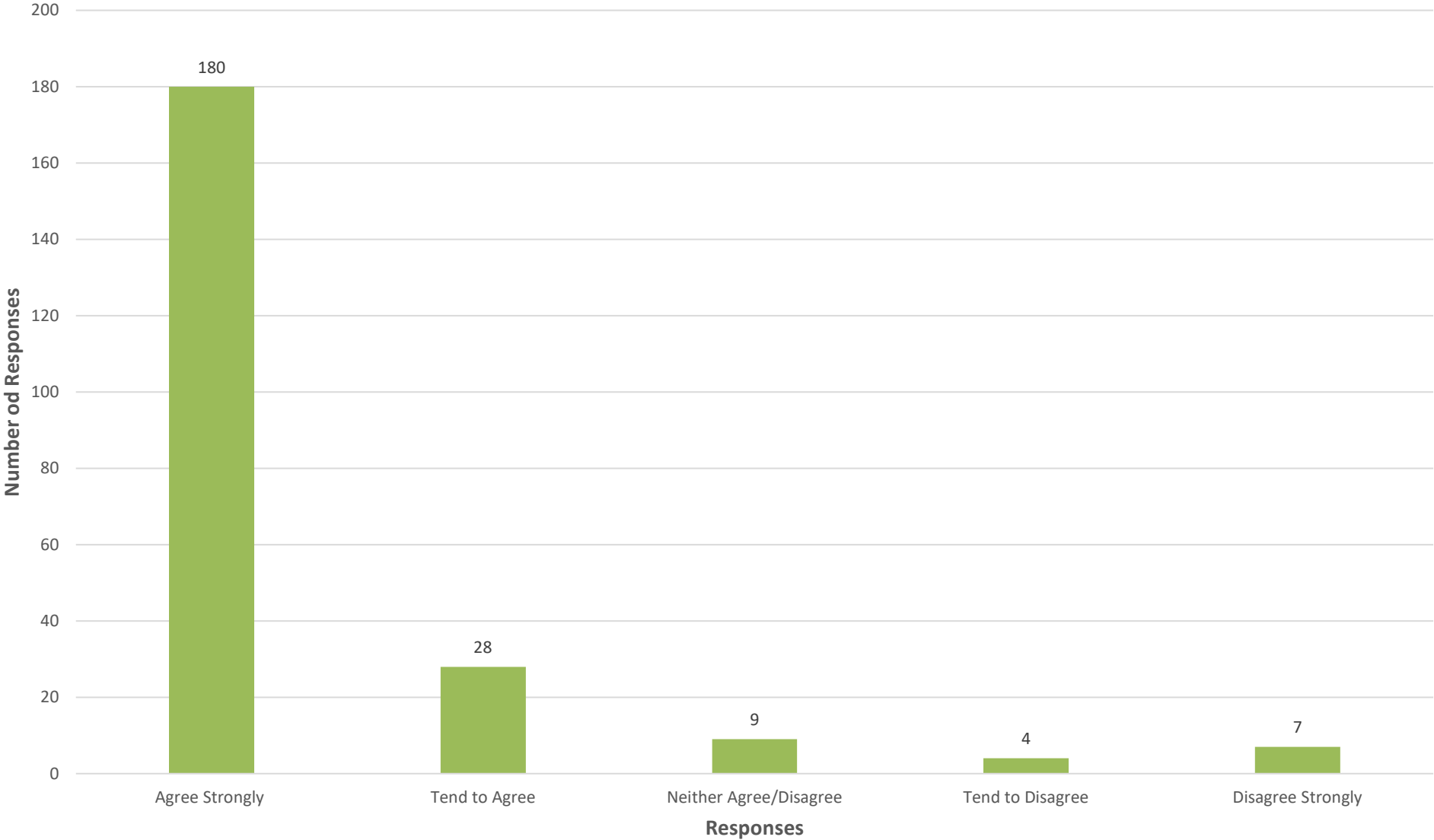
**Q1.3. The piloted altered maintenance and wildflower meadows appear to be good for biodiversity
i.e. for butterflies, bees and other insects.**



Q1.4. Has the introduction of altered maintenance grasslands and wildflower meadows increased your desire to use the open space?



Q1.5. I would be happy to see more altered maintenance grasslands wildflower meadows in South Ayrshire's open spaces.



ID	Start time	Completion time	Email	The piloted altered maintenance and wildflower meadows increased the level of enjoyment provided by these spaces.	The piloted altered maintenance and wildflower meadows make the open spaces more visually appealing.	The piloted altered maintenance and wildflower meadows appear to be good for biodiversity i.e. for butterflies, bees and other insects.	Has the introduction of altered maintenance grasslands and wildflower meadows increased your desire to use the open spaces?	I would be happy to see more altered maintenance grasslands/wildflower meadows in South Ayrshire's open spaces.	Please give your overall impression of the piloted areas.
									A pleasure to see a bit of colour in an otherwise drab area of Glenmuir Road; I thoroughly support this scheme to reward underutilised spaces.
6	11/15/21 17:28:44	11/15/21 12:31:22	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Where these were properly in bloom in was wonderful!
7	11/15/21 17:46:38	11/15/21 12:47:19	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Neither Agree/Disagree	Agree Strongly	They created beautiful spaces, interesting and informative for kids, put a smile on my face every morning and helped biodiversity. What's not to like? More please!
8	11/15/21 12:47:36	11/15/21 12:48:49	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	I'm happy to see these areas as I realise that more insects and bees etc will thrive as a result. The area on the Oval never really flowered like the Semple Road area for some reason.
9	11/15/21 12:56:39	11/15/21 12:58:06	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	I loved the Prestwick patch. It lifted people's spirits, as well as the biodiversity benefits. Awesome initiative.
10	11/15/21 13:09:14	11/15/21 13:10:15	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I like the way the grass is selectively cut to make the wider areas well defined.
11	11/15/21 13:49:57	11/15/21 13:51:32	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	This was wonderful and so good for biodiversity, I walked in the park more often and enjoyed the little paths created on the hills. It was fascinating to see all the different insects that used it and it felt like something really positive for the environment. Please do more next year.
12	11/15/21 13:55:04	11/15/21 13:56:55	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	It was really lovely, please do it again.
13	11/15/21 15:06:20	11/15/21 15:09:35	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The areas that I noticed with the wildflower looked really vibrant with the colours. There was also more bee activity and it really lifted the attractiveness of the surrounding grasses areas.
14	11/15/21 15:10:13	11/15/21 15:11:34	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Great initiative. We need more of these areas to help pollinators. A good addition might be areas that also cater for caterpillars as these have often different requirements from their adult forms. This will also benefit birds and other wildlife.
15	11/15/21 15:41:11	11/15/21 15:44:24	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	We would love to see more grassy areas turned into wildflower meadows in Prestwick and more marram grass appearing on Prestwick sea front.
16	11/15/21 15:52:11	11/15/21 15:56:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	My local area at Hayhill had beautiful grasses in it and was much more interesting to look at than short grass. Although there were no wildflowers it would have been a good passageway for pollinators to get to flowered areas.
17	11/15/21 16:45:44	11/15/21 16:47:12	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Brilliant idea, would love to see them in other areas of South Ayrshire too.
18	11/15/21 17:21:00	11/15/21 17:21:39	anonymous	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Tend to Disagree	Agree Strongly	Great to see a proactive effort by SAC to enhance our local biodiversity. I hope the council selects more sites next year!
19	11/15/21 17:42:10	11/15/21 17:43:46	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	It's long overdue. It really brings a much needed bit of colour to our open spaces. It is really dull seeing just grass everywhere, not to mention how beneficial it is to the ecosystem. I would highly support implementing this across South Ayrshire and encourage residents to do the same. I grew one this summer and it was much less maintenance and I saw way more bees and butterflies.
20	11/15/21 17:52:50	11/15/21 17:55:50	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I love wildflowers. The more natural the better, its unfortunate to see how well celebrated manufactured positioned flowers are when it completely takes away from the natural beauty a flower holds without being touched. Good for the bees too.
21	11/15/21 18:51:55	11/15/21 18:52:44	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Have you honestly looked at the one in Glenalla Crescent? A joke at best which is such a shame. The space could be incredible. Why not leave it to the Nectar Network to create and engage with local residents to get support, buy in and volunteer support? Another spectacular failure by SAC.
22	11/15/21 19:04:37	11/15/21 19:07:04	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I have seen a couple of these and they are lovely! Brightened up my day while walking the dogs
23	11/15/21 19:11:51	11/15/21 19:20:34	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The wildflower gardens are so interesting and its nice to see all the different types of flowers. As well as being good for the butterflies bees and other insects. I love trying to identify the flowers and butterflies.
24	11/15/21 19:24:49	11/15/21 19:26:58	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	A great idea - I loved seeing them. Felt they made an aesthetic difference to the area as well as increasing biodiversity etc.
25	11/15/21 19:26:44	11/15/21 19:30:09	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree Strongly	Only comment I would make is particularly in the king's meadows area that there's a designated path through as sadly many people were too lazy to walk round it, destroying some of the planting!
26	11/15/21 19:30:12	11/15/21 19:32:42	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	It's great to see South Ayrshire play their part in increasing biodiversity and promoting pollinators
27	11/15/21 19:31:02	11/15/21 19:37:31	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Brilliant.
28	11/15/21 19:42:23	11/15/21 19:45:56	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	The area at Kingmeadow looked really beautiful. It looked better than the one at the oval, but appreciate they were perhaps designed to look different. Or perhaps too many people/dogs walked over the bit at the oval.
29	11/15/21 20:11:46	11/15/21 20:14:06	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The flowered areas are nicer to look at over the wild grass. That would be my preference for further areas.
30	11/15/21 20:29:11	11/15/21 20:29:56	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	More areas with Annual Meadows similar to Semple Road, Prestwick - would be wonderful - eg on verges along East Road, Prestwick - would be amazing.
31	11/15/21 21:04:24	11/15/21 21:07:35	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Very attractive
32	11/15/21 21:18:14	11/15/21 21:18:53	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Strong advocate for these areas obviously there is still a maintenance burden with them that is different to maintaining as cut grasslands.
33	11/15/21 22:37:22	11/15/21 22:38:38	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Tend to Agree	Tend to Agree	Area which are difficult to maintain should be considered for additional areas such as the strip in the middle of the a79 at the airport. Low level Amenity greenspaces with trees could have the areas around the trees using hedgerow/shade loving species of wildflowers to reduce impact of cutting machines on tree roots and further allow a reduction in cutting of these areas. Should also make consider speaking with park groups(such as Newton park) who have had wildflower areas to see if these can be enhanced.
34	11/16/21 10:28:07	11/16/21 10:39:12	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Look at planting regimes across all sites and see if there are areas that could be suitable for wildflowers in future or look at formal plants that are currently planted and see if there are higher pollen producing equivalents available.
35	11/16/21 10:54:10	11/16/21 10:55:21	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Look at parks for pollinators project that was in Glasgow and see if there are any lessons to be learned from there. !!
36	11/16/21 12:22:31	11/16/21 12:34:35	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	A great initiative. We need more wild spaces for habitat restoration.
37	11/16/21 14:59:50	11/16/21 15:01:25	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Wildflower meadows at castle walk/greenan road have, in my opinion, deterred issues surrounding the travelling community who sometimes use the sites.
38	11/16/21 15:03:33	11/16/21 15:05:23	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Well kept but issues with dogs and dog fouling with meadows have been problematic.
39	11/16/21 15:05:25	11/16/21 15:06:36	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Agree Strongly	Would be in favour of expanding pilot sites into other areas
40	11/16/21 15:07:24	11/16/21 15:08:09	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Tend to Agree	Agree Strongly	
41	11/16/21 15:08:16	11/16/21 15:08:31	anonymous	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Agree Strongly	

42	11/16/21 15:08:34	11/16/21 15:09:39	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Would rather it was cut to normal grass level. Not keen on the mix of plants - looks weed like. Also there was no consultation with neighborhood regarding this.
43	11/16/21 15:07:11	11/16/21 15:09:53	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	I live near Castlehill woods and above applies to those 2 meadows. I am already out and about so the second last question did not really apply.
44	11/16/21 15:09:45	11/16/21 15:10:32	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Tend to Agree	For the right areas it is ok. However I do not think the site at the millennium bridge is appropriate
45	11/16/21 15:10:35	11/16/21 15:13:11	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Great if managed well
46	11/16/21 15:12:49	11/16/21 15:14:19	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Happy
47	11/16/21 15:13:13	11/16/21 15:14:53	anonymous	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Not aware that this was a thing. No consultation. However it would be appropriate to have these things in a better area
48	11/16/21 15:14:42	11/16/21 15:15:39	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Millennium Bridge. All Fine.
49	11/16/21 15:15:03	11/16/21 15:16:14	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Encourages dog walkers to let their dogs go into the long grass and do not bother picking up dog foul. Kids sometimes play in this area around millennium bridge and so it is not great from a health and safety point of view
50	11/16/21 15:15:48	11/16/21 15:16:23	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Millennium Bridge. Happy with it all.
51	11/16/21 15:16:19	11/16/21 15:19:11	anonymous	Tend to Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Tend to Disagree	Tend to Agree	Site at millennium bridge is too exposed for grass skewed for insects/butterflies. I would prefer for it just to be cut. However, across Ayrshire I would support more wildflower meadows.
52	11/16/21 15:19:17	11/16/21 15:21:07	anonymous	Strongly Disagree	Strongly Disagree	Tend to Agree	Tend to Disagree	Tend to Agree	I am concerned by at Glenalla that this site will just be left alone and not looked after. Concerned that the weeds will take hold. No consultation regarding this as some members of the community would have brought into this.
53	11/16/21 15:21:14	11/16/21 15:21:50	anonymous	Tend to Disagree	Tend to Disagree	Tend to Agree	Tend to Disagree	Tend to Agree	
54	11/16/21 15:21:55	11/16/21 15:22:51	anonymous	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Neither Agree/Disagree	Agree Strongly	Good for the community to see at castlehill. Would be in favour of more wildflower meadow.
55	11/16/21 15:18:16	11/16/21 15:27:47	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	We live opposite a site on Glenalla Cres. This site was first covered in weedkiller which obviously would not let anything grow on it. But that turned out to be no problem as the local birds ate all the seeds thrown down including the huge mound of seeds poured from the box. Let's just say Christmas came early for the locals. The seeds were not covered in soil so all rabbits birds mice voles rats and two local deer ate the seeds. We now have growing thistles and weeds which I wouldn't class as a tourist attraction or enhancing the local wild life or being very environmentally friendly. So my question to you is how are you going to fix this? Yes you..... before creating more disaster zones you need to check and maintain your current ones as well as manage the staff you have to do it.
56	11/16/21 15:52:20	11/16/21 15:54:26	anonymous	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Disagree	Tend to Disagree	Not many wild flowers - just looked over grown and untidy Castle Walk/ Greenan Road
57	11/16/21 16:02:20	11/16/21 16:03:32	anonymous	Neither Agree/Disagree	Neither Agree/Disagree	Tend to Agree	Tend to Disagree	Neither Agree/Disagree	They looked pretty once flowered and grown but not in winter they are an eyecore of dead / weeds
58	11/16/21 16:31:04	11/16/21 16:31:29	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
59	11/16/21 16:41:51	11/16/21 16:43:05	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Glenmuir Place was beautiful whilst The Oval was underwhelming!
60	11/16/21 17:51:52	11/16/21 17:55:26	anonymous	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Agree Strongly	I live close to the Castle Walk/Greenan Rd planting. This year's has been dominated by one plant but hopefully going forward more flowers will fight through. Nice spot for this and thumbs up for biodiversity.
61	11/16/21 19:01:00	11/16/21 19:02:03	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Nice
62	11/16/21 19:10:07	11/16/21 19:11:49	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The wildflower meadow in Kings Meadow brought such enjoyment to residents. Everyone was commenting to each other when out and about how bright and beautiful they were. Put smiles on so many faces.
63	11/16/21 19:07:03	11/16/21 19:12:34	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree Strongly	I live near the piloted area on Glenalla Crescent and this is the reason for my low score. Whilst pictures of other places show wonderful wild flowers and look great, ours has been a dismal failure. A tractor has been and turned over the earth a few times during the year and there's a few scraggy looking daisy like plants flowered but mostly it just looks a mess with no additional wildlife. I'd love the area to have been seeded properly with wildflowers as totally advocate the idea but in this instance it's just been a mess. I also think this large grass area would be an ideal place for some more tree planting to help biodiversity.
64	11/16/21 19:11:39	11/16/21 19:13:07	anonymous	Tend to Disagree	Strongly Disagree	Neither Agree/Disagree	Strongly Disagree	Tend to Agree	The areas need to be maintained as wild, the area at Greenan is just weeds, no wild flowers were sown or took after planting and no maintenance was done to manage this.
65	11/16/21 19:18:23	11/16/21 19:20:07	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	
66	11/16/21 20:38:07	11/16/21 20:38:52	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	
67	11/16/21 21:53:48	11/16/21 21:59:27	anonymous	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Agree Strongly	The meadow area at PrestwickOval doesn't seem to have taken off very well, maybe in a spot that is too 'open' - but I would like to see the programme extended further. Maybe asking the public for suggested areas!!
68	11/16/21 22:13:25	11/16/21 22:14:42	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Great idea and making space inviting and relaxing. I absolutely love it, seeing all the butterflies and bees in the sunnier months was lovely and it's great to see all the flowers and wild spaces, brightens up the area and makes for a lovely space
69	11/16/21 22:32:15	11/16/21 22:33:46	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I think they are great and essential to maintain biodiversity locally. I would love to see grass verges and roundabouts cultivated as wildflower spots too.
70	11/16/21 23:31:35	11/16/21 23:33:17	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Saw the area at Temple Road and thought it was lovely and made sense. Made me want to try something like that in my garden.
71	11/17/21 7:07:26	11/17/21 7:09:21	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	I loved the wild meadows this year. My only gripe is, why remove them and then re-plant them. Surely a natural meadow should self seed. All the mini beasts who had made homes in the existing meadows were suddenly made homeless!
72	11/17/21 8:59:00	11/17/21 9:01:12	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	
73	11/17/21 9:28:11	11/17/21 9:35:35	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	A fantastic project, more perennial wildflower meadows and reduced cutting of areas across the whole of South Ayrshire to help pollinators and provide more local interest. Why bother with annual meadows i.e the annual sowing of seeds? It negates the point of a wildflower meadow as you're using more CO2 to make them each year rather than just one cut and collect plus the extra cost of buying new seed. A good mix of annual/perennial seeds will look great the first year then continue with just one end of season cut/collect. Informing the locals and education of what a wildflower meadow is will help win people over.
74	11/17/21 9:47:08	11/17/21 9:52:50	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Was a pleasure to see the flowers grow and flourish and watching the butterflies and bees coming back and would like to see more of these meadows in parks and grassland areas.
75	11/17/21 11:45:43	11/17/21 11:49:05	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	As a volunteer I am helping create some of the meadows. I believe this is a fantastic way of bringing back much needed habitat for the pollinators and adding colour to otherwise uniform green areas.
76	11/17/21 14:05:17	11/17/21 14:10:02	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I think this initiative demonstrates forward thinking by those responsible for it's implementation. Apart from the obvious improved looks which I would argue will please the majority of people, the planting of these spaces will significantly and positively impact the wildlife and prevent further erosion of the pollinators. This initiative needs to become "business as usual" within Council plans and not a one off project.
77	11/17/21 14:04:25	11/17/21 14:12:48	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
78	11/17/21 15:44:10	11/17/21 15:44:54	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	The more of these pilot schemes the better! Hay hill road
79	11/17/21 15:44:56	11/17/21 15:45:12	anonymous	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Neither Agree/Disagree	Tend to Agree	
80	11/17/21 15:45:13	11/17/21 15:45:28	anonymous	Tend to Agree	Tend to Disagree	Tend to Agree	Tend to Disagree	Tend to Agree	
81	11/17/21 15:45:33	11/17/21 15:45:48	anonymous	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Agree	Tend to Agree	
82	11/17/21 15:45:50	11/17/21 15:47:39	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Agree Strongly	Love to see more outdoor pilot schemes like the site at hay hill. Good for wildlife.

83	11/17/21 15:47:43	11/17/21 15:47:58	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Agree Strongly	
84	11/17/21 15:48:01	11/17/21 15:48:12	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Agree Strongly	
85	11/17/21 15:48:16	11/17/21 15:48:25	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
86	11/17/21 15:48:28	11/17/21 15:48:40	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Agree Strongly	
87	11/17/21 15:48:45	11/17/21 15:49:43	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Agree Strongly	Agree Strongly	Seen way more bees in the garden here at Hay hill. Must be because of this altered maintenance!
88	11/17/21 16:30:30	11/17/21 16:33:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Great environmental initiative. Raises awareness about biodiversity and importance of pollinators.
89	11/17/21 16:42:54	11/17/21 16:43:43	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Fantastic! I am all for this idea and would like to see this extended round the whole town in maybe slightly less desirable areas also give all areas of town some pride not just the wealthy and parks. Let's make Ayr great again any open spaces please plant them everywhere! All good. Thank you for making an effort. Lovely to see a more 'natural' look to these meadows and I believe it can only be to the good for biodiversity. The wild flower areas were so lovely. Not so sure about the field at Hayhill though. It just looked odd but my dog absolutely loved playing in the long grass. They look excellent. In all honesty we need a lot more of them due to how they increase biodiversity. I'd possibly even consider smaller native trees like rowan in the bigger areas
90	11/17/21 16:39:49	11/17/21 17:01:26	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	
91	11/17/21 17:02:41	11/17/21 17:03:55	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
92	11/17/21 17:04:50	11/17/21 17:08:08	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	
93	11/17/21 17:10:19	11/17/21 17:13:41	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
94	11/17/21 17:13:44	11/17/21 17:16:04	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	
95	11/17/21 17:16:12	11/17/21 17:17:14	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	
96	11/17/21 17:21:46	11/17/21 17:22:50	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	They are lovely and great for the environment.
97	11/17/21 17:27:26	11/17/21 17:28:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	I very strongly support this initiative! More please!!!
98	11/17/21 17:25:54	11/17/21 17:28:03	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I love wildflowers and the wildlife they attract. It made walking more pleasurable and scenic. Good for the mental health too. Areas which included actual wildflowers was lovely, such as Kingsmeadow however some which was just long overgrown grass didn't appear to add much. A useful addition to the biodiversity of the area
99	11/17/21 17:49:10	11/17/21 17:50:13	anonymous	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	
100	11/17/21 17:59:17	11/17/21 18:00:23	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	The one at King's Meadow was absolutely beautiful and I stopped many times on my way to visit my mother nearby, just to admire it, take photos and to speak to other people who were all enjoying and admiring it. Well done! We need more of these
101	11/17/21 18:03:16	11/17/21 18:05:38	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
102	11/17/21 18:14:02	11/17/21 18:15:05	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	It's a fantastic scheme, increasing biodiversity when it's so desperately needed worldwide. Please continue it and roll it out to more places. The one in Castlehill looked good but early days and obviously next to major building project. Think it would be enhanced by concentrating on increasing biodiversity throughout the whole park.
103	11/17/21 18:21:51	11/17/21 18:25:36	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Agree Strongly	
104	11/17/21 18:25:02	11/17/21 18:27:21	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Loved seeing the colours and all the bees and insects. Would be great to see this pilot rolled out across South Ayrshire. Well done on this initiative!
105	11/17/21 18:26:42	11/17/21 18:27:43	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	
106	11/17/21 18:24:27	11/17/21 18:32:47	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The area at Castle Walk is very well done and provides a lovely natural addition to the beach front. Some removal of the backed up seaweed on the beach front would also help people walk on the beach during the winter months. He seaweed could be used in local authority garden areas as a good natural fertiliser.
107	11/17/21 18:37:13	11/17/21 18:40:05	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	I support this creative effort! It increase biodiversity and use open spaces in a more sustainable way. I first saw road verges planted with wildflowers when diverted due to a road crash by my satellite navigation system down near Lester. I first noticed this in south Ayrshire when out cycling down by the cycling track and the millennium bridge. Please give us more Clovenhill, Cedar Road, Kincaidston for additional ideas more flowers less mowing save money and return biodiversity perfect 🌻
108	11/17/21 18:37:47	11/17/21 18:46:26	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
109	11/17/21 18:50:08	11/17/21 18:55:33	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	A beautiful display of colourful flowers to brighten plain grassy areas. Glad it is so helpful for biodiversity.
110	11/17/21 18:56:16	11/17/21 18:56:56	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Fabulous
111	11/17/21 19:11:15	11/17/21 19:12:08	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Love to see the flowers and insects
112	11/17/21 19:32:47	11/17/21 19:33:32	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The one at kings meadow was beautiful Looking forward to next year when they become more established. Meanwhile I'm hoping that they improve biodiversity and wildlife.
113	11/17/21 19:33:18	11/17/21 19:35:25	anonymous	Agree Strongly	Tend to Agree	Agree Strongly	Tend to Agree	Agree Strongly	
114	11/17/21 19:43:05	11/17/21 19:43:31	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Approve
115	11/17/21 19:44:38	11/17/21 19:45:57	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The look beautiful, great for the environment and wildlife, would love to see more and a regular maintenance to keep them clean of dog mess and litter. Exciting and excellent scheme. Would like to see roundabouts and roadside verges treated the same.
116	11/17/21 19:47:59	11/17/21 19:49:49	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	
117	11/17/21 19:54:39	11/17/21 19:57:11	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Absolutely a brilliant idea... creating and using wonderful open spaces for everyone to enjoy. Fantastic idea. Great for the wild life and looks so much better than bland grass.
118	11/17/21 20:54:09	11/17/21 20:55:21	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The flowers in Kingsmeadow especially were stunning when in bloom!
119	11/17/21 21:04:46	11/17/21 21:05:51	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Just fantastic and appreciated by many.
120	11/17/21 21:07:40	11/17/21 21:08:37	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
121	11/17/21 21:08:49	11/17/21 21:09:20	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
122	11/17/21 21:15:13	11/17/21 21:18:49	anonymous	Agree Strongly	Agree Strongly	Strongly Disagree	Strongly Disagree	Strongly Disagree	They were lovely to look at until the dogs started to run through them and wreaked them, so they were pretty but I would say a waste of council funding when this money could go towards parks and things for kids to do
123	11/17/21 21:20:14	11/17/21 21:22:16	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	I live next to the one in Kings Meadow and thought it was an excellent idea enjoyed by everyone. I saw people driving and parking next to it simply to see it and take photographs. Please do it every year.
124	11/17/21 21:34:21	11/17/21 21:35:17	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Beautiful, colourful, diverse and great for insects and bees.
125	11/17/21 21:38:55	11/17/21 21:45:05	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I stay in Kingsmeadow in Prestwick and last years wild meadow flowers were beautiful and full of bees and insects. Absolutely amazing project. Well done SAC
126	11/17/21 21:48:00	11/17/21 21:50:51	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Tend to Agree	Agree Strongly	I made a point of visiting one of these areas during the summer and it didn't disappoint. It was stunning. Crucial for biodiversity net gain and a means of bringing communities together
127	11/17/21 21:59:11	11/17/21 22:00:24	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	I live in kings meadow and we loved the wild meadow
128	11/17/21 22:03:58	11/17/21 22:05:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Happy place
129	11/17/21 22:03:46	11/17/21 22:05:39	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	It looked good when in full bloom but quickly got untidy looking before being cut away.
130	11/17/21 22:05:41	11/17/21 22:09:59	anonymous	Neither Agree/Disagree	Tend to Agree	Neither Agree/Disagree	Strongly Disagree	Neither Agree/Disagree	Kings meadow one, could do with a path through the middle of the big one parallel to semple road, lots of dog walkers, including myself come out of pentand drive and over the grass. We actually created one ourselves.
131	11/17/21 22:10:12	11/17/21 22:12:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Loved seeing the spaced brightened up with wild flowers and full of insect life. Excellent idea. The one in King's meadow was stunning. Others were less successful Hope the council will continue to provide these but perhaps fence the areas off to prevent dogs and children and I'll inform people trampling over them.
132	11/17/21 22:28:05	11/17/21 22:30:31	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Looks better than cut grass. Really wish they would change verges along motorways to be like this
133	11/17/21 22:36:47	11/17/21 22:38:00	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Neither Agree/Disagree	Agree Strongly	
134	11/17/21 22:45:05	11/17/21 22:45:52	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	A great idea to encourage wildlife.
135	11/17/21 22:48:27	11/17/21 22:02:02	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Visually pleasing for residents in those areas either mobile or immobile. Educating for children and hopefully adults as well. Benefits for insect life in particular.
136	11/17/21 23:28:41	11/17/21 23:30:04	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Fantastic, keep up the good work
137	11/17/21 23:33:51	11/17/21 23:35:11	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Looked lovely, would love to see more of this next year. I live in kings meadow and walking or driving past the wild flowers when they were in bloom was beautiful and to see all the insects and pollinators out doing their thing was good too
138	11/18/21 4:46:49	11/18/21 4:49:03	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Beautiful...
139	11/18/21 5:31:35	11/18/21 5:32:43	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Seeing all the different colours and all the insects enjoying the area really made me happy. It was a brilliant move by SA and I hope they will return next year. The extra long grassy areas with paths made were lovely too. Makes the landscape more appealing.
140	11/18/21 6:18:48	11/18/21 6:21:28	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
141	11/18/21 6:54:46	11/18/21 6:55:18	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	

142	11/18/21 6:58:20	11/18/21 7:00:24	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Wonderful for wildlife
143	11/18/21 7:03:33	11/18/21 7:04:15	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Excellent
144	11/18/21 8:22:24	11/18/21 8:23:01	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Beautiful addition to the landscape and very pleasing to know you care about the world and it's biodiversity. Would be lovely if you sent out info about how to do this successfully in our own gardens
145	11/18/21 8:37:27	11/18/21 8:39:00	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Not only did it look beautiful, seeing the abundance of insect life in the area compared to the previous years was wonderful. Having the featured cut still allowed for dogs and children to run through and get a closer look at the plants and insects.
146	11/18/21 10:35:33	11/18/21 10:36:05	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Would love to see more of this. I am a resident of Kings Meadow, Prestwick and wish to congratulate the Council re this initiative. The difference that the piloted areas made, in particular the visual impact was widely appreciated. The benefits to biodiversity must be significant. I understand that there will be a technical evaluation in due course, or has this happened? While this is a personal opinion I saw little if any examples of vandalism and the creation of pathways through the areas of long grass was very popular with the children especially. Please continue with the experiment—Hwyll am Nawr, Meic Evans Vice Chair Prestwick South Community Council
147	11/18/21 11:07:36	11/18/21 11:15:48	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Some are wonderful and maintained others just look like someone couldn't be bothered cutting the grass. If they are maintained nicely then yes I think they are a good idea.
148	11/18/21 12:06:03	11/18/21 12:21:17	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	A lovely alternative to more standard beds. And the bees love it.
149	11/18/21 13:35:35	11/18/21 13:37:25	anonymous	Neither Agree/Disagree	Tend to Agree	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Neither Agree/Disagree	The grassland wildflower patches (and the long grass patches which were left unmowed throughout summer in other parks) provided an uplifting addition to the green spaces. It broke up the boredom of short cropped grass, gave children greater opportunities for play within and around the patches and increased the biodiversity value of the site. All of which makes for a much more attractive and appealing place to be. Thank you for piloting and I hope there will be more spaces like this throughout Ayrshire.
150	11/18/21 13:48:11	11/18/21 13:49:38	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The wild flowers and grassland areas in Prestwick (Kings Meadow) was stunning!
151	11/18/21 15:37:49	11/18/21 15:41:00	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	They look great being visually stunning - both the wildflowers themselves and the wildlife they attract. Well done!
152	11/18/21 17:22:54	11/18/21 17:23:55	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I love it. I would love to see the roadsides like between Whitlets roundabout and Holmston full of wildflowers too
153	11/18/21 17:53:11	11/18/21 17:56:28	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	It adds to our well being on so many different levels, how could you not feel uplifted by this course of action! We live in an era of ecological breakdown. These areas are not just pretty, they are essential. All open spaces should be treated this way. It's the least the council can do.
154	11/18/21 18:14:27	11/18/21 18:15:04	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Beautiful please keep increasing these wild flowers.
155	11/18/21 19:11:36	11/18/21 19:12:22	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	I was only aware of the one in prestwick. It was lovely however some communication to the local residents who use the grass area beforehand about what was happening would have been nice. I would like to see it return. Although it would be better if you cut the grass regularly on the mounds/hills. Young kids love playing on them and you are taking that away from them by allowing the grass to become long there.
156	11/18/21 21:14:40	11/18/21 21:16:08	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	They're pretty, diverse, colourful, filled with wildlife and butterflies, and visually uplifting instead of cut green grass or mud or paved stone. vibrant, and make people feel good! Enhance the look of our authority areas for visitors. They are also good for children growing up learning to live with diversity
157	11/18/21 21:30:55	11/18/21 21:33:08	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	EXCELLENT IDEA
158	11/19/21 22:31:36	11/19/21 22:34:04	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Visibly pleasing and good for biodiversity and the environment.
159	11/19/21 3:54:14	11/19/21 3:55:24	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	At the oval it did not look good. Hardly any annual flowers
160	11/19/21 6:26:52	11/19/21 6:27:29	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Was very nice at the oval
161	11/19/21 9:05:35	11/19/21 9:08:49	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Neither Agree/Disagree	Tend to Agree	We were not aware that this was even happening until the flowers started to come up. This was at the oval. Would be better if their was an annual mix
162	11/19/21 9:07:46	11/19/21 9:08:53	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
163	11/19/21 9:07:00	11/19/21 9:09:24	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
164	11/19/21 9:20:28	11/19/21 9:42:25	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	No consultation here at the oval. Do it differently next time and will be in favour of more colourful wild flowers
165	11/19/21 10:13:02	11/19/21 10:14:02	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Dog poo was an issue but otherwise lovely to see
166	11/19/21 9:43:40	11/19/21 10:27:46	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Lovely. Nice and bright!
167	11/19/21 10:34:56	11/19/21 10:36:36	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Adds something to what was just an ordinary field
168	11/19/21 11:07:34	11/19/21 11:09:16	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	This is a fantastic idea. I love it. Will be good to hear the exact locations in time.
169	11/19/21 13:41:19	11/19/21 13:42:04	anonymous	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	I have only encountered 2: 1) Castle Walk area is much more pleasant and 2) area north of Millennium Bridge - feature cut is quite quaint.
170	11/19/21 13:42:09	11/19/21 13:42:36	anonymous	Neither Agree/Disagree	Tend to Agree	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Only concern is cost v benefit of labour and machinery for relatively small areas.
171	11/19/21 13:42:37	11/19/21 13:43:02	anonymous	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Fantastic Wish it was more widespread And done years ago tbh
172	11/19/21 13:43:07	11/19/21 13:44:33	anonymous	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Agree	Tend to Agree	Tend to Agree	I didn't appreciate the areas. Living directly opposite one it was a mess and I couldn't work out why the groundmen weren't cutting the grass as it looked a mess.
173	11/19/21 13:44:38	11/19/21 13:44:56	anonymous	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Tend to Agree	
174	11/19/21 13:45:00	11/19/21 13:45:21	anonymous	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Disagree	Tend to Disagree	Tend to Agree	
175	11/19/21 13:45:25	11/19/21 13:45:42	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	
176	11/19/21 13:45:44	11/19/21 13:48:17	anonymous	Tend to Disagree	Tend to Disagree	Tend to Disagree	Tend to Agree	Tend to Agree	Tend to Agree	
177	11/19/21 13:48:22	11/19/21 13:48:51	anonymous	Agree Strongly	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	
178	11/19/21 13:48:52	11/19/21 13:49:18	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
179	11/19/21 13:49:19	11/19/21 13:49:53	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
180	11/19/21 14:52:25	11/19/21 14:53:45	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
181	11/19/21 15:02:40	11/19/21 15:06:56	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	
182	11/19/21 14:37:39	11/19/21 15:13:20	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	
183	11/19/21 16:45:35	11/19/21 16:46:42	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Great idea, however the contractor you have used should be ashamed by their extremely poor work on these areas, they clearly have done little work in preparation for the planting of both wildflowers and now spring bulbs. As a council tax payer, I demand a refund as the wildflower seeds and bulbs were just scattered over the barely scraped top soil, leaving them exposed! Whoever signed off on this contract should apologise to the council tax payers of south ayrshire as a well intended initiative has failed miserably. I look forward to hearing from you about how SAC is going to rectify this.
184	11/19/21 17:29:26	11/19/21 17:38:39	anonymous	Agree Strongly	Agree Strongly	Tend to Disagree	Tend to Agree	Agree Strongly	Agree Strongly	Living in Kings Meadow I wondered at first what was going on, but as soon as the wild flowers bloomed, wow just wow, well done South Ayrshire Council what a beautiful thing to behold. Thank you, long may it continue and spread to other locations, our bee population is suffering and needs all the help it can get.
185	11/20/21 6:25:00	11/20/21 6:26:42	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I would really like to see this return as it made a huge difference to the area
186	11/20/21 9:59:58	11/20/21 10:04:36	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Excellent efforts S.A.C. same next year please ☺
187	11/20/21 19:02:19	11/20/21 19:06:38	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	I strongly agree that the area around the Girvan war memorial in Stair Park should benefit from this scheme
188	11/22/21 9:07:40	11/22/21 9:09:26	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Looks nice. Good for biodiversity
189	11/22/21 9:28:53	11/22/21 9:29:14	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
190	11/22/21 18:49:20	11/22/21 18:50:31	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
191	11/22/21 20:56:42	11/22/21 21:00:29	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
192	11/23/21 11:46:05	11/23/21 11:47:09	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
193	11/24/21 12:47:40	11/24/21 12:48:02	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Agree Strongly	
194	11/24/21 12:48:09	11/24/21 12:49:21	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	flower colourful and lovely

195	11/24/21 12:49:23	11/24/21 12:51:00	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Colourful, pleasant to look at when out walking. Anything that brightens up a dull piece of land is perfect. Brilliant for wildlife too.
196	11/24/21 12:51:14	11/24/21 12:55:19	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	Tend to Agree	The site has not had long enough to develop so can't really comment on biodiversity
197	11/24/21 12:55:56	11/24/21 13:00:29	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Think it's a good idea!
198	11/24/21 13:00:43	11/24/21 13:01:15	anonymous	Neither Agree/Disagree	Neither Agree/Disagree	Tend to Agree	Tend to Disagree	Tend to Disagree	Tend to Agree	Whilst walking at the foot noticed that some of the grass area had been left. Thought it looks untidy until a friend informed me of the reason. Relevant signage would be helpful.
199	11/24/21 13:01:20	11/24/21 13:03:00	anonymous	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Great idea
200	11/24/21 13:03:05	11/24/21 13:03:28	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I thought they great increased the colours and smells in the areas of the flowers and I would like to see more.
201	11/24/21 13:03:34	11/24/21 13:05:19	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	I love the perennial meadow in Castlehill woods. Keep up the good work!
202	11/24/21 13:05:22	11/24/21 13:06:27	anonymous	Tend to Agree	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	It was lovely to see
203	11/24/21 13:06:29	11/24/21 13:06:51	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Agree Strongly	Very appealing, great to look at and should be very colourful too!
204	11/24/21 13:06:57	11/24/21 13:07:33	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	They lift the spirits when you come across these areas. I particularly love the huge rectangular meadow patch at simple road in prestwick.
205	11/24/21 13:07:38	11/24/21 13:08:44	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	I don't know where the piloted areas are; although one might be in the area @ Glenalla Crescent, which had an area dug up and left. I so I would be willing to help. I am nearly 87 but still do heavy work in my garden! I was in Irvine Development Corporation (batterly as m.!) and we had perennials wildflowers on either side of the road. They eventually did away with them as too dangerous.
206	11/24/21 13:08:48	11/24/21 13:20:26	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	To call these spaces 'wildflower meadows' is an exaggeration and they appeared unkempt with weeds growing through the grass. I think these spaces are a super idea but they would have been nicer had they actually been sown with flowers rather than showing weeds coming through the grass which looks unsightly. It's either cut grass or an actual wildflower meadow.
207	11/24/21 13:21:35	11/24/21 13:30:06	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Was looking forward to seeing it flowering next year and even scattered poppy seeds on it, however noticed this week it has been flattened!
208	11/25/21 14:18:19	11/25/21 14:19:29	anonymous	Tend to Agree	Tend to Disagree	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Tend to Agree	I walk my dog in castlehill woods and loved the wildflowers that were planted and looks like you are planting more down the bottom of the swing park area which will definitely enhance that area
209	11/25/21 22:21:22	11/25/21 22:31:57	anonymous	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Neither Agree/Disagree	Neither Agree/Disagree	Neither Agree/Disagree	Very good
210	11/26/21 20:07:47	11/26/21 20:10:38	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Neither Agree/Disagree	Agree Strongly	Agree Strongly	Total mess and encourages laziness in maintaining former maintained areas No sign of increase of bees butterflies etc. Areas should revert to planned maintenance to remove eyesores on landscape
211	11/26/21 20:07:17	11/26/21 20:10:54	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	Please get mowing regularly
212	11/26/21 20:12:26	11/26/21 20:13:00	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The idea behind the pilot scheme is most commendable. However, and I can only speak for the Castle Walk/Greenan Rd pilot as it is the only one I have come across so far, but it seemed to only feature one particular wild flower which had, when in bloom, the most pervasive and sickly-sweet aroma which was rather unpleasant and did absolutely nothing, either visually or olfactory, to enhance my enjoyment of the area - quite the reverse in fact! A more diverse range of mixed wild flora in that area would be far more attractive, and a very welcome enhancement to what is an otherwise plain looking grassed area.
213	11/26/21 21:23:01	11/26/21 21:27:16	anonymous	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Regularly
214	11/27/21 0:16:01	11/27/21 0:33:10	anonymous	Tend to Disagree	Tend to Disagree	Neither Agree/Disagree	Tend to Disagree	Tend to Disagree	Tend to Disagree	Vibrant colours are lovely.
215	11/27/21 8:10:47	11/27/21 8:12:35	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Love them
216	11/27/21 11:55:21	11/27/21 11:55:59	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	This should be more of the norm in years to come as long as the grass play areas are not totally removed as you do still need an area to run about and kick a ball.
217	11/27/21 15:52:39	11/27/21 15:55:31	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Tend to Agree	Agree Strongly	Agree Strongly	I don't feel the wildflower meadow near my home has been successful. I have seen attractive colourful wildflower meadows elsewhere whereas here it looks no different to a neglected field of tall weeds. It was a much nicer area when the grass was kept short. I am not aware of the area being any more attractive to butterflies & bees.
218	11/27/21 23:04:54	11/27/21 23:05:25	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	it would have been helpful for the trial areas to have been identified.
219	11/29/21 9:43:36	11/29/21 9:45:55	anonymous	Tend to Disagree	Strongly Disagree	Neither Agree/Disagree	Tend to Disagree	Neither Agree/Disagree	Neither Agree/Disagree	I think this is a fab idea and will encourage wildlife
220	11/29/21 9:45:59	11/29/21 9:47:14	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Tend to Agree	Where are these meadow sites? Would it be possible to plant some trees there also?
221	11/29/21 9:47:17	11/29/21 9:47:56	anonymous	Tend to Agree	Tend to Agree	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	The parkland at top of Hayhill was used more as people could see. Butterflies, ladybirds and children pay more attention to their environment
222	11/29/21 9:47:59	11/29/21 9:48:38	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Excellent idea for all suitable areas. Birds, bees and biodiversity - let's do more
223	11/29/21 9:48:42	11/29/21 9:48:55	anonymous	Tend to Agree	Tend to Agree	Tend to Agree	Neither Agree/Disagree	Tend to Agree	Tend to Agree	The wildflower area was lovely with beautiful flowers & colours however the grass hill area next to simple road. The grass was left to grow long with strips cut into it. This looked silly. I did not notice a higher number of bees & butterflies unlike the wildflower area. Also people allowed their dogs to foul in the long grass and did not pick it up. This resulted in children stepping on it when they were out playing. Please keep the wild flower area but please cut the grass on the hill areas. Thank you
224	11/29/21 9:49:00	11/29/21 9:50:02	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Think they are a great idea. Bring more bees etc to the open spaces. I see it everyday when I walk my dog
225	11/29/21 9:50:05	11/29/21 9:50:46	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Don't know where they are. This is just a cost cutting exercise & may get people payed off
226	11/29/21 9:50:50	11/29/21 9:54:06	anonymous	Tend to Disagree	Tend to Disagree	Tend to Agree	Tend to Disagree	Neither Agree/Disagree	Neither Agree/Disagree	I was delighted with this initiative. Well done
227	11/29/21 9:54:10	11/29/21 9:55:03	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Waste of time - no evidence of variety of wildflowers. A bit pathetic.
228	11/29/21 9:55:06	11/29/21 9:55:56	anonymous	Strongly Disagree	Strongly Disagree	Neither Agree/Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Photographs were beautiful but sadly our local area at the oval was less successful but I hope this can be rectified for next year.
229	11/29/21 9:56:04	11/29/21 9:56:17	anonymous	Agree Strongly	Agree Strongly	Tend to Agree	Tend to Agree	Agree Strongly	Agree Strongly	
230	11/29/21 9:56:20	11/29/21 9:56:34	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
231	11/29/21 9:56:39	11/29/21 9:57:53	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	
232	11/29/21 9:57:56	11/29/21 9:58:41	anonymous	Strongly Disagree	Strongly Disagree	Neither Agree/Disagree	Strongly Disagree	Tend to Disagree	Tend to Disagree	
233	11/29/21 9:58:45	11/29/21 9:59:37	anonymous	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	Agree Strongly	

Response	Number of Responses
Agree Strongly	158
Tend to Agree	35
Neither Agree/Disagree	11
Tend to Disagree	13
Disagree Strongly	11
Total	228

Response	Number of Responses
Agree Strongly	193
Tend to Agree	35
Neither Agree/Disagree	16
Tend to Disagree	5
Disagree Strongly	9
Total	228

Response	Number of Responses
Agree Strongly	163
Tend to Agree	35
Neither Agree/Disagree	16
Tend to Disagree	5
Disagree Strongly	9
Total	228

Response	Number of Responses
Agree Strongly	113
Tend to Agree	96
Neither Agree/Disagree	40
Tend to Disagree	14
Disagree Strongly	13
Total	228

Response	Number of Responses
Agree Strongly	180
Tend to Agree	28
Neither Agree/Disagree	9
Tend to Disagree	4
Disagree Strongly	7
Total	228

Response	Responses	Percentage before 100
Increased Level of Enjoyment	193	0.846491228
Increased Visual Attractiveness	195	0.855263158
Increased Value to Biodiversity	198	0.868421053
Increased Desire to Use the Open Sp	161	0.706140351
Support of More Sites in SAC	208	0.912280702

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	Development of Wildflower Meadows in South Ayrshire
Lead Officer (Name/Position/Email)	Kenneth Dalrymple, Service Lead – Neighbourhood Services – kenneth.dalrymple@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	N/A	N/A
Disability	N/A	N/A
Gender Reassignment (Trans/Transgender Identity)	N/A	N/A
Marriage or Civil Partnership	N/A	N/A
Pregnancy and Maternity	N/A	N/A
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	N/A	N/A
Religion or Belief (including lack of belief)	N/A	N/A
Sex – gender identity (issues specific to women & men or girls & boys)	N/A	N/A
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	N/A	N/A
Thematic Groups: Health, Human Rights & Children's Rights	N/A	N/A

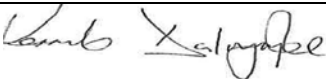
3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

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	N/A
Advance equality of opportunity between people who share a protected characteristic and those who do not	N/A
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?)	N/A
Increase participation of particular communities or groups in public life	N/A
Improve the health and wellbeing of particular communities or groups	N/A
Promote the human rights of particular communities or groups	N/A
Tackle deprivation faced by particular communities or groups	N/A

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Rationale for decision:	
<p>There are no equality issues relating to the electrification of small fleet vehicles by 2025 and the phased removal of grey fleet mileage. This process will be determined by the requirements of service provision and should not affect those with protected characteristics</p>	
<p style="text-align: center;"></p> <p>Signed : Service Lead</p> <p>Date: 15 December 2021</p>	

South Ayrshire Council

**Report by Head of Legal, HR and Regulatory Services
to Leadership Panel
of 18 January 2022**

Subject: Strategic Risk Management

1. Purpose

1.1 The purpose of this report is to update Members on the reviewed Strategic Risk Register (Appendix 1) in line with the agreed reporting framework.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 considers the reviewed Strategic Risk Register (Appendix 1) updated by Chief Officers which includes information on a new risk impacting Ash Trees; and

2.1.2 notes the 12 key risks and endorses the work currently being undertaken or proposed by risk owners to mitigate these risks.

3. Background

3.1 The Strategic Risk Register is reported in accordance with the framework within the Corporate Risk Management Strategy. South Ayrshire Council's performance in Risk Management continues to be assessed using Audit Scotland's Best Value Toolkit.

3.2 The Strategic Risk Register was reported to the Audit and Governance Panel of 1 December 2021 for scrutiny. Members endorsed the work being progressed by Risk Owners to mitigate the identified risks but requested that a further review be undertaken on the risk relating to Workforce Planning. It was agreed that this would be progressed with relevant Service Leads and Chief Officers and work is already underway in this regard.

3.3 Risk Management is also undertaken at Directorate level and within the Health and Social Care Partnership.

4. Proposals

4.1 A new risk has been identified at Directorate Level by the Service Lead in Neighbourhood Services. The issue relates to a widespread horticultural disease (Ash Tree Die Back) impacting ash trees throughout South Ayrshire which may result in a range of financial, safety and reputational risks to the organisation. It has been agreed that this issue should be added to the Strategic Risk Register due to

the wide reaching and significant implications it may have for the Council as a whole.

- 4.2 The Strategic Risk Register has been reviewed by Chief Officers / Risk Owners and updates provided on progress against implementation of proposed risk mitigations. 12 Strategic Risks are being managed and these are listed as follows:

	<i>Risk</i>	<i>Theme</i>
1.	Decision Making and Governance	Governance
2.	External Factors including Contingency Planning	Governance
3.	Strategic Planning – Recovery and Renew	Governance
4.	Integrity	Governance
5.	Child and Adult Protection	Protection
6.	Public/ Employee Protection	Protection
7.	Sustainable Development and Climate Change	Protection
8.	Ash Tree Die Back	Protection
9.	Financial Constraints	Resources
10.	Workforce Planning	Resources
11.	ICT – Digital Resilience, Protection and Capability	Resources
12.	Management of Assets	Resources

- 4.3 Full detail of strategic risk management arrangements is provided within the register (Appendix 1). Ownership is assigned to ensure there is clear accountability and responsibility in terms of risk management. The cause, potential effect, risk score and current mitigations are also recorded.
- 4.4 Proposed risk mitigations have a target completion date and their progress is outlined by use of a percentage completion bar in the report. A status icon is also included which indicates whether or not the specific initiative is on target.
- 4.5 Members are also requested to note that Chief Officers regularly consider new or emerging risks and there is a process whereby significant operational risks, managed at directorate level, can be elevated to strategic level as required.
- 4.6 It is anticipated that Members will consider the strategic risk management arrangements outlined within this report and be assured that there is a robust system in place for identifying and managing those threats which could have a significant impact on the successful delivery of the Council's objectives.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 Risks have been identified and assessed in line with the Council's Risk Management process. This report seeks to confirm that risk mitigation at Strategic level is ongoing and risks are being managed at a tolerable level.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Rejecting the recommendations may give rise to external criticism, breach of statute or legal challenge.

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 the delivery of all Council strategic objectives.

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, 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 Head of Legal, HR and Regulatory Services 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>
Adopt recommended approach to Strategic Risk Management	31 January 2022	Service Lead – Risk and Safety




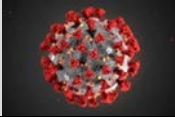








Background Papers **[Report to Audit and Governance Panel of 1 December 2021 - Strategic Risk Management](#)**

Person to Contact **Carol Boyd, Service Lead - Risk and Safety**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 613090
E-mail carol.boyd@south-ayrshire.gov.uk

Date: 10 January 2022

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1

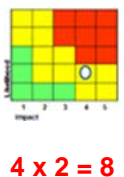
South Ayrshire Council has identified the following risks of strategic significance in line with the themes of Governance, Protection and Resources. The ongoing impact of COVID-19 in terms of response and recovery is fully considered and risk mitigations have been modified and agreed to form the basis of revisions to the Strategic Risk Register.




Risk Themes and Title		
Governance	Protection	Resources
1. Decision Making and Governance 	5. Adult and Child Protection 	9. Financial Constraints 
2. External Factors including Contingency Planning 	6. Public and Employee Protection 	10. Workforce Planning 
3. Strategic Planning – Recovery and Renew 	7. Sustainable Development and Climate Change 	11. ICT – Digital Resilience, Protection and Capability 
4. Integrity 	8. Grounds Maintenance - Ash Tree Die Back 	12. Management of Assets 
<p>The successful mitigation of these risks will support the delivery of the Council Plan, along with the response to, and recovery from COVID-19. Input is provided by Risk Owners identified at Strategic level to ensure clear responsibility in terms of their management. Detail is provided on risk mitigations – both current and proposed.</p> <p>Target dates are recorded in respect of the achievement of the proposed mitigations.</p>		

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1

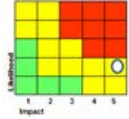

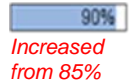

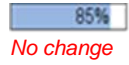

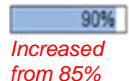


Risk 1 **Risk Title – Decision Making and Governance** **Risk Theme - Governance**

Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations
Accountable – ELT Responsible - CLT Risk Owner – Head of Legal, HR and Regulatory Services	1. There is a risk of internal control failure during the COVID-19 response and recovery phase. 2. There is a risk that key decisions are taken on behalf of the Council which may contradict agreed Council Plan objectives or increase risk exposure to the organisation.	Undertaking new areas of COVID-19 work outside normal Council governance arrangements Updates to Government legislation and advice Decrease in levels of scrutiny	Lack of compliance; Failure to meet statutory requirements; Poor best value audit. Reputational damage.		1. Arrangements have been implemented to allow remote Panels to be held during the Pandemic. 2. Members were supported with one to one training to ensure they could effectively take part in remote meetings. 3. Service Leads ensure there is full consultation with PFH's on decision-making.

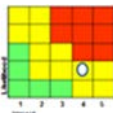
Proposed Mitigations (with dates)	Status	Progress Bar
1. Members are supported to deliver good decision making through briefings. The Service Lead – Democratic Governance reviewed arrangements for briefings for Member and Committee Services in discussion with the Leader in December 2020. The training provided to members was reviewed with specific recommendations for one to one meetings with new members to assess training needs and produce an individualised plan. Content of induction plan being discussed and meetings on induction package being set up. (February 2022)		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4a86e8; margin: 0 auto;"></div> <div style="text-align: center; margin-top: 2px;">90%</div> <div style="text-align: center; color: red; font-size: small; margin-top: 2px;">Increased from 85%</div>
2. ICT are procuring and implementing a webcasting/live broadcasting solution that will allow public access. Fully remote was available from 21 September 2021. Council paper on 15 September 2021 that noted that public and press could access all remote meetings for all SAC Council meetings. Progress to be made by ICT to allow IJB and Licensing Board to be able to allow public access to remote meeting via new platform. Council agreed that once ICT testing and training complete and once protocols are agreed then Council happy to proceed with Hybrid meetings. Draft Protocol being developed and consultation to take place with Party Leaders. ICT progressing testing and training for in person and hybrid meetings. (mid November 2021)		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4a86e8; margin: 0 auto;"></div> <div style="text-align: center; margin-top: 2px;">75%</div> <div style="text-align: center; color: red; font-size: small; margin-top: 2px;">Increased from 65%</div>
3. Installation of camera, recording and broadcasting equipment in County Hall to support hybrid meetings. Protocol and processes were agreed for remote meetings and are now in progress for the hybrid meetings. ICT is progressing Training and Testing for in person and hybrid meetings. (mid November 2021)		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4a86e8; margin: 0 auto;"></div> <div style="text-align: center; margin-top: 2px;">55%</div> <div style="text-align: center; color: red; font-size: small; margin-top: 2px;">Increased from 15%</div>

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1

Risk 2		Risk Title – External Factors including Contingency Planning			Risk Theme - Governance	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Head of Legal, HR and Regulatory Services	There is a risk that a range of external factors out with the Council's control such as COVID-19, Brexit or other, may adversely impact on ability to fulfil Council objectives and deliver critical services.	Adverse incidents or Civil Emergencies, eg Kincaidston, Covid19 Factors imposed upon the Council such as legislative change, Government policy change, implications of Brexit, COP26, political change nationally or locally. Unanticipated updates to Government legislation and advice.	Requirement to re-allocate resources, failure to deliver services to an acceptable level or drive desired improvements. Restrictions on budget, reputational damage.	 <p style="text-align: center; color: red; font-weight: bold;">5 x 2 = 10</p>	<ol style="list-style-type: none"> Continued Horizon scanning to anticipate and respond to risks – four main civil contingencies risks identified for Ayrshire this year. Watching brief and continual discussion on funding requirements for COVID but also Brexit and other emergencies. Dissemination of information to officers and members around COSLA and Chartered Institute of Public Finance and Accounting (CIPFA). Risk and Safety team supports Ayrshire Local Resilience Partnership (ALRP). The structure of the Practitioner and Strategic ALRP was refined to respond more efficiently to Ayrshire Risks. Chief Executive attends Strategic ALRP. The Level of Interaction between Health / Councils and partners has increased in response to COVID-19 and allows for increasingly efficient collaboration partnership working that can be used in all emergency planning. The HSCP Risk and Resilience Forum is well established and attended by the Service Lead – Risk and Safety and the ACCT Coordinator. 24/7 on call service in place via Civil Contingencies to respond to, and coordinate, Council emergency response to major incidents. 	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Practitioner ALRP and Strategic ALRP meet with required frequency to co-ordinate individual responses from all agencies to Covid 19, major incidents eg Kincaidston, disruptive weather, COP26 and other risks/ challenges as they present themselves. Arrangements revisited and updated to reflect risk (ongoing)						
2. Member / Officer working group was re-instituted to keep members advised on current Brexit implications. Officers attend COSLA meeting where all Councils report preparedness and raise issues. Ayrshire ALRP reported Brexit “readiness” through sub group mandated process and transition to leaving successfully completed. Members group meets regularly and is updated (ongoing.)						
3. Risk and Safety Team continue to support SAC civil contingency and business continuity arrangements. Ayrshire ALRP identifies 4 concurrent civil contingencies risks that continue to be managed to support Ayrshire response. SAC civil contingencies response plan is under review in light of Covid learning. Service Leads undertake rolling review of business continuity plans on 6 monthly basis. Civil Contingencies exercises continue to be developed and rolled out (March 2022 and ongoing)						

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 3		Risk Title – Strategic Planning – Recovery and Renew			Risk Theme - Governance	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Assistant Director – People	1. There is a risk that the Council fails to fulfil strategic objectives in light of COVID-19 and related pressures, and that current service, financial and resource planning is therefore not aligned. 2. A significantly negative economic impact is anticipated in light of Covid-19 which will impact on a range of Council services, particularly those who generate income including Housing, Council Tax, Tourism and Events, Sport and Leisure, Health and Wellbeing. 3. There is a risk relating to the future operating model for the Council establishment.	COVID-19. Corporate and Directorate Planning processes.	Failure to deliver on Corporate and Directorate Plans or achieve priority outcomes Failure to meet expectations of the public, partners, service users, local businesses Reputational damage Decrease in income to the Council which will detrimentally impact service areas and may impact on future delivery models	 4 x 2 =8	1.Recovery and Renew Framework approved. 2.Implementation of Operational Recovery and Renew supported by Assistant Directors and Heads of Service. 3.Plans developed from each Council Service Lead to take account of future operational delivery models 4.Existing Council Plan with clearly defined priorities is in place. 5.Delivering Good Governance framework and reporting in place. 6.Robust financial governance in place. 7.A broad range of Covid-19 mitigations are now well embedded. 8.Contingency plan developed for the re-establishment of services to support any future lockdown.	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Budget monitoring ongoing to measure full year financial impact (ongoing monthly)						 Increased from 75%
2. Business Continuity Plans continue to be updated by Service Leads on a 6 monthly basis. (ongoing)						 Increased from 75%
3. A Group has been established to consider the Council’s future operating model, with a purpose of establishing a longer term, sustainable model of working, which will include working from home, which will help us reduce the amount of buildings we occupy, present opportunities for savings and reduce our carbon footprint. Key to this will be establishing fair, flexible and supportive working arrangements to ensure staff have a good work life balance and remain healthy, engaged and productive. (March 2022)						 Increased from 10%








SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 4

Risk Title – Integrity

Risk Theme - Governance

Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Head of Legal, HR and Regulatory Services	1. There is a risk that the integrity of the Council is breached through a range of failures such as Information Security, Cyber Crime, non- compliance with the General Data Protection Regulations (GDPR), Procurement Fraud, Contractual Failures, Vetting or Financial Irregularities. (COVID-19 may exacerbate the impact of the integrity risk). 2. There is a risk of failure to maintain sources of assurance and levels of scrutiny during COVID-19 response and recovery. 3. There is a risk associated with Brexit of any data being dealt with out with UK.	Existing Council Policy or systems may be ineffective or inconsistently implemented. Lack of training or communication. Difficulty to respond timeously to FOI and GDPR requests during Pandemic as result of staff being deployed to COVID response / recovery. Additional levels of Cybercrime and Fraud because of COVID.	Reputational damage, financial loss, fines, prosecution, civil liability.		1. Current policies / encryption / firewalls, specifically mandatory online Data Protection training, robust processes for reporting and dealing with data breaches. 2. Adherence to the Records Management Plan that has been agreed with the Keeper and is being implemented. 3. Standing Orders relating to Contracts and to Meetings, Scheme of Delegation, Financial Regulations, Council Procurement Policy. 4. SAC Code of Conduct, range of HR / H&S, Fleet policies, employee vetting processes. 5. Fraud Officers, Fidelity Guarantee Insurance Policy and National Fraud Initiative. 6. Internal Audit activity. 7. Establishment of Integrity Group / management of Integrity Group Risk Register. 8. Additional Communications with Staff and Public with advice re Cyber Crime and Fraud.	
Proposed Mitigations (with dates)					Status	Progress Bar
1. The actions referred to above are progressed by an Integrity Group, which monitors existing risks and identifies any new and emerging risks for SAC .The Group monitors and develops appropriate mitigations. The Chief Executive chairs the group and officers responsible for each key heading report on the risks. New Service Leads in attendance reporting on their operational area of risk (ongoing)						 85% No change
2. A risk register is being produced for the Integrity Group to monitor progress on all key risks, track progress, and minimise the Council's risk exposure. This is under development and will be reported to next Integrity Group. (March 2022)						 30% No change
3. The reporting process of the risks from Integrity Group to Members is being reviewed. Reporting mechanisms to Members by other authorities is being considered and then a paper will be taken to next integrity group - any good practice that is identified will be implemented (March 2022)						 30% No change

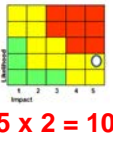
SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 5

Risk Title - Adult and Child Protection

Risk Theme – Protection

Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations
Accountable – ELT Responsible - CLT Risk Owner – Director of Health and Social Care	<p>1. There are increased levels of hidden harm in our community as a result of Covid and reduced community presence of services.</p> <p>2. There is a risk of failure to provide adequate protection and the necessary level of support to vulnerable adults and children.</p> <p>3. There is a risk that current policies linked to Adult and Child Protection are not fit for purpose. (Cross ref to HSCP Strategic Risk Register)</p>	<p>COVID-19</p> <p>More complex family and adult needs</p> <p>Quality Assurance Framework has been Absent</p>	<p>Potential harm to clients and vulnerable service users.</p> <p>Potential for litigation, financial loss or reputational damage.</p> <p>Potential for litigation, financial loss or reputational damage.</p>	 <p>5 x 2 = 10</p>	<p>1. There are monthly COG meetings to monitor the impact of Covid on public protection matters.</p> <p>2. There are monthly Public Protection sub groups (Child Protection; Adult Protection; Violence Against Women/Criminal Justice and Alcohol and Drugs Partnership) reporting into COG that are monitoring the operational context and responding in a coordinated way to issues.</p> <p>3. APC and CPC receive a Covid update at each meeting that charts the response to Covid and actions taken.</p> <p>4. HSCP Directorate Management Team meets regularly to provide leadership and oversight of response</p> <p>1. Established governance in place via Clinical and Care Governance</p> <p>2. APC and CPC meet regularly and review business plans</p> <p>3. MAPPA arrangements (including Management Oversight Group and Strategic Oversight Group) are in place and report monthly to COG</p> <p>4. The Community Services Oversight Group seeks to support the sector and provide assurance on a range of issues to key local and national stakeholders</p> <p>5. Regular updates to procedures and guidance have been shared as national Covid guidance has been published</p> <p>6. IRD activity is now audited monthly to provide scrutiny and assurance in relation to this key activity</p> <p>7. ASP Lead Officer engaging first line managers in developing our response to vulnerable adults</p> <p>8. CSWO engaging with operational staff in relation to complex cases in both adult and children's services where there are complex risk factors</p> <p>1. New CPC/APC sub group structure now established and the Policy and Performance Sub Group is leading this review work and will report progress at each meeting</p> <p>2. Governance on new policy and procedure will be via CPC/APC through to COG.</p> <p>3. Development of Practice Standards in Social Work to commence that will support the policy framework</p>

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 5	Risk Title - Adult and Child Protection (Continued)	Risk Theme – Protection	
Proposed Mitigations (with dates)		Status	Progress Bar
1. Develop and implement the quality assurance framework within commissioning, building on COVID-19 additional measures and the work of the Care Home Oversight Group (31.03.22)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 60% </div> <p style="color: red; font-size: small; margin: 0;"><i>Increased from 10%</i></p>
2. Care First to be implemented across all children and adult social work teams (31.03.21)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 100% </div>
3. Full refresh of HSCP strategic and operational risk registers complete awaiting final approval from performance and audit committee. (31.06.21)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 100% </div> <p style="color: red; font-size: small; margin: 0;"><i>Increased from 80%</i></p>
4. Recruitment to strengthened commissioning and CSWO teams (target date tbc)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 95% </div> <p style="color: red; font-size: small; margin: 0;"><i>No change</i></p>
5. Learning reviews have been commissioned in relation to the ADP, Public Protection and Adult Social Work services that will identify areas for improvement (31.03.22)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 20% </div> <p style="color: red; font-size: small; margin: 0;"><i>Increased from 5%</i></p>
6. The ADP Is developing a framework in relation to risk around drug related deaths (target date tbc)			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 25% </div> <p style="color: red; font-size: small; margin: 0;"><i>No change</i></p>
7. The implementation of the transformational work within Children and Families which has been supported by the Council. Belmont family support has been commenced and the implementation of Signs of Safety is progressing in partnership with the National Signs of Safety organisation.			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="display: flex; justify-content: space-between; width: 50px;"> 66% </div> <p style="color: red; font-size: small; margin: 0;"><i>No change</i></p>

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 6

Risk Title - Public and Employee Protection

Risk Theme – Protection

Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owners – Service Lead – Risk and Safety and Service Lead – Trading Standards and Environmental Health	1. There is a risk of failure to provide the agreed standards of protection to the Public and Council Employees in line with Scottish Government and Health and Safety Executive guidance. 2. There is a risk that health & safety risk assessments in some areas may not currently identify adequate mitigations to safeguard employees / service users from hazards such as COVID-19, Violence and Aggression etc. 3. There is a risk that Public Health measures such as restrictions to local businesses or the ‘track and trace strategy’ cannot be fully achieved or may be ineffective. 4. There is a risk that proposals by Scottish Fire and Rescue Service to reduce response to fire alarms will impact people safety and property protection.	COVID-19 Budget constraints across Services. Ambiguity around roles and responsibilities or inconsistent application of policy. Lack of training.	Accident, incident, injury or ill health to employees /service users. Prosecution and Civil litigation. Damage to Council’s reputation. Financial impact of claims, increased insurance premiums or fines.	<p style="text-align: center;">5 x 2 = 10</p>	1. Existing H&S Policies and procedures. COVID-19 sample H&S Risk Assessments developed for Service use. H&S Guidance prepared and issued. Range of resources, information, links and training on H&S CORE page. 2. Central H&S team undertake H&S Audits and Fire Risk Assessments over a 3 year rolling programme. Risk Assessment self-evaluation process rolled out. 3. The PDR process identifies key H&S training requirements for all Council employees. 4. Healthy Working Lives (HWL) Gold Award re-accredited since 2012). 5. Risk Assessment Training & Support, plus Council Standard and a range of courses on Management of Actual or Potential Aggression, Dealing with Difficult Behaviour, De-escalation etc. 6. V&A measures across services including a Customer Security Officer, Campus Police Officers, ‘2 to attend’ protocols, panic buttons in offices, modifications to office design. 7. Protocols and systems in place within Environmental Health (EH) to manage COVID-19 related EH service delivery and provide required level of input to the commercial sector.	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Ongoing review, refresh and issue of health and safety guidance, sample risk assessments, work procedures and safe working recovery options for Council Services to utilise in light of COVID-19. (timescale - ongoing throughout response and recovery period).						<p style="text-align: right; color: red;">Increased from 70%</p>
2. Asset Management team will continue to review and action, based on risk priority, compliance and/or property related issues raised through Fire Risk Assessments, Health and Safety Audits and Vacant Property Inspections. (March 2022).						<p style="text-align: right; color: red;">Increased from 50%</p>
3. All duty holders / building managers monitoring and updating outstanding H&S actions via Pentana (March 2022)						<p style="text-align: right; color: red;">Increased form 75%</p>
4. Utilise self-evaluation method to ensure all Services have identified significant hazards and fully developed their H&S risk assessments – (Internal Audit Action). (March 2022).						<p style="text-align: right; color: red;">Increased from 25%</p>
5. Working with SFRS to agree alternative solutions to non-attendance of Fire Appliances following automated alarm signals (March 2022)						<p style="text-align: right; color: red;">New</p>

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 7 **Risk Title - Sustainable Development and Climate Change** **Risk Theme - Protection**

Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations
Accountable – ELT Responsible - CLT Risk Owner – Service Lead Neighbourhood Services	There is a risk of failure to meet climate change duties, failure to reduce emissions and prepare for the impacts of climate change, failure to support the community to also adapt and mitigate risks in relation to climate change.	Services do not necessarily recognise the role they need to play, lack of input and accountability by services leaving key areas inadequately addressed. Decisions and infrastructure while meeting short term goals are currently not fit for the future. Actions in place are currently not fully coordinated across services.	Reduction in emissions not achieved to 1.5 degrees scenario therefore accelerating the pace of climate change. United Nations Sustainable Development Goals not adequately addressed. South Ayrshire may not adapt and be climate resilient. Effect may be further detriment to those already disadvantaged, increasing inequalities and exacerbating deprivation. Communities may be unprepared for a low carbon future.	 4 x 2 = 8	1. Council approved Climate Change Strategy 2. Baseline data on Sustainable Development and Climate Change now assembled to allow future progress to be measured. Achieved through the formation of the Carbon Management Subgroup. 3. Proposals endorsed by the MOWG now agreed at Leadership Panel and assigned for implementation.

Proposed Mitigations (with dates)	Status	Progress Bar
1. Fully implement Climate Change Strategy (target date 2024, at which point strategy will be reviewed)		 No change
2. Introduce a carbon budgeting system to run alongside the council's financial budgeting system as per the Aberdeenshire model (April 2021)		 Increased from 90%
3. Introduce a mechanism for cross cutting implementation of Strategy by embedding within Council policy making, as well as service planning. (revised to December 2021)		 Increased from 15%
4. Adopt a net zero buildings policy to delivery on the Council's targets and duties in relation to the existing estate as well as proposed refurbishments and new builds. (December 2021)		 No change
5. Adopt fleet decarbonisation strategy in line with council policy, targets and duties alongside ULEV infrastructure strategy for both fleet and public charging. (December 2021)		 No change
6. Assess the Council against Scotland's Adaptation Capability Framework and set out priority actions. (March 2022)		 No change
7. Adopt a green recovery communications plan and climate literacy training plan. (December 2021)		 Increased from 20%

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



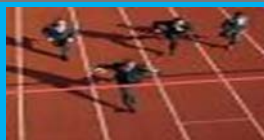
Risk 8						Risk Title - Ash Tree Dieback						Risk Theme - Protection					
Ownership		Potential Risk		Cause		Potential Effect				Risk Score		Current Mitigations					
Accountable – ELT Responsible-Asst Director Place Risk Owner – Service Lead Neighbourhood Services		There is a risk of injury / damage to SAC residents and infrastructure as a result of Ash Dieback – a disease proliferating through SAC woodland. Disease has been identified and is spreading.		Principle cause is the spread of Ash Dieback throughout South Ayrshire /Scotland. Neighbourhood Services is currently not resourced to manage the extent of Ash Die Back.		<p>Potential for fatality / injury to residents / employees.</p> <p>Potential for damage to property, listed structures, headstones, power / phone lines</p> <p>Potential of falling Ash trees/limbs on roads/pavements/ footpaths within public open space and schools and associated obstruction to roads</p> <p>Increased liability to Council in respect of above potential incidents</p> <p>Financial pressure in terms of significant increased expenditure to mitigate risk including costs for replanting, cost of recruiting skilled operatives. Availability of skilled operatives likely to be restricted by market demand - this is a national problem.</p> <p>Potential for increased flooding risks for changes in waterways e.g. banking failures due to tree failure</p> <p>Loss of Ecosystems- air quality, biodiversity loss, increases in noise levels adjacent to roads, loss of visual screens</p> <p>Increased liability and insurance premiums for residents due to property risks.</p> <p>Risk to European protected species (roosts/ food source). Loss of biodiversity of species dependant on Ash</p>				<p>5 x 2 = 10</p>		<p>1.Survey of trees within lands managed by Neighbourhood Services has commenced.</p> <p>2.Communication with ARA has taken place and regular meetings have been set up.</p> <p>3.An Ash Dieback Plan is currently being developed</p>					
Proposed Mitigations (with dates)										Status		Progress Bar					
1. Ash Dieback plan to be completed and taken to Leadership Panel for approval (31 January 2022)										▶		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> <div style="position: absolute; top: -2px; left: 2px; width: 100%; height: 100%; background-color: #007bff; opacity: 0.2;"></div> <div style="position: absolute; top: -2px; left: 2px; width: 100%; height: 100%; background-color: #007bff; opacity: 0.2; clip-path: polygon(0% 0%, 20% 0%, 20% 100%, 0% 100%);"></div> 20% </div> <p style="text-align: center; color: red; font-weight: bold;">New</p>					
2. Communication plan to be developed (31 January 2022)										▶		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> <div style="position: absolute; top: -2px; left: 2px; width: 100%; height: 100%; background-color: #007bff; opacity: 0.2;"></div> <div style="position: absolute; top: -2px; left: 2px; width: 100%; height: 100%; background-color: #007bff; opacity: 0.2; clip-path: polygon(0% 0%, 5% 0%, 5% 100%, 0% 100%);"></div> 5% </div> <p style="text-align: center; color: red; font-weight: bold;">New</p>					

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 9		Risk Title - Financial Constraints			Risk Theme - Resources	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Head of Finance and ICT	<p>1. There is a risk to financial resilience during COVID-19 response and recovery.</p> <p>2. There is a risk that current, planned or expected levels of service cannot be delivered.</p>	<p>COVID-19</p> <p>Strain on budget as a result of implementation of a range of measures to protect SAC residents and service users.</p> <p>UK and Scottish Government reductions in funding over a number of years.</p>	<p>Incurring additional unbudgeted COVID-19 spend – strain on reserves.</p> <p>Failure to deliver key services or meet change in service demands.</p>	<p style="color: red; font-weight: bold;">3 x 2 = 6</p>	<p>1. Annual 2021/22 budget prepared and approved in March 2021.</p> <p>2. Maintain pressure on Scottish Government to agree settlements which reflect Local Authority needs through participation in CoSLA groups.</p> <p>3. A ten Year Long Term Financial Outlook and three year Medium Term Financial Plan approved by Leadership Panel in October 2021.</p> <p>4. Annual Treasury Management Strategy prepared, reviewed by A&G panel and approved by Council March 2021. Details credit and counterparty risk.</p> <p>5. Treasury Management Practices (TMP's) updated annually to reflect Treasury risk such as credit and counterparty risk management, liquidity risk management, interest rate risk management and exchange rate risk management.</p> <p>5. Covid-19 - Appropriate financial control and authorisation mechanisms remain operational and robust budgetary control maintained to ensure appropriate monitoring of spend</p> <p>6. Covid-19 - cash reserves remain sufficient to meet immediate cost impact in tandem with SG funding announcements.</p> <p>7. Covid-19 - Initial COVID-19 cost impact assessment through Cost submission to CoSLA – resulted in additional SG funding allocations.</p> <p>8. Covid-19 – Considerable Scottish Government funding utilised to offset direct Council cost impact/loss of income</p> <p>9. Covid-19 - significant business support package previously put in place by Scottish Government to mitigate impact on business community and community in general.</p> <p>10. Covid-19 Programme of Recovery Activity 2021/22 to 2022/23 report approved by LP in June 2021 – providing resources (funded by Covid-19 reserves brought forward and 2021/22 SG funding) to meet ongoing impact of pandemic on Council Service provision.</p>	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Lobby Scottish Government through discussions via CoSLA, Directors of Finance and Solace to ensure required funding continues to be made available to Local Government (on-going).						<p style="color: red; font-weight: bold;">Increased from 60%</p>
2. Rolling annual update of three year Medium Term Financial Plan to be implemented (next update due October 2022)						
3. Bi annual update of ten year Long Term Financial Outlook to be implemented (next update due October 2023)						

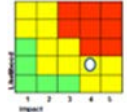
SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 10		Risk Title – Workforce Planning			Risk Theme - Resources	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
<p>Accountable – ELT</p> <p>Responsible - CLT</p> <p>Risk Owner – Service Lead – Human Resources</p>	<p>1. Workforce capacity and resilience may not meet additional demands through the recovery phase, particularly in critical roles. Increased employee absence as a result of COVID-19 or self-isolation could impact further. This might involve unbudgeted spend or reliance on external organisations or contractors.</p> <p>2. Implementation of UK and Scottish Government guidance/policy and procedures in relation to test and protect, isolation periods and incubation periods may vary or may be ambiguous which could impact on critical staff numbers.</p> <p>3. Employee mental wellbeing may be impacted by COVID-19 working arrangements.</p> <p>4. Effective recruitment and selection may be compromised due to the lack of face to face interviews and necessary background checking.</p>	<p>COVID-19</p> <p>Shortage of critical skills.</p>	<p>Incurring additional unbudgeted spend.</p> <p>Services may not be delivered effectively.</p> <p>Reliance on specialist or external organisations and contractors.</p>	<p style="text-align: center;">3 x 2 = 6</p>	<p>1. SAC has a range of established HR policies and procedures in place.</p> <p>2. Additional guidance has been prepared for managers and employee groups in respect of Covid19. This is regularly updated in line with expectations of Scottish Government and CoSLA.</p> <p>3. Regular consultation continues with Union Representatives on any proposed changes to guidance or policy.</p> <p>4. Occupational Health arrangements are in place, access to guidance and templates for mental wellbeing risk assessments and a variety of resources available through the 'Healthy Working Lives' initiative.</p>	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Monitoring employee absence closely with guidance given in relation to returning to work safely or working from home. (ongoing)						<p style="text-align: center;">85%</p> <p style="text-align: center; color: red;">No change</p>
2. Participation in national groups to ensure a shared common understanding of national guidelines and regular communication with the Scottish Government and COSLA (ongoing)						<p style="text-align: center;">85%</p> <p style="text-align: center; color: red;">No change</p>
3. Managers conducting risk assessments, maintaining contact with staff working at home and access to occupational health by telephone. (ongoing)						<p style="text-align: center;">85%</p> <p style="text-align: center; color: red;">No change</p>
4. Recruitment and selection is being carried out online and in exceptional circumstances face to face. Disclosure Scotland checks now undertaken online. Managers encouraged to seek verbal references for candidates. (ongoing)						<p style="text-align: center;">85%</p> <p style="text-align: center; color: red;">No change</p>

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 11					Risk Title – ICT Digital Resilience, Protection and Capability	Risk Theme - Resources
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Service Lead - ICT	There is a risk that major or widespread ICT failure will adversely affect delivery of Council services. ICT failure risks include non-compliance, failure of business systems, cyber-attack, and failure of ICT equipment.	Lack of corporate ICT planning in a robust and consistent manner. Cyber intrusion. Outdated / obsolete equipment and systems. The Business Continuity Plans of some Services lack effective arrangements for ICT loss.	Inability to provide key services and recover quickly. Reputational damage, financial loss, litigation.	 4 x 2 = 8	1. Resilient infrastructure in place with dual data centres, duplicated network communication paths, internet links, and server hardware 2. External contracts established with service providers for technical support and expertise across critical technologies. 3. Existing Disaster Recovery Plan (DRP) in place for critical systems. Discussions remain ongoing with the NHS, EA and SA with regards to potential cross organisation data centre disaster recovery opportunities. 4. A bespoke ICT Risk Register in place, which is subject to review as part of standard operating practice. 5. The Integrity Group meets regularly to consider cyber security issues and develop further mitigations as required. 6. Compliance standards established as part of technology and process governance framework.	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Live services will be moved to McCall’s Avenue Data, which has enterprise facilities management services, with County Buildings being used for resilience purposes (Dec 2021)						 <i>Increased from 10%</i>
2. Further engagement with partner authorities is required in relation to Data Centre DR plans. Further reviews of the ICT Business Continuity Plan (BCP) post COVID-19 are also required, to ensure responses for loss of all key ICT Business Systems and Infrastructure are considered and mitigated. (Dec 2022). Works delayed due to pandemic.						 <i>No change</i>
3. ICT are working with a Cyber Security partner to assess the overall security of the Council’s ICT infrastructure. A range of outcomes have already been delivered including a Security Maturity Assessment that will inform an action plan as we move towards PSN compliance for our entire network. (March 2022)						 <i>Increased from 50%</i>
4. All Service BC plans to include arrangements for resilience in respect of ICT failure –engagement with service areas will occur as it is likely that BC plans will require to change as result of the pandemic. (March 2022). Works delayed due to pandemic.						 <i>No change</i>
5. ICT Asset Management function being established to ensure currency of technology assets is maintained. Rolling replacement plans are in place for a number of technology towers. Works to formally document an asset management plan now scheduled for completion by Dec 2022 and will be documented in the 2021/22 ICT Service Improvement Plan. Works delayed due to pandemic.						 <i>Increased from 90%</i>




SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1



Risk 12	Risk Title – Management of Assets				Risk Theme - Resources	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Accountable – ELT Responsible - CLT Risk Owner – Service Leads – Asset Management and Professional Design Services	<ol style="list-style-type: none"> 1. There is a risk that required physical modifications to Council Buildings will take time and additional resource to implement in light of Government Guidance on physical distancing and prevention of COVID-19 virus spread. All Council Buildings are affected by this if Council is to ensure recovery from pandemic and return to 'new normal'; including Office Spaces, Education establishments, Depots, Customer Contact Centres, Leisure facilities etc. 2. There is a risk that all Council premises will not reopen fully following COVID-19 and a review of the Asset Management Plan will need to consider further Asset Rationalisation. 3. There is a risk of delay to projects to projects within the General Services capital programme due to hyperinflation of construction costs which could impact on deliverability of the programme. 4. There is a risk that Energy projects, for example LED lighting, that help to reduce the Council's carbon footprint are delayed leading to an inability to achieve some of the outcomes detailed in the Council's Sustainable Development and Climate Change Strategy. 	COVID-19	Impact on efficient recovery of Council services. Failure to deliver Asset Management Plan. Project delay or additional costs. Adverse incidents and compliance failure. Damage to Council's reputation.	<p style="margin: 0;">3 x 2 = 6</p>	<ol style="list-style-type: none"> 1. SAC Recovery Plan developed which provides a prioritised list of returning Services / Premises and is subject to Chief Officer Recovery Group approvals. 2. Property Project Team appointed to progress building assessments, agree occupancy levels and implement required physical reconfigurations within Council operational premises. 3. Professional Design Services to continue to monitor construction costs and contractors ability to progress and deliver works. 4. Design work on energy projects has continued to ensure that some projects were able to commence once Scottish Government restrictions were eased. 	
Proposed Mitigations (with dates)					Status	Progress Bar
1. Property Project Team will continue with building assessments across SAC operational portfolio. Services will be recovered and premises reopened in line with SAC Recovery Plan, Recovery Group approvals and Future Operating Model arrangements. (March 2022)						 Increased from 25%
2. Review Asset Management Plan, consult with stakeholders and Chief Officers prior to submitting to Council for approval. (March 2022)						 Increased from 25%
3. There is a commitment to fully review the General Services Capital programmes (March 2022)						 New
4. A number of Energy projects have commenced, whilst design work for future projects is also continuing (April 2022)						 Increased from 25%

SOUTH AYRSHIRE COUNCIL - STRATEGIC RISK REGISTER (November 2021) Appendix 1

Guidance – Recording Risks - How?

Risk No. x		Risk Title - xxxxx			Risk Theme – Resources / Protection / Governance	
Ownership	Potential Risk	Cause	Potential Effect	Risk Score	Current Mitigations	
Who is accountable and responsible for managing the risk	What could go wrong? S	What may have caused this risk? A	Possible outcomes or adverse effects? M	 P	What is already in place to manage the risk? L E	
Proposed Mitigations (with dates)					Status	Progress Bar
1. What is planned to mitigate the risk further? (and when it is due to be completed) <enter date>						 Increased from...?

A status icon (Figure 3) is displayed along with a calculation from Risk Owners on percentage completion of the mitigating actions. This information is closely scrutinised by Chief Officers via CLT and Elected Members through the Audit and Governance and Leadership Panels and this assists in determining decisions on reducing or increasing risk ratings utilising the matrix at Figure 1.

New risk identification is considered against a broad range of risk types and these are represented at Figure 2.

Risk types are cross-cutting and not considered in isolation.






Further explanation of SAC Council Risk Management Methodology is available within the [Corporate Risk Management Strategy](#)

Fig 1

Risk Themes			
Governance	Protection	Resources	
Risk Rating			
Impact		x	Likelihood
1	Minor		1 Unlikely
2	Moderate		2 Possible
3	Major		3 Likely
4	Critical		4 Very Likely
5	Catastrophic		5 Almost Certain

Fig 2



Fig 3	Status
	Completed
	On Target
	Not on target – some concerns
	Not on target – major concerns
	Not yet started

South Ayrshire Council

**Report by Assistant Director - People
to Leadership Panel
of 18 January 2022**

**Subject: Council Plan 2018-22 (2020 Mid-Term Refresh)
Extension**

1. Purpose

- 1.1 The purpose of this report is to request an extension to the Council Plan 2018-22 (2020 Mid-Term Refresh).

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 **considers an extension to the current plan by no more than one year (to allow the Local Government Election to take place and for Members elected in 2022 to be involved in the development of the next iteration of the plan); and**
- 2.1.2 **agrees that progress on the current plan will continue to be reported to the Service and Performance Panel on a quarterly basis.**

3. Background

- 3.1 The Council Plan 2018-2022 underwent a mid-term refresh and [Council Plan 2018-2022 \(2020 Mid-Term Refresh\)](#) was approved by the Leadership Panel on 5 March 2020.
- 3.2 The plan is underpinned by a [Performance Management Framework](#), as approved at the Service and Performance Panel on 19 August 2020. Reporting progress has been quarterly with the outcomes and performance indicators being reported annually. Reports were amended to report across all strategic priorities rather than the previous format of reporting three priorities at a time.
- 3.3 The Best Value Assurance Report made recommendations to improve how the Council reports its performance. Improvements that can be made to the reporting of the current plan will be considered by the Service and Performance Panel in February 2022. Further improvements will be considered as part of the development of the new plan and regular updates will be provided to the Best Value Working Group and the Audit and Governance Panel.

4. Proposals

- 4.1 Reporting on the Council Plan 2018-2022 (Mid-Term Refresh) continue until the new plan is agreed.
- 4.2 A new plan will be developed in collaboration with communities over the course of 2022/23.

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 Not applicable.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 The ongoing risks associated with the delivery of the Council Plan will be managed within existing operational activities.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The new plan would require to be developed and agreed before 31 March 2022 which would reduce involvement of partners and could result in a lack of stakeholder involvement and could impact on the reputation of the Council.

9. Equalities

- 9.1 An equalities impact assessment was completed for the original plan and the refreshed plan therefore still relevant.

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - A SEA was completed for the original plan and the refreshed plan therefore still relevant.

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 delivery of all of the Council's commitments.

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, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Assistant 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>
Updated Performance Management Framework to be considered by the Service and Performance Panel	8 February 2022	Service Lead – Policy Performance and Community Planning

Background Papers [Our People, Our Place Council Plan 2018-2022](#) - 1 March 2018
 [Council Plan 2018-22 \(Mid-Term Refresh\)](#) - 5 March 2020
 Report to Service and Performance Panel of 19 August 2020 –
 [South Ayrshire Performs – Performance Management Framework](#)

Person to Contact Kevin Anderson, Service Lead – Policy, Performance and Community Planning
 County Buildings, Wellington Square, Ayr KA7 1DR
 Phone 01292 612982
 E-mail kevin.anderson@south-ayrshire.gov.uk

Date: 10 January 2022

South Ayrshire Council

**Report by Assistant Director - Place
to Leadership Panel
of 18 January 2022**

Subject: Skypath Training Community Interest Company (CIC)

1. Purpose

1.1 The purpose of this report is to update Members on the Skypath Training Community Interest Company (CIC) and proposed reporting arrangements.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes progress in setting up successful operations of the Skypath Training CIC; and

2.1.2 approves that further updates be provided on an annual basis to the Partnerships Panel.

3. Background

3.1 At its meeting on 7 October 2021, the Council decided:

3.1.1 to approve the appointment of Calum McPhail, Co-ordinator, Economy and Regeneration, as the Council's representative on Skypath Aerospace Training CIC (as Board member); and

3.1.2 that officers should consider the reporting requirements for this CIC and its inclusion within the Transformation Programme and report back to Leadership Panel on this matter.

3.2 In response to the impact of Covid-19 on the Aerospace sector, plans were developed to mitigate job losses and improve skills retention. In particular, the rapidly developing Aircraft decommissioning market was identified as an opportunity to create new employment opportunities and as a means to retain skills within the area.

3.3 Prior to Covid-19, plans to utilise decommissioning aircraft as a means to provide hands on training within a near live working environment had been developed as part of the proposals for the Ayrshire Growth Deal under the Aerospace and Space Innovation Centre. Following consultation with Chevron Aircraft Maintenance, Strathclyde University and Ayrshire College, a funding submission was made by Strathclyde University to the Scottish Funding Council under the National Transition Training Fund (NTTF). Funding of £360,000 was secured in December 2020.

- 3.4 Early in 2021 space was leased at the Prestwick Airport Bravo Freight Centre to provide a facility for the training centre. Whilst the training centre was being kitted out, a comprehensive six-week training course aimed at providing people with valuable skills in aircraft decommissioning to improve their employment prospects was developed.
- 3.5 In May 2021 this new practical training course was offered free of charge to people recently made redundant or under threat of redundancy who were keen to develop new skills and potentially secure new employment in the fast-growing aircraft decommissioning sector. The process of identifying those who could benefit was supported by the Employability and Skills team.
- 3.6 Skypath Aerospace Training aims to address the evolving human resource requirements (skills, training, careers) of the aerospace and space sectors in Ayrshire. The centre will work actively to anchor aerospace and space in the Prestwick campus by leveraging the strengths and resources of the whole Ayrshire region. This focus on strategic resourcing fits neatly with South Ayrshire Strategic Economic Plan Vision 2030 and the economic plan for Ayrshire developed both through the Ayrshire Growth Deal and the Ayrshire Regional Aerospace and Space Group.
- 3.7 Three highly successful six-week courses have been completed and many positive reviews received from students. Further NTTF funding secured allowing the programme to be extended to March 2022. Skypath Aerospace Training CIC was incorporated in early June to provide a legal entity to manage and develop the centre. The Skypath name was chosen to build on the Skypath initiative developed in 2019 by Economy and Regeneration to promote STEM (Science, Technology, Engineering and Mathematics) and Career Opportunities in Aerospace and Space to young people and a wider demographic.
- 3.8 The Skypath Training Centre will form a core element of the Aerospace and Space Technology Application Centre which is being developed through the Ayrshire Growth Deal. Discussions have taken place with 4 potential technology partners, who are interested in utilising the centre to develop and demonstrate new technologies with use in Aircraft MRO (Maintenance, Repair and Overhaul) and Space Sectors close to industry.
- 3.9 Three Aircraft Decommissioning Pathway programmes have now been delivered with just over 30 trainees completing the 6 week training course. Currently course numbers are limited to 12 per course due to social distancing measures. A series of shorter taster courses has been developed in conjunction with Ayrshire College, with the first of these due to be delivered at the end of January.
- 3.10 Skypath Directors are exploring additional income generating opportunities to support and sustain the Centre. These include delivering bespoke training for potential customers including Spirit AeroSystems and the Ministry of Defence.

4. Proposals

- 4.1 Officers have considered appropriate reporting arrangements and whether Skypath CIC should be included within any new transformation governance arrangements.
- 4.2 Although these new arrangements are still in discussion, with the preferred governance model being developed, it would be more appropriate for the Council's

Partnerships Panel to consider the outcomes achieved and for this to be reflected as part of the overall Ayrshire Growth Deal reporting.

- 4.3 It is recommended that an annual update (progress report) on the Skypath Training Centre be taken to the Partnerships Panel for consideration up until the time that the facility is fully integrated into the Aerospace and Space Technology Application Centre. Reporting thereafter will be in line with the Ayrshire Growth Deal reporting arrangements.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

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 There are no risks associated with rejecting the recommendations.

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 1](#).

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 4 of the Council Plan: South Ayrshire Works / Make the most of the local economy

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, and Councillor Chris Cullen, Portfolio Holder for Economy and Culture, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, Assistant Director - Place 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>
Update on progress presented to the Partnerships Panel	January 2023	Service Lead – Economy and Regeneration

Background Papers **Report to South Ayrshire Council of 7 October 2021 – [Representation on Outside Bodies](#)**
[South Ayrshire Council – 7 October 2021 – Minutes](#) (item 5, page 4)

Person to Contact **Theo Leijser, Service Lead - Economy and Regeneration**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616332
E-mail theo.leijser@south-ayrshire.gov.uk

Date: 12 January 2022

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	Skypath Training CIC
Lead Officer (Name/Position/Email)	Theo Leijser, Service Lead – Economy and Regeneration - theo.leijser@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

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Rationale for decision:	
This report advises the Panel of reporting arrangements. Members’ decision on this has no specific equality implications	
Signed : <i>Theo Leijser</i>	Service Lead Economy and Regeneration
Date: 16 December 21	

South Ayrshire Council

**Report by Assistant Director - Place
to Leadership Panel
of 18 January 2022**

Subject: Affordable Housing – Mainholm Enabling Works

1. Purpose

- 1.1 The purpose of this report is to seek approval to instruct HubSW to carry out enabling works to demolish the John Pollock Centre/ former Mainholm Academy prior to the start of the main construction works to build affordable housing on the site.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 approves the recommendation to instruct HubSW to carry out enabling works to demolish the John Pollock Centre/former Mainholm Academy prior to the start of the main construction works to build affordable housing on the site; and

2.1.2 requests the Head of Legal, HR and Regulatory Services to arrange for execution of the necessary documents on behalf of the Council under the Council's Scheme of Delegation.

3. Background

- 3.1 On 26 November 2019, approval was obtained from Leadership Panel to submit a New Project Request (NPR) to Hub South West (HubSW) to assist in the procurement and delivery of an affordable housing project for the Council at Mainholm Road, Ayr. The site has subsequently been added to the Strategic Housing Investment Plan.

4. Proposals

- 4.1 Significant work has taken place since then, including consultation with a number of stakeholders, to shape the design, and the proposals for the site to deliver affordable housing appropriate to the needs of the area. Approximately 160 units are planned for Mainholm.

- 4.2 Prior to the development of affordable homes, there is a requirement to demolish the existing buildings on the site - the John Pollock Centre and the former Mainholm Academy. It is proposed that these demolitions are carried out as an enabling works contract in advance of the main works and we are seeking approval for this

contract to be executed by the Head of Legal, HR and Regulatory Services, under the Council's Scheme of Delegation, on behalf of the Council.

4.3 Subject to approval, it is proposed to commence the demolition phase by the end of February 2022 with the works taking approximately 15 weeks to complete.

4.4 A further report with the final proposals, costs and programme will be submitted to Leadership Panel for approval in advance of financial close for the main works element of the project.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 The recommendations in this report are consistent with the Council's Standing Orders Relating to Contracts for HubSW, specifically item 4.5.2 - Where the contract is for works, goods or services of a value equal to or exceeding £500,000, a report on the procurement process followed shall be submitted to the Council or Leadership Panel seeking approval to procure and award.

5.3 This is a proven procurement route that has been successfully utilised for a number of recent major capital projects including Ayr Academy, Marr College, QMA, Ayr Grammar, as well as a number of affordable housing projects, including Fort Street, Ayr and Prestwick Main Street. As delivery partners, HubSW provide a team of construction professionals, including Designers and a Tier 1 Contractor, to develop and market test proposals, before proceeding to construct the new facility after contracts are signed at financial close. This 'turnkey' service was introduced by the Scottish Government through the Scottish Futures Trust to assist Local Government Bodies as it is not easily achievable via other procurement options that are currently open to the Council such as Traditional, Design and Build or Frameworks. The benefit of the Hub approach is that it allows South Ayrshire Council to continue to manage major capital projects effectively at a time of limited in-house resources and also retains elements of competition and capped fees to demonstrate best value.

5.4 One of the services offered by HubSW to fast track the construction programme is the use of enabling contracts which facilitates early works (demolitions, utility diversions, etc) to prepare the site whilst the development of the main works proposals is concluded. In this case there is a requirement to commence a site strip (vegetation) at the end of February to make sure this is underway before the start of the nesting season, otherwise site start would be delayed for a number of months.

6. Financial Implications

6.1 The total project cost for the enabling works to demolish the John Pollock Centre and former Mainholm Academy buildings is £1.1m. It is proposed that this will be funded from the current allocation of £1.2m in the General Services Capital Programme. The balance will be retained currently as a contingency against any unforeseen aspects that may emerge and if not utilised, be returned to the programme.

7. Human Resources Implications

7.1 Not Applicable

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There is a risk associated with the Council entering into a contract for the enabling works before reaching financial close for the main contract. There is no reason however at this stage why financial close will not be achieved and the project progress as planned and this initial work package facilitates project delivery.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 This would result in a delay to the subsequent programmes as the enabling works would then have to be subsumed into the main works packages.

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 Assessments is attached to this report in Appendix 1.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

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 2 of the Council Plan: Reduce Poverty and Disadvantage, specifically to Increase the number of affordable and warm homes for those on limited income.

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 Phillip Saxton, Portfolio Holder for Housing and Community Wellbeing, Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and Councillor Ian Cochrane, Portfolio Holder for Environment, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Assistant Director - Place 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>
Execute enabling works contract documentation	30 January 2022	Service Lead – Special Property Projects

Background Papers **Report to Leadership Panel of 26 November 2019 – [Affordable Housing – Proposals for New Developments](#)**

Person to Contact **Derek Yuille – Service Lead - Special Property Projects
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612820
Email derek.yuille@south-ayrshire.gov.uk**

Date: 10 January 2022

South Ayrshire Council Equality Impact Assessment Scoping Template

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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	Affordable Housing – Mainholm Enabling Works
Lead Officer (Name/Position/Email)	Derek Yuille, Service Lead – Special Property Projects – derek.yuille@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 impact
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low impact
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 impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Rationale for decision:	
The proposal does have a significant positive impact with regards to community participation and health and wellbeing therefore an EQI is required	
Signed : Derek Yuille	Service Lead
Date: 14 December 2021	

South Ayrshire Council

**Report by Assistant Director - Place
to Leadership Panel
of 18 January 2022**

Subject: Affordable Housing – Riverside Enabling Works

1. Purpose

- 1.1 The purpose of this report is to seek approval to instruct HubSW to carry out enabling works to demolish the Riverside Flats prior to the start of the main construction works to build affordable housing on the site.

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 approves the recommendation to instruct HubSW to carry out enabling works to demolish the Riverside Flats prior to the start of the main construction works to build affordable housing on the site; and**
- 2.1.2 requests the Head of Legal, HR and Regulatory Services to arrange for execution of the necessary documents on behalf of the Council under the Council's Scheme of Delegation.**

3. Background

- 3.1 On 26 November 2019, approval was obtained from Leadership Panel to submit a New Project Request (NPR) to Hub South West (HubSW) to assist in the procurement and delivery of affordable housing projects for the Council at Riverside Place, Ayr. The site has subsequently been added to the Strategic Housing Investment Plan

4. Proposals

- 4.1 Significant work has taken place since then, including consultation with a number of stakeholders, to shape the design, and the proposals for the site to deliver affordable housing appropriate to the needs of the area. Approximately 96 units are planned for the former Riverside Flats site.
- 4.2 Prior to the development of affordable homes, there is a requirement to demolish the existing buildings on the site - the High Rise Flats at Riverside Place. It is proposed that these demolitions are carried out as an enabling works contract in advance of the main works and we are seeking approval for these contracts to be executed by the Head of Legal, HR and Regulatory Services, under the Council's Scheme of Delegation, on behalf of the Council.

4.3 Subject to approval, it is proposed to commence the demolition phase by the end of February 2022 with the works taking approximately 26 weeks to complete.

4.4 A further report with the final proposals, costs and programme will be submitted to Leadership Panel for approval in advance of financial close for the main works of the project.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 The recommendations in this report are consistent with the Council's Standing Orders Relating to Contracts for HubSW, specifically item 4.5.2 - Where the contract is for works, goods or services of a value equal to or exceeding £500,000, a report on the procurement process followed shall be submitted to the Council or Leadership Panel seeking approval to procure and award.

5.3 This is a proven procurement route that has been successfully utilised for a number of recent major capital projects including Ayr Academy, Marr College, QMA, Ayr Grammar, as well as a number of affordable housing projects, including Fort Street, Ayr and Prestwick Main Street. As delivery partners, HubSW provide a team of construction professionals, including Designers and a Tier 1 Contractor, to develop and market test proposals, before proceeding to construct the new facility after contracts are signed at financial close. This 'turnkey' service was introduced by the Scottish Government through the Scottish Futures Trust to assist Local Government Bodies as it is not easily achievable via other procurement options that are currently open to the Council such as Traditional, Design and Build or Frameworks. The benefit of the Hub approach is that it allows South Ayrshire Council to continue to manage major capital projects effectively at a time of limited in-house resources and also retains elements of competition and capped fees to demonstrate best value.

5.4 One of the services offered by HubSW to fast track the construction programme is the use of enabling contracts which facilitates early works (demolitions, utility diversions, etc) to prepare the site whilst the development of the main works proposals is concluded. In this case there is a requirement to commence a site strip (vegetation) at the end of February to make sure this is underway before the start of the nesting season, otherwise site start would be delayed for a number of months.

6. Financial Implications

6.1 The total project cost for the enabling works to demolish the Riverside Flats is £1.9m. It is proposed that this will be funded from the current allocation of £2m in the Housing Revenue Account Capital Programme. These costs are for the works related to the demolition element only, the costs to deal with the actual new build housing project are intended to be included with the revised Housing Revenue Account capital programme which will be updated as part of the annual budget setting process in March.

7. Human Resources Implications

7.1 Not applicable.

8/

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There is a risk associated with the Council entering into a contract for the enabling works before reaching financial close for the main contract. There is no reason however at this stage why financial close will not be achieved and the project progress as planned and this initial work package facilitates project delivery.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 This would result in a delay to the subsequent programmes as the enabling works would then have to be subsumed into the main works packages.

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 Assessments is attached to this report in [Appendix 1](#).

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

11. Options Appraisal

11.1 An options appraisal was carried out in relation to the future of the Multi-Storey Flats at Riverside Place, Ayr and presented to the Council on 27 June 2019.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitment 2 of the Council Plan: Reduce Poverty and Disadvantage, specifically to Increase the number of affordable and warm homes for those on limited income.

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 Phillip Saxton, Portfolio Holder for Housing and Community Wellbeing, Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and Councillor Ian Cochrane, Portfolio Holder for Environment, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Assistant Director - Place 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>
Execute enabling works contract documentation	30 January 2022	Service Lead – Special Property Projects

Background Papers **Report to Leadership Panel of 26 November 2019 – [Affordable Housing – Proposals for New Developments](#)**

Person to Contact **Derek Yuille – Service Lead - Special Property Projects
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612820
Email derek.yuille@south-ayrshire.gov.uk**

Date: 10 January 2022

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1. Policy details

Policy Title	Affordable Housing – Riverside Enabling Works
Lead Officer (Name/Position/Email)	Derek Yuille, Service Lead – Special Property Projects – derek.yuille@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 impact
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low impact
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 impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Rationale for decision:	
The proposal does have a significant positive impact with regards to community participation and health and wellbeing therefore an EQI is required	
Signed : Derek Yuille	Service Lead
Date: 14 December 2021	

South Ayrshire Council

**Report by Director of Health and Social Care
to Leadership Panel
of 18 January 2021**

Subject: Health and Social Care Partnership (HSCP) Winter Pressures Funding (Additional Posts)

1. Purpose

- 1.1. The purpose of this report is to seek the Leadership Panel's approval for a range of staffing changes (10 new posts and permanency of 22.8 existing temporary posts) within the Health and Social Care Partnership (HSCP), using additional 'winter pressures' funding from Scottish Government.

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 **considers the background and [South Ayrshire HSCP Winter 2021-22 Investment Plan](#), outlining the rationale for the proposed use of additional Scottish Government funding;**
- 2.1.2 **agrees to the creation of the posts outlined within the report and detailed in Section 4; and**
- 2.1.3 **agrees that recruitment to these posts should be expedited to ensure maximum impact - ie alleviating current pressures on the local health and care system.**

3. Background

- 3.1 On 5 October 2021, the Cabinet Secretary announced new recurring investment of £300m to help protect health and social care services over the winter period and to provide longer term improvement in service capacity across health and social care systems. This announcement was followed up by a letter from NHS Scotland Chief Operating Officer and the Director of Mental Wellbeing and Social Care, detailing the winter planning investment for health and social care (included within the [South Ayrshire HSCP Winter 2021-22 Investment Plan](#)).
- 3.2 This investment is intended for the planning and building of resilience into the system through winter 2021-22 and beyond to ensure sustainability and build the recovery and renewal strategy as set out in the [NHS Recovery Plan](#), including enhanced social care support. The investment has four key principles:

- Maximising Capacity;

- Ensuring Staff Wellbeing;
- Ensuring System Flow; and
- Improving Outcomes.

3.3 On 4 November, a funding allocation letter was received from the Scottish Government detailing the specific IJB allocations of Winter Pressures Funding to the meet the four key principles above. The funding allocation has been split into specific tranches that can be measurable in terms of input and expected outcomes measurable by Key Performance Indicators (KPIs). Again, this detail is contained within the [South Ayrshire HSCP Winter 2021-22 Investment Plan](#), including the alignment of the HSCP’s proposed investment with these KPIs.

3.4 The allocation in the letter is for 2021-22 only, with further detail on the recurring funding confirmed in the Scottish Budget for 2022-23.

3.5 The funding proposals in this paper refer to the allocations noted in the table below. On a recurring basis the investment is £4.110m and this amount is used to plan the longer term needs of the service to improve system flow, build capacity and improve outcomes for the people of South Ayrshire in line with our strategic priorities set out in our [Strategic Plan 2021-31](#).

Area	Allocation	Scottish Government Allocation (£m)	Funding Status	South Ayrshire 21-22 (£m)	South Ayrshire 22-23 (£m)
Winter 21/22 Funding	Interim Care Beds	40.282	Non Recurring	1.002	0.501
	Care at Home Capacity	61.563	Recurring	1.554	3.108
	Multi-Disciplinary Teams	101.845	Recurring	0.501	1.002
			TOTAL	3.057	4.611

3.6 Full details of proposed use of this additional funding and how this activity will deliver on both the Scottish Government’s ‘key performance indicators’ for the fund and the IJB’s Strategic Plan are provided in the [South Ayrshire HSCP Winter 2021-22 Investment Plan](#) (which also includes the original funding letters from Scottish Government). Funding allocations agreed by the IJB are included in the table below:

Investment Area	Investment Proposal Description	Proposed Investment (£m)
Hospital at Home	Investment in practitioners and business support to support the Ayr Hospital ‘hospital at home’ model, manage interim care beds, linking with the community rehab and ICT team	£0.384m
Discharge without Delay	Investment in additional social work capacity at hospital to support discharge without delay and co-ordinate services with ICT, Community rehab and care at home	£0.105m

Investment Area	Investment Proposal Description	Proposed Investment (£m)
Interim Care	Commissioning interim care home beds across localities. Managed / monitored by the Hospital team for discharge without delay.	£0.502m
Care at Home (capacity)	Investment in existing care at home services both internal and commissioned, increasing capacity to provide flow from hospital and reablement services, including resources allocated to Out Of Hours and Mobile attendants to provide round-the-clock access to support.	£1.145m
Care at Home (supervisory)	Additional supervisory capacity to manage systems and care at home services including business support, quality assurance and officers to monitor care and data systems essential to capture activity to continually improve standards	£0.689m
Community AHP	Additional Physios, OTs, SLT and HSCW aligned to localities to provide a rehabilitation service, enabling discharge from hospital and recovery at home or in a homely setting. Working alongside hospital teams and Multi-Disciplinary Teams to embed good practice and clear referral practices	£0.256m
Community Nursing	Additional community nurses and a clinical nurse manager resource to build capacity in the community to provide services that would otherwise be delivered in hospital. Team will focus on anticipatory care.	£0.406m
Enhanced Locality MDT Workforce (CTAC)	Community Treatment Assessment Centre nursing resource, to provide hospital services in the locality linked to GP service	£0.107m
Enhanced Locality MDT Workforce (PC Dietetics)	Additional Primary Care Dietetics to provide capacity in supporting people in their locality and enhancing preventative approach to avoid care needs escalating	£0.106m
Enhanced Locality MDT Workforce (OTs)	Additional Occupational Therapy support to provide early intervention and prevention to frailty to avoid and reduce care needs escalating.	£0.298m
Enhance Community Supports	Commission services from to provide supports to carers and alternative support to traditional services allowing greater choice and control to meet health and social care needs in the community	£0.250m
Technology Enabled Care	Invest in technology enabled care to provide early intervention support and support people in their homes, this includes resources to understand the needs of the end user and how these can be met from the various technology options	£0.363m
Total		£4.611m

3.7 The Leadership Panel should note that of the funding outlined above, only a proportion of this will be used to fund council-employed posts with the rest being used to create additional HSCP capacity within the NHS staffing establishment.

4. Proposals

4.1 It is proposed that the Leadership Panel agrees to the creation and/or continuation (as set out in the table below) of the posts associated with this additional funding to deliver on the allocations agreed by the IJB above.

4.2 It should be noted that the majority (22.8) of the 32.8 FTE posts concerned have already been created within the structure on a temporary basis. Ten new posts are therefore proposed. The table below describes each post concerned, the current status of each and sets out what Leadership Panel are being asked to agree in relation to these posts. Temporary roles which are being requested to become permanent were unable to be permanent in the first instance as the IJB did not have the assurances we now have from Scottish Government that funding would be recurring.

Ref	Purpose	Job Description	Level /Grade	FT E	Annual Cost (£)	Current status	Request of Leadership Panel
New posts to be created							
1	Additional social work resources to support complex assessments	Social Workers Additional Capacity for assessments (AWI)	10	2	£104,710	Awaiting LP confirmation.	Agree to create posts.
2	Expand Existing Services	Admin Assistant Care at Home Purchased	4	1	£26,578	Awaiting LP confirmation.	Agree to create post.
3	Expand Existing Services	Team Supervisor Sourcing Team	9	1	£47,865	Awaiting LP confirmation	Agree to create post.
4	Adding capacity to CAH Quality Assurance	Commissioning Officer (Quality & Improvement)	12	1	£65,000	Awaiting LP confirmation. Job desc. agreed.	Agree to create new posts.
5	Expand Existing Services	Assistant Supervisor CM2000 Support	7	2	£75,584	Awaiting LP confirmation	Agree to create post.
6	Expand Existing Services	Admin Assistant CM2000 Support	4	1	£26,578	Awaiting LP confirmation	Agree to create post.
Five temporary posts made permanent / Two new posts created							
7	Expand Existing Services	Care at Home Assistant Supervisors 7x 45 hours	7	7	£242,283	5 temp posts previously approved by ELT (28 Nov); additional 2 to be created.	Agree to creation of 2 posts at level 7 (perm) and permanence of remaining five posts.

Existing temporary posts to be made permanent							
8	Expand Existing Services	Mobile Attendant Nights	5	4	£129,024	Approved by ELT as temp posts on 8 Nov 2021.	Agree to make permanent.
9	Expand Existing Services	Mobile Attendant Days	5	2	£50,328	Approved by ELT as temp posts on 8 Nov 2021.	Agree to make permanent.
No change to staffing establishment							
10	Expand Existing Services	Care at Home Workers 18 x 21 hours	5	10.80	£355,541	Posts approved at ELT (23 Nov). Ongoing recruitment.	None
11	Expand Existing Services	Senior Supervisor (upgrade 9 to 10)	10	1	£4,470	ELT paper approved on 22 Nov 2021.	None
12	Additional social work resources to support complex assessments	Mental Health Officer Additional Payment (AWI)			£11,810	Paper in process with ELT.	Agree to increase in additional payment

4.3 The total full time equivalent of these new roles is 32.8 at a cost of £1.14m per annum. For each post/group of posts a manager has been assigned to ensure job descriptions are prepared and to support HR to have everything in place for timely recruitment.

4.4 It is proposed that each of the 'new' posts will be recruited on a permanent basis, given the Scottish Government have assured HSCPs that this funding will be recurrent. Further, it is proposed that recruitment to these roles is expedited as the initial tranche of funding has been put in place to alleviate system pressures related to increased winter demand. A similar exercise will be taken forward for the NHS-employed posts (a roughly equal number) within the HSCP to ensure those posts are filled as quickly as possible.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The additional cost of £1.14m per annum is being funded from the Scottish Government's winter system pressures fund allocated to all HSCPs.

7. Human Resources Implications

7.1 Approval of this report will increase the HSCP staffing establishment by 32.8 FTE posts.

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 There are operational and reputational risks associated any delay in the use of this funding.

9. Equalities

9.1 The proposals in this report are being assessed through the Equality Impact Assessment Scoping process and a full EQIA will go to the February IJB. There are no significant potential positive or negative equality impacts of agreeing the recommendations.

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 [South Ayrshire HSCP Winter 2021-22 Investment Plan](#) sets out how the funding relates to the IJB's Strategic Objectives, published in 2021, which are in turn heavily linked to the Council Plan.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report however the HSCP has engaged with a range of groups including out multi-agency Strategic Planning Advisory Group.

13.2 Consultation has taken place with Councillor Julie Dettbarn, Portfolio Holder for Adults' Health and Social Care, and Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

13.3 The wider IJB membership have also been consulted, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Director of Health and Social Care 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>
All new posts advertised	31 January 2021	Director of Health and Social Care
Permanency of current temporary posts	28 February 2021	Director of Health and Social Care

Background Papers [South Ayrshire HSCP Winter 2021-22 Investment Plan](#)

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Date: 10 January 2022

South Ayrshire Council

**Report by Head of Finance and ICT
to Leadership Panel
of 18 January 2022**

Subject: ICT Data Centre – Hosting and Delivery Model

1. Purpose

- 1.1 The purpose of this report is to seek Members' approval of the strategy to move from an on-premises Data Centre hosting and delivery model to an off-premises cloud hosted alternative and to agree to implement Phase 1 of the recommended strategy.

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 approves the strategy to move to a hybrid model of hosting using public cloud services using a two-phase approach for the reduction of existing on-premises Data Centre's at County Buildings and McCall's Avenue;**
- 2.1.2 approves Phase 1 of the initial migration of disaster recovery services to public cloud services, subject to securing appropriate revenue resources as part of the 2022-23 budget;**
- 2.1.3 notes the requirement to change the existing funding approach, with public cloud service being consumed on a revenue-based rental model, with initial on-going revenue funds of £200,000 being required in 2022-23;**
- 2.1.4 notes the initial Phase 1 capital implementation cost will be met from the current ICT capital investment programme; and**
- 2.1.5 request that a report on the proposed wider migration of production services (Phase 2) be brought forward to Leadership Panel by the Head of Finance and ICT during 2022-23 seeking approval to commence the required Phase 2 works.**

3. Background

- 3.1 Like many other Councils, South Ayrshire Council is in a position where ICT services are mainly delivered via on-premises data centres with recurring capital-based investment required on a cyclical basis to enable continued secure access to digital resources.

- 3.2 Some authorities have already moved some, or the majority, of their ICT Services to alternative hosting models, which all involved using 'cloud' or off premises data centres to deliver services. With some examples of this activity occurring several years ago, while others are still considering their migration path and formalising long-term plans, which will involve changes to their existing delivery and funding models. Each authority will have their own business case and reasons for change however this is likely to involve common themes such as carbon emission reduction targets.
- 3.3 In line with this market direction, government strategy and policies are also seeking to follow a cloud hosting model and as such, the Council requires to reconsider the approach of hosting its ICT services on premises and ensure a hosting solution is put in place which addresses disaster recovery requirements and the potential risk of losing both physical data centres, which host most ICT services and enables user access to applications/ data.
- 3.4 ***Scotland Digital Future: Delivery of Public Services*** ([Scotland's Digital Future: Data Hosting and Data Centre Strategy for the Scottish Public Sector - gov.scot \(www.gov.scot\)](#)) is clear in the direction which should be followed. This builds upon and enhances the recommendations which were made previously by John McLelland when reviewing ICT use in the public sector [Review of ICT Infrastructure in the Public Sector in Scotland](#). With the core focus of both papers highlighting the deployment of Digital Public Services as being dependant on ICT and which require consolidation and alternative delivery of existing services to:
- achieve resilience to meet business continuity demands;
 - adapt to changing short term business capacity requirements (by increasing/ decreasing services on demand); and
 - reduce power and realise carbon reduction targets.
- 3.5 In preparation for this journey, over the past 2-3 years, internal activities have been progressed and completed to consolidate the ICT model, with the removal of various products performing the same or comparative functions. This work was undertaken in preparation for the activities detailed in this document and to assist the migration to an alternative hosting model.
- 3.6 South Ayrshire Council IT infrastructure is housed in two data centre's (McCall's Avenue and County Buildings) which are only separated by a short distance. This significantly impacts the Disaster Recovery capability, as potential low probability high impact scenarios could affect both locations and significantly impact the ability to deliver the most basic of ICT services.
- 3.7 Several of the central hosting services based in our data centres are also coming to the end of their support contracts and associated useful life and as a result they will require to be replaced in some form during 2022-23.
- 3.8 Aligned to this, the Council's has a strategic objective to reduce its carbon footprint by 70% by 2030 and the running costs of the data centre can be considered as significant, with circa 44kwh being required currently each year.
- 3.9 Works are also underway to reduce the requirement for on-premises services, by the adoption of cloud services for specific applications/ workloads. The most

notable 'in-flight' project currently is Oracle Fusion which will see the deployment of a new Finance/ HR and Payroll service.

4. Proposals

4.1 The recommendation defined in the report have been developed through engagement with a trusted partner, Socitm Advisory Ltd, where we have developed a path on Hosting, which will allow ICT services to be able to be delivered, in a resilient manner.

4.2 The options appraised to form the recommendation are detailed in [Appendix 1](#). The options appraisal included reviewing the existing data centre delivery model which would best utilise available council resource against the following Critical Success Factors (CSF):

- provision of a cost effective and simplified approach to enabling users with access to consume applications/ data based on their role requirements;
- a reduction in risk (specifically the potential loss of both data centre locations) and the ability to deliver a resilient ICT service;
- address carbon savings targets which relate to a 70% reduction in emissions by 2030, for ICT this relates overwhelmingly to Data Centre running costs; and
- ability to achieve value for money and increased flexibility to plan budgetary spend in advance.

4.3 The main recommendation is to move to a hybrid model of hosting using public cloud services using a two-phase approach. With the implementation of a hosting provision for Disaster Recovery being the first phase planned during 2022-23.

4.4 Phase 2, a wider Hosting migration implementation with associated costs, will be the subject of a future report to Leadership Panel to be brought forward during 2022-23. Phase 2 will include plans to migrate many services from our Data Centre's by 2024 and significantly reduce the carbon footprint accordingly. This approach will likely have increased revenue cost implications.

4.5 With works underway to establish a new Future Operating model for colleagues, the Council needs to ensure that the ICT Data Centre and Delivery model maximises the user experience. As agile, hybrid and home worker types will require to frequently access digital content from non-council premises, there requires to be a new delivery model. This is due to the existing delivery model not being designed to enable user connectivity in a hybrid, or remote, Covid-19 working environment with a geographically dispersed workforce.

4.6 The recommended approach will reduce risk and ensure that adequate time is available to up-skill colleague and prepare for the transition to a new support model, with many ICT skills requiring to be updated by a move to cloud services.

4.7 The recommendations and associated change also align with the overall strategic Council Plan and both the ICT and Digital strategies.

4.7.1 The ICT Strategy 2017-20 supports the Council in the delivery of its Council Plan 2018-2022 and the six commitments outlined within this. It

aims to highlight how ICT can no longer be thought of as a support service but as a partner to the Council's services, working with services to use technology to transform service delivery. A review of the ICT Data Centre and Delivery model aligns with this desired overall outcome.

4.7.2 The Digital Strategy 2019-2022 sets out our priorities and commitments to become a Digital Organisation and continue the evolution of South Ayrshire Council's services, through the use of digital technology. It has been developed to ensure that the South Ayrshire can succeed in the digital world while supporting the strategic objectives of the Council Plan 2018-2022. This Digital Strategy is separate but complementary to the existing technology-focussed ICT Strategy 2017-2020.

4.7.3 The approach will also take cognisance of the following national strategies and policies:

- McClelland Review of Public Sector Infrastructure;
- The Scottish Government Data Hosting Strategy;
- The Scottish Government Cloud First Programme; and
- Industry direction and local government best practice.

4.8 As described in 4.4 above Phase 2 will include plans to migrate many services from our Data Centre's by 2024 and significantly reduce the carbon footprint accordingly. It is recognized that whilst this will reduce direct CO2 emissions for the Council it will result in this carbon emissions burden being transferred to the hosting provider. Further investigations in the potential preferred partner have confirmed that the organisation, Microsoft, is committed to becoming carbon negative by 2030 and to remove historic emissions by 2050. It is therefore concluded that the recommended approach will ultimately result in the desired carbon emissions reductions, albeit through an indirect route.

4.9 It should be noted that it will be possible, post 2023, to reclaim some of the existing County Buildings Data Centre space and reallocate it for alternative purposes. The works will require significant planning due to the electrical power deployed in the area and high volumes of obsolete/ redundant cabling.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 In terms of procurement, both the appointment of a partner to assist in the implementation and technical migration from an on-premises model to a public cloud model, and the procurement of the hosting licences, will be undertaken through a regulated procurement appointed through one of the national frameworks available to the Council.

6. Financial Implications

6.1 Traditionally the current Data Centre funding model has been through a mixture of capital and revenue funding, with the majority of cost (68%) being funded through the ICT capital investment programme, as outlined in the table below. The table provides summary information of costs incurred over a six-year period, 2015-16 to 2020-21. Further detail on this is provided in [Appendix 1](#).

Table 1 – Expenditure from 2015-16 to 2020-21

	Total spend £m	Average Annual spend £m
Capital expenditure	3.353	0.559
Revenue expenditure	1.591	0.265
Total six year spend	4.944	0.824

- 6.2 Agreement of the recommendation outlined in 4.3 above, to move to a hybrid model of hosting using public cloud services will result in a move away from the traditional capital investment model to a revenue-based model. It is anticipated that the phased programme of migration will result in less capital investment being necessary in the Council's two data centres in the future, but conversely will result in increased revenue costs due to cloud services being funded on a consumption (revenue) based model.
- 6.3 Initial soft market testing has determined a likely annual revenue cost for the consumption-based model of £0.200m for Phase 1 of the migration. Capital implementation cost for Phase 1 have been estimated at £0.350m, with the cost being met from the current ICT capital investment programme.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There is a risk that revenue funding for Phase 1 and Phase 2 of the migration is not secured as part of future revenue budget decisions.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There are several risks and/ or issues with rejecting the recommendations.
- 8.2.2 The existing data centres are geographically close, meaning any major incident could potentially impact the ability to deliver basic ICT services. Moving to a cloud hosted model will reduce the risk of this occurring.
- 8.2.3 It would not be possible to achieve ICT carbon reduction targets by continuing to maintain on-premises data centres. With enterprise-wide emission reduction plans of 70% by 2030, a movement away from of on-premises hosting will significantly reduce the carbon footprint.
- 8.2.4 The business agility of the ICT service will continue to be constrained by slow procurement and associated implementation cycles. On premises solutions require to be upgraded on a cyclical nature, with specification,

procurement, installation, and support factored into the model. Cloud based services are mainly 'Ever Green', which reduces or at best removes the upgrade cycle.

- 8.2.5 Adoption of new trends in ICT capabilities will be constrained by existing infrastructure and equipment.

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 The options and recommendations defined in the report have been developed through engagement with a trusted partner, Socitm Advisory Ltd, where we have developed a path on Hosting, which will allow ICT services to be able to be delivered, in a resilient manner. The option appraisal is attached as [Appendix 1](#).

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 and Commitment 5: Increasing the Profile and Reputation of South Ayrshire and the Council.

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 Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.
- 13.3 A Members' briefing was held on 24 November 2021, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Head of Finance and ICT 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>
Business Engagement - DR	February 2022	Service Lead – ICT Operations
Procure hosting partner	March 2022	Service Lead – ICT Operations
Technical preparation	May 2022	Service Lead – ICT Operations
Migration Implementation Phase 1	July 2022	Service Lead – ICT Operations
Report to Leadership Panel on Phase 2 following further market engagement	2022-23 (specific timing to be confirmed)	Head of Finance and ICT

Background Papers **None**

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Date: 11 January 2022

Option appraisal – Data Centre Hosting and Delivery model

Introduction

- 1.1 The work included development of an appraisal of the data centre hosting options, which addressed data centre and disaster recovery requirements and considered the following high-level approaches:
- Removing both data centres and running production/Disaster Recovery (DR) from a public cloud provider (well-known examples include Amazon AWS and Microsoft Azure);
 - Removing both data centres and running production services from a colocation partner's data centre's (well-known examples include Pulsant, Crown Hosting Services Ltd); and
 - A hybrid scenario with services split between public/private cloud and a single interim on-premises location.
- 1.2 The appraisal explored several potential options, which are explored in greater detail in the sections below, each were validated against key Critical Success Factor (CSF) criteria:
- CSF 1: A simplified and resilient DR approach.
 - CSF 2: Ability to deliver apps and services from the cloud and consume from a variety of locations.
 - CSF 3: Ability to deliver quick, resilient, and efficient access to data for colleagues based on what they need to do their jobs.
 - CSF 4: A simplified, consolidated approach which reduces the volume of integrations.
 - CSF 5: Achieve a 70% reduction in carbon emission by 2030.
 - CSF 6: Improved ability to meet legislative and regulatory compliance (PSN/Cyber Essentials)
 - CSF 7: Achieve value for money with the ability to plan financial spend/ budget in advance.

2. Options

- 2.1 The table below shows the full options which were evaluated:

Options Evaluated	Description
1. Retain current data centre model (Do Nothing)	Continue with existing arrangements and renew existing services as is
2. Shared environment cross Council	Develop shared contract with neighbouring authorities
3. Full Software as a Service (SaaS) solution	Migrate all applications to SaaS support model
4. Hybrid Data Centre and Cloud model	Implement a Hosting model on a phased basis, initially focused on Disaster Recover and a retained single Data Centre, followed by full transition by 2030

2.2 Option 1: Retain Current Data Centre Model (Do Nothing)

The 'Do Nothing' option is not considered viable, as if no significant change is made to the current data centre hosting and Disaster Recovery of the ICT estate, the services will be subject to the same continuing constraints as presently exist:

- The two datacentres are geographically very close, meaning that any major incident could potentially impact both data centres leaving no Business Continuity of services.
- There will be little possibility to make progress towards the objective of reducing carbon footprints by 70% by 2030 as the datacentres would continue to need significant power and air-conditioning.
- There would continue to be a need for equipment refreshes on at least a five-year cycle (when emissions are the driving force, a two-yearly refresh is often recommended to take advantage of latest advances in efficiency) This would necessitate continued significant investment via the established ICT capital programme or risk to security and service availability.
- The business agility of the ICT service will continue to be constrained by slow procurement and implementation cycles.
- Adoption of new trends in ICT capabilities will be constrained by existing infrastructure and equipment.
- The underlying infrastructure would still need to be refreshed and would be more susceptible to disaster outages.

2.3 Option 2: Shared Environment – Cross Council

The Council has previously explored the potential for shared data centre provision with neighbouring Councils. This would have created opportunities for sharing of services in several areas, including back-office services.

Despite extensive dialogue, the outcome was an inability to achieve a potentially viable option for consideration. Therefore, given the time constraints it was not considered feasible to explore this further.

2.4 **Option 3: Full Software as a Service (SaaS) Solutions**

SaaS refers to a method of delivering services to users, over the internet using only a browser, such as Microsoft Edge or Chrome.

There are in the region of 200 business applications currently in operational use within South Ayrshire Council. Given that many of the legacy applications have no immediate logical upgrade to a SaaS version the move would not present the Council with a viable solution and as such is discounted.

Defining, procuring, and implementing of alternative solutions would also be a significant programme of work which would impact heavily on business teams. With almost every area of the Council impacted by the following activities:

- Specification of requirements – significant business (and ICT) engagement would be required to collate the requirements of every business area where no SaaS solution is available from the current Line of Business application vendors.
- Procurement – again, significant effort from each Business unit to analyse and assess the responses from the vendors.
- Implementation and Testing – significant business effort would be required to test the data migration and the operation and configuration of the new solutions
- Business Process re-design – one of the fundamental characteristics of a SaaS solution is that customisation is limited to configuration only. An inevitable consequence is that some level of process-change will be imposed on the business.
- User Training and familiarisation – Impacted users would need more extensive training in a new product than for a version of existing applications, making this a significant impact on the business.

Although an individual business unit may well decide to invest in the above activities to gain improvements and/or cost savings in the service, to impose this level of impact to much of the Council simultaneously does not appear a practical approach to modernisation, nor does it seem likely that it could be easily supported by the current ICT and procurement teams.

2.5 **Option 4: Hybrid Data Centre and Cloud Model**

A migration of all, or almost all, of the ICT estate to the public cloud would counter many of the constraints outlined above – specifically:

- Operating in the public cloud means less exposure to many situations which would require Disaster Recovery
- DR is much easier to implement when all services are capable of being easily duplicated on immediately available standard infrastructure in disparate locations

- Public cloud infrastructure inherently produces fewer emissions than on-premises equivalents due to economies of scale
- The Public Cloud suppliers are committed to reducing emissions and it is part of their cost-optimisation to do so and invest heavily in staying at the forefront of power and emissions efficiency.
- The underlying infrastructure of Public Cloud operators is constantly being refreshed at no additional cost. Although it should be noted that cloud services are paid for on a consumption basis, in that you pay for the services which are used and as more services are consumed associated costs will increase. The cloud model throughout the industry is based on this model, although elements can be 'ring-fenced' on a 'use-it' or 'lose it' payment in advance basis. This will be reviewed as part of the procurement engagement process.
- It is easy to prototype and try new services on cloud infrastructure without capital investment and with a 'fail fast' approach which promotes business agility
- Cloud infrastructure provides access to the latest trends in ICT services and allows the outcomes of latest ideas and research to be trialled and exploited without the attendant research skills and investment costs.

There are known risks and lessons which other organisations have learned, as 'early cloud adopters'. This includes both cost and skills related issues.

- In terms of cost, the move of all services without careful analysis of the most appropriate cloud landing space is likely to be inefficient and is likely to require multiple solutions.
- In terms of skills, the current ICT team have little knowledge in terms of cloud-specific skills, a 'big-bang' approach of service migration would present limited opportunities to acquire the skills needed and would either lead to service disruption or a need to outsource the operations to third-parties.

A migration of some of the current workloads to the cloud, with a slower transformation for others will allow for all the benefits to be gained over a longer time, while allowing the disadvantages to be addressed and mitigated. Specifically:

- To address core business Disaster Recovery requirements for key systems, with an opportunity to move some services, which have no reliance on components which would remain onsite.
- The operating cost of the new cloud environment would be much lower for this small-scale migration
- Experience can be gained in optimising workloads to reduce operating cost before committing to further stages and expense
- The ICT team would be able to gain skills and insights by working alongside a Cloud partner for the initial migrations, meaning that future migrations could be undertaken in-house.

An initial move of several priority services (circa 100) could be accomplished in approximately six months which introduces the Hybrid service, with both on and off-site services delivered, with further migrations over the following year to eighteen months.

Phased investment would be required with an initial revenue investment in 2022/23 augmented by a secondary investment during the financial year of 2023/24 and beyond. The exact value of this would be clarified by subsequent engagements.

2.6 Analysis of Critical Success Factors

The table below shows the options, mapped to the previously defined CSF's.

Critical success Factors	Option 1 Retain and Renew current DC Model	Option 2 Shared environment	Option 3 Full SaaS Solution	Option 4 Hybrid Hosting Model
Reduction in carbon emission	N	Y	Y	Y
Consume from a variety of locations	Y	Y	Y	Y
Quick, resilient, and efficient access to data	N	Y	Y	Y
Simplified, consolidated approach reducing integrations	N	N	N	Y
Simplified and resilient DR	Y	N	Y	Y
Meet legislative change and compliance	N	Y	Y	Y
Achieving value for money	N	Y	Y	Y

Recommendation

To implement a Hybrid Data Centre and Cloud model (**Option 4**) with an initial migration, mainly for DR with some production services during 2022, with progression to a full migration of a Cloud Hosted model by April 2024. It is noted that some items will not be suitable for cloud hosting and a vastly reduced data centre estate would be required.

Phased investment would be required with an initial revenue investment in 2022/23 augmented by a secondary revenue investment during the financial year of 2023/24. The exact value of this secondary investment would be clarified by subsequent engagements.

SWOT analysis

A further analysis on Option 4 - Hybrid recommendation was undertaken, via a strategic planning technique which reviews Strengths, Weakness, Opportunities and Threats (SWOT).

Strengths	Weakness	Opportunities	Threats
Delivers significant steps on technical transformation	Does not offer immediate closure of all data centres	Create a fit-for-purpose Business Continuity Process	Switch to Revenue costing may encounter organisational pushback
Delivers underlying Disaster Recovery capability	Requires further analysis of the organisations business continuity requirements	Expand cloud backup to incorporate statutory archive	ICT staff may be resistant to major technology change
Allows SAC ICT staff to learn on the way	Requires a full understanding of application and system interoperability to allow cloud DR / implementation	Optimise service provision and delivery across the ICT estate	Costs may overrun if due diligence isn't complete
Delivers significant steps on Emissions objective	Requires a review of funding based on cloud consumption requirements	Take advantage of cloud features for automation.	Failure to pay for Cloud services will result in complete loss of both service and data
Delivers reliable service to business and citizens		Creates a DC delivery model compliant with government digital strategy and market direction	Selection of the wrong implementation partner may adversely impact timescales / costs
		Creates ability to scale up/down quickly based on business demand	Suitable training / upskilling of staff not provided will result in operational issues
			Failure to complete Applications rationalisation may result in unnecessary costs

The recommended Hybrid option (Option 4) is also based on several assumptions, which are defined below:

- The council will move to one production data centre as soon as possible, with live services running only from McCall's Avenue during 2021;
- The Council will adopt a hybrid approach with some services moving to the cloud and others staying on-prem in the short term (driven by the current Legacy systems position);
- Significant portions of the potential hosting management service will remain in-house and serviced by the current teams;
- Cost savings will not be achieved by the hosting of services in Azure, although it will allow the realisation of other benefits described in this paper;
- An Applications Review (Repurchase, Retire, Rehost, Retain) will be required to define which services will remain longer term. This will not be completed prior to the planned initial move to Azure and existing workloads will migrate to minimise further investment in the on-premises data centres;

- A cloud backup solution will be required for those workloads / services that move to the cloud to augment native solutions which are provided;
- A formal Business Continuity strategy will need to be developed to guide Service Disaster Recovery (DR) plans;
- DR services will be moved to the cloud as part of the initial works, although this is dependent on service requirements;
- Some live services will be moved as part of the initial migration, driven by dependencies on locations of associated workloads; and
- Business direction and engagement will be required to classify data prior to potential movement to a cloud hosted environment. This is due to the different categories and pricing models for storage/access.

Financial implications

Works have been completed to baseline the existing data centre running costs, which are currently circa £0.824m annually, based on spend over a historical 6-year period from 2015-16 to 2020-21. These costs will be reduced moving forward, as cyclical investments would be replaced by the consumption-based approach. The

Expenditure item	Capital £m	Revenue £m	Total cost 15-16 to 20-21 £	Average cost per year £
Hardware hosting	2.162	0.492	2.654	0.442
Software Licensing	0.036	0.276	0.312	0.052
Connectivity and Networking	0.966	0.138	1.104	0.184
Share of McCall's occupancy cost	0.189	0.660	0.849	0.142
ICT Staffing costs at data centres	-	0.025	0.025	0.004
Total	3.353	1.591	4.944	0.824

Summary indicative costs for Option 4, based on soft market engagement are defined in the table below, which includes £200,000 of revenue funding for Phase 1 hosting services from Microsoft, together with one-off costs for a partner to assist with the implementation works. Additionally, contingency costs are included for items not included in the paper provided by Socitm and further details are referenced below:

Cost Element	2022/23 £m	Source
Hosting Hybrid - Recurring annual revenue costs	0.200	Revenue budget resource pressure
Hosting Implementation	0.200	Current capital investment programme
Contingency	0.150	Current capital investment programme

The costs are modelled on the following assumptions:

- Cost avoidance for future data centre running costs will be generated by the phased implementation of a cloud hosted service in Microsoft Azure, with no major data centre hosted capital investments possible from 2024 onwards.
- There will be a period of parallel running of the Data centre(s) while the migration to Hosted environment is implemented and one of the data centres is decommissioned. Therefore, from a financial perspective costs will increase for the initial term of the hosting implementation phase

- Hosting costs are based on the best-case scenario of a 3-year fixed cost, which involves a 'user it or lose it' approach with commitment of consumption in advance.
- The breakdown of costs for Phase 2 will be clarified by further engagement with an appointed partner and as the datacentre run costs reduce there will be an associated increase in the hybrid hosting costs. Exact figures are not known at this stage.
- Further capital to revenue conversion will be required in 2023/24 should Phase 2 be approved and as additional workloads are moved to Microsoft Azure.
- There are several areas which require further clarification and costs are not fully known for these areas at the moment. For the purposes of this paper, a £0.150m capital contingency has been included and will be re-baselined as the project progresses.
 - Due to the complexity of the environment, separate Cloud providers may be required for areas which are not suitable for hosting in Microsoft Azure. This may include workloads such as Oracle Databases which are not being addressed as part of the Fusion implementation project (Finance/Payroll and HR).
 - Data storage is based a tiered access model and assumption have been applied in terms of frequency of access for specific types of data. Business engagement is required on this moving forward.

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	ICT Data Centre – Hosting and Delivery Model
Lead Officer (Name/Position/Email)	Kev Mullen, Service Lead – ICT Operations – kevin.mullen@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 communities or groups in public life	Low
Improve the health and wellbeing of communities or groups	Low
Promote the human rights of communities or groups	Low
Tackle deprivation faced by communities or groups	Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Rationale for decision:	
<p>This report seeks Members’ approval of the strategy to move from an on-premises Data Centre hosting and delivery model to an off-premises cloud hosted alternative and to agree to implement Phase 1 of the recommended strategy. Members’ decision on this has no specific equality implications</p>	
Signed: Tim Baulk	Head of Service
Date: 16 December 2021	

South Ayrshire Council

**Report by Head of Finance and ICT
to Leadership Panel
of 18 January 2022**

Subject: Treasury Management Mid-Year Report 2021/22

1. Purpose

- 1.1 The purpose of this report is to provide Members with a mid-year treasury management update for the financial year 2021/22.

2. Recommendation

- 2.1 It is recommended that the Panel approves the contents of this report.**

3. Background

Treasury Management

- 3.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned to meet expenditure commitments but also to invest surplus monies in low risk counterparties (organisations with which the Council has a financial relationship in terms of borrowings or investments), providing adequate liquidity initially before considering optimising investment return.
- 3.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash will involve arranging long or short term loans or using longer term cash flow surpluses. In addition, in certain interest rate environments debt previously drawn may be restructured to meet Council risk or cost objectives.
- 3.3 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).
- 3.4 The Audit and Governance Panel of 1 December 2021 considered the mid-year treasury management update and agreed that it be remitted to the Leadership Panel for approval.

4/

4. Proposals

4.1 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and provides an update on activity in [Appendix 1](#) and [Appendix 2](#) on the following:

4.1.1 [Appendix 1](#) – *Economic Update and Interest rates*

Section	Description
1	Economics and Interest Rates
2	Interest Rates Forecast and Commentary Borrowing Strategy for 2021/22;

4.1.2 [Appendix 2](#) – *Treasury Activity*

Section	Description
1.1	The Council's Capital Expenditure plans and Capital Financing Requirement (CFR);
2.1	Borrowing Strategy for 2021/22;
3.1	Review of Investment Strategy and Performance
4.1	Review of compliance with Treasury and Prudential Limits for 2021/22;
5.1	Borrowing in advance; and
6.1	Debt Re-scheduling.
7.1	Other

4.2 The Panel is requested to approve the contents of this report in accordance with the requirements of the CIPFA Code.

4.3 The attached report incorporates the updated capital spending plan, as approved in the Review of Capital Estimates: General Services Capital Programme 2021-22 to 2030-31 report to Leadership Panel in October 2021 and information contained in the draft Period 6 General Services and HRA capital monitoring report due to be considered by the Leadership Panel on 23 November 2021.

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 *General Services*

6.1.1 **Interest on Revenue Balances** - the Council budgeted for investment income of £0.114m in 2021/22, based on an estimate of the average revenue balances held during the year and an assumed interest rate return of 0.50% on these balances.

At September 2021 (Qtr2) the full year budgeted income is projected at £0.205m, a surplus of £0.091m.

- 6.1.2 **Capital Financing Costs** - the budget for loan charges in 2021/22 is £12.266m, comprising £5.249m for loan principal, £6.837m for interest costs and £0.180m for loans fund expenses.

The current projection for loans charges to the General Fund is an under-spend of £0.966m in interest and expenses.

6.2 ***Housing Revenue Account (HRA)***

- 6.2.1 **Interest on Revenue Balances** - the HRA budgeted for investment income of £0.050m in 2021/22, based on an estimate of the average revenue balances held during the year and an assumed interest rate return of 0.50% on these balances.

At September 2021 (Qtr2) the full year estimate for investment income earned is £0.075m resulting in a surplus of £0.025m.

- 6.2.2 **Capital Financing Costs** - the budget for HRA loan charges in 2021/22 is £3.767m, comprising £1.281m for loan principal, £2.423m for interest costs and £0.063m for loans fund expenses.

The current projection for HRA loan charges is an under spend of £0.248m in interest and expenses.

7. **Human Resources Implications**

- 7.1 Not applicable.

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 Should the recommendations be rejected, then the Council will not be in compliance with the CIPFA Code of Practice on Treasury Management.

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 3](#).

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 Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Head of Finance and ICT 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>
No further action required	Not applicable	Not applicable

Background Papers CIPFA Code of Practice for Treasury Management in the Public Services

Report to South Ayrshire Council of 4 March 2021 – [Treasury Management and Investment Strategy 2021/22](#)

[Report to Audit and Governance Panel of 1 December 2021 – Treasury Management Mid-Year Report 2021/22](#)

Person to Contact Tim Baulk, Head of Finance and ICT
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Date: 10 January 2022

1. Economics and Interest Rates (Information provided by Link Group)

1.1 Economics Update and commentary

- The **Monetary Policy Committee (MPC)** voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn; two MPC members voted to stop the last £35bn of purchases as they were concerned that this would add to inflationary pressures.
- There was a major shift in the tone of the MPC's minutes at this meeting from the previous meeting in August which had majored on indicating that some tightening in monetary policy was now forecast, but also not wanting to stifle economic recovery by too early an increase in Bank Rate. In his press conference after the August MPC meeting, Governor Andrew Bailey said, "the challenge of avoiding a steep rise in unemployment has been replaced by that of ensuring a flow of labour into jobs" and that "the Committee will be monitoring closely the incoming evidence regarding developments in the labour market, and particularly unemployment, wider measures of slack, and underlying wage pressures." In other words, it was highlighting a potential danger that labour shortages could push up wage growth by more than it expects and that, as a result, Consumer Price Index (CPI) inflation would stay above the 2% target for longer. It also discounted sharp increases in monthly inflation figures projected in late 2021 which were largely propelled by events a year ago e.g., the cut in VAT in August 2020 for the hospitality industry, and by temporary shortages which would eventually work their way out of the system: in other words, the MPC had been prepared to look through a temporary spike in inflation.
- In August MPC's words indicated there had been a marked increase in concern that more recent increases in prices, particularly the increases in gas and electricity prices in October and due again next April, are, indeed, likely to lead to faster and higher inflation expectations and underlying wage growth, which would in turn increase the risk that price pressures would prove more persistent next year than previously expected. Indeed, to emphasise its concern about inflationary pressures, the MPC pointedly chose to reaffirm its commitment to the 2% inflation target in its statement; this suggested that it was now willing to look through the flagging economic recovery during the summer to prioritise bringing inflation down next year. This is a reversal of its priorities in August and a long way from words at earlier MPC meetings which indicated a willingness to look through inflation exceeding the target for limited periods to ensure that inflation was 'sustainably over 2%'. Indeed, whereas in August the MPC's focus was on getting through a winter of temporarily high energy prices and supply shortages, believing that inflation would return to just under the 2% target after reaching a high around 4% in late 2021, now its primary concern is that underlying price pressures in the economy are likely to get embedded over the next year and elevate future inflation to stay significantly above its 2% target and for longer.
- Financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment due to furlough ceasing at the end of September. At the MPC's meeting in February it will only have available the employment figures for November: to get a clearer picture of employment trends, it would need to wait until the May meeting when it would have

data up until February. At its May meeting, it will also have a clearer understanding of the likely peak of inflation.

- The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -
 1. Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
 2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
 3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
 4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.
- **COVID-19 vaccines.** These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in hard hit sectors like restaurants, travel and hotels. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.

US. See comments below on US treasury yields.

EU. The slow roll out of vaccines initially delayed economic recovery in early 2021 but the vaccination rate has picked up sharply since then. After a contraction in GDP of -0.3% in Q1, Q2 came in with strong growth of 2%, which is likely to continue into Q3, though some countries more dependent on tourism may struggle. Recent sharp increases in gas and electricity prices have increased overall inflationary pressures but The European Central Bank (ECB) is likely to see these as being only transitory after an initial burst through to around 4%, so is unlikely to be raising rates for a considerable time.

German general election. With the Christian Democratic Union of Germany (CDU)/Christian Social Union in Bavaria (CSU) and Social Democratic Party (SDP) both having won around 24-26% of the vote in the September general election, the composition of Germany's next coalition government may not be agreed by the end of 2021. An SDP-led coalition would probably pursue a slightly less restrictive fiscal policy, but any change of direction from a CDU/CSU led coalition government is likely to be small. However, with Angela Merkel standing down as Chancellor as soon as a coalition is formed, there will be a gap in overall EU leadership which will be difficult to fill.

China. After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of the year; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021. However, the pace of economic growth has now fallen back after this initial surge of recovery from the pandemic and China is now struggling to contain the spread of the Delta variant through sharp local lockdowns - which will also depress economic growth. There are also questions as to how effective Chinese vaccines are proving. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.

Japan. 2021 has been a patchy year in combating Covid. However, after a slow start, nearly 50% of the population are now vaccinated and Covid case numbers are falling. After a weak Q3 there is likely to be a strong recovery in Q4. The Bank of Japan is continuing its very loose monetary policy but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was negative in July. New Prime Minister Kishida has promised a large fiscal stimulus package after the November general election – which his party is likely to win.

World growth. World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum more recently. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. It is likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.

Supply shortages. The pandemic and extreme weather events have been highly disruptive of extended worldwide supply chains. At the current time there are major queues of ships unable to unload their goods at ports in New York, California and China. Such issues have led to mis-distribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods on shelves.

2. Interest Rates Forecast and Commentary

2.1 The Council’s treasury advisor, Link Group, provided the following forecasts on 29th September 2021 Public Works Loan Board (PWLB) rates are certainty rates, gilt yields plus 80bps):

Date	Bank Rate	PWLB Rates			
		5 year	10 year	25 year	50 year
Dec 21	0.10%	1.40%	1.80%	2.20%	2.00%
Mar 22	0.10%	1.40%	1.80%	2.20%	2.00%
Jun 22	0.25%	1.50%	1.90%	2.30%	2.10%
Sep 22	0.25%	1.50%	1.90%	2.30%	2.20%
Dec 22	0.25%	1.60%	2.00%	2.40%	2.20%
Mar 23	0.25%	1.60%	2.00%	2.40%	2.20%
Jun 23	0.50%	1.60%	2.00%	2.40%	2.20%
Sep 23	0.50%	1.70%	2.10%	2.50%	2.30%
Dec 23	0.50%	1.70%	2.10%	2.50%	2.30%

- 2.2 The coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut the Bank Rate to 0.10%, it left the Bank Rate unchanged at its subsequent meetings.

As shown in the forecast table above, one increase in Bank Rate from 0.10% to 0.25% has now been included in quarter 2 of 2022/23 and a second increase to 0.50% in quarter 2 of 23/24.

Significant risks to the forecasts

- COVID vaccines do not work to combat new mutations and/or new vaccines take longer than anticipated to be developed for successful implementation.
- The pandemic causes major long-term scarring of the economy.
- The Government implements an austerity programme that suppresses Gross Domestic Product (GDP) growth.
- The MPC tightens monetary policy too early – by raising Bank Rate or unwinding Quantitative Easing (QE).
- The MPC tightens monetary policy too late to ward off building inflationary pressures.
- Major stock markets e.g. in the US, become increasingly judged as being over-valued and susceptible to major price corrections. Central banks become increasingly exposed to the “moral hazard” risks of having to buy shares and corporate bonds to reduce the impact of major financial market sell-offs on the general economy.
- Geo-political risks are widespread e.g. German general election in September 2021 produces an unstable coalition or minority government and a void in high-profile leadership in the EU when Angela Merkel steps down as Chancellor of Germany; on-going global power influence struggles between Russia/China/US.

2.3 The balance of risks to the UK

The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid and its variants - both domestically and their potential effects worldwide.

Forecasts for Bank Rate

Bank Rate is not expected to go up fast after the initial rate rise as the supply potential of the economy has not generally taken a major hit during the pandemic, so should be able to cope well with meeting demand without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC's 2% target after the surge to around 4% towards the end of 2021. Three increases in Bank rate are forecast in the period to March 2024, ending at 0.75%. However, these forecasts may well need changing within a relatively short time frame for the following reasons: -

- There are increasing grounds for viewing the economic recovery slowing down during the summer and now into the autumn. This could lead into stagflation which would create a dilemma for the MPC as to which way to face.
- Will some current key supply shortages e.g., petrol and diesel, spill over into causing economic activity in some sectors to take a significant hit?
- Rising gas and electricity prices in October and next April and increase in other prices caused by supply shortages and increases in taxation next April, are

already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to slow inflation.

- On the other hand, consumers are sitting on around £200bn of excess savings left over from the pandemic so when will they spend this sum, in part or in total?
- There were 1.6 million people who came off furlough at the end of September; how many of those did not have jobs on 1st October and will, therefore, be available to fill labour shortages in many sectors of the economy? So, supply shortages which have been driving up both wages and costs, could reduce significantly within the next six months or so and alleviate the MPC's current concerns.
- There is a risk that there could be further surprises on the Covid front, on top of the flu season this winter, which could depress economic activity.
- In summary, with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon - in line with what the new news is.
- It also needs to be borne in mind that Bank Rate being cut to 0.10% was an emergency measure to deal with the Covid crisis hitting the UK in March 2020. At any time, the MPC could decide to simply take away that final emergency cut from 0.25% to 0.10% on the grounds of it no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

Forecasts for PWLB rates and gilt and treasury yields

As the interest forecast table for PWLB certainty rates above shows, there is likely to be a steady rise over the forecast period, with some degree of uplift due to rising treasury yields in the US.

There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors: -

- How strongly will changes in gilt yields be correlated to changes in US treasury yields?
- Will the Federal Reserve Board (Fed) act to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the MPC act to counter increasing gilt yields if they rise beyond a yet unspecified level?
- How strong will inflationary pressures turn out to be in both the US and the UK and so impact treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of QE purchases of their national bonds i.e., without causing a panic reaction in financial markets as happened in the "taper tantrums" in the US in 2013?
- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?

The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within our forecasting period, despite the major challenges that are looming up, and that there are no major ructions in international relations, especially

between the US and China / North Korea and Iran, which have a major impact on international trade and world GDP growth.

Gilt and treasury yields

Since the start of 2021, there has been a lot of volatility in gilt yields, and hence PWLB rates. During the first part of the year, US President Biden's, and the Democratic party's determination to push through a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the Covid pandemic was what unsettled financial markets. However, this was in addition to the \$900bn support package already passed in December 2020 under President Trump. This was then followed by additional Democratic ambition to spend further huge sums on infrastructure and an American family plan over the next decade which are caught up in Democrat / Republican disagreements. Financial markets were alarmed that all this stimulus, which is much bigger than in other western economies, was happening at a time in the US when: -

- A fast vaccination programme has enabled a rapid opening up of the economy.
- The economy had already been growing strongly during 2021.
- It started from a position of little spare capacity due to less severe lockdown measures than in many other countries. A combination of shortage of labour and supply bottle necks is likely to stoke inflationary pressures more in the US than in other countries.
- And the Fed was still providing monetary stimulus through monthly QE purchases.

These factors could cause an excess of demand in the economy which could then unleash stronger and more sustained inflationary pressures in the US than in other western countries. This could then force the Fed to take much earlier action to start tapering monthly QE purchases and/or increasing the Fed rate from near zero, despite their stated policy being to target average inflation. It is notable that some Fed members have moved forward their expectation of when the first increases in the Fed rate will occur in recent Fed meetings. In addition, more recently, shortages of workers appear to be stoking underlying wage inflationary pressures which are likely to feed through into CPI inflation. A run of strong monthly jobs growth figures could be enough to meet the threshold set by the Fed of "substantial further progress towards the goal of reaching full employment". However, the weak growth in August, (announced 3.9.21), has spiked anticipation that tapering of monthly QE purchases could start by the end of 2021. These purchases are currently acting as downward pressure on treasury yields. As the US financial markets are, by far, the biggest financial markets in the world, any trend upwards in the US will invariably impact and influence financial markets in other countries. However, during June and July, longer term yields fell sharply; even the large non-farm payroll increase in the first week of August seemed to cause the markets little concern, which is somewhat puzzling, particularly in the context of the concerns of many commentators that inflation may not be as transitory as the Fed is expecting it to be. Indeed, inflation pressures and erosion of surplus economic capacity look much stronger in the US than in the UK. As an average since 2011, there has been a 75% correlation between movements in 10-year treasury yields and 10 year gilt yields. This is a significant UPWARD RISK exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

There are also possible downside risk from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little

interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting around to not reinvesting maturing gilts and then later selling gilts.

The balance of risks to medium to long term PWLB rates: -

There is a balance of upside risks to forecasts for medium to long term PWLB rates.

A new era – a fundamental shift in central bank monetary policy

One of the key results of the pandemic has been a fundamental rethinking and shift in monetary policy by major central banks like the Fed, the Bank of England and the ECB, to tolerate a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on so as to stop it going above a target rate. There is now also a greater emphasis on other targets for monetary policy than just inflation, especially on 'achieving broad and inclusive "maximum" employment in its entirety' in the US before consideration would be given to increasing rates.

The Fed in America has gone furthest in adopting a monetary policy based on a clear goal of allowing the inflation target to be symmetrical, (rather than a ceiling to keep under), so that inflation averages out the dips down and surges above the target rate, over an unspecified period of time.

The Bank of England has also amended its target for monetary policy so that inflation should be 'sustainably over 2%' and the ECB now has a similar policy.

For local authorities, this means that investment interest rates and very short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion.

Labour market liberalisation since the 1970s has helped to break the wage-price spirals that fuelled high levels of inflation and has now set inflation on a lower path which makes this shift in monetary policy practicable. In addition, recent changes in flexible employment practices, the rise of the gig economy and technological changes, will all help to lower inflationary pressures.

Governments will also be concerned to see interest rates stay lower as every rise in central rates will add to the cost of vastly expanded levels of national debt; (in the UK this is £21bn for each 1% rise in rates). On the other hand, higher levels of inflation will help to erode the real value of total public debt.

1.1 ***The Council's Capital Expenditure and Prudential Indicators (Revised)***

- (1) The following section provides the information relating to the 2021/22 capital position and prudential indicators;
- The Council's capital expenditure plans;
 - How these plans are being financed;
 - The impact of the capital expenditure plans on the prudential indicators and the underlying need to borrow
- (2) The tables below draw together the main movement in terms of the capital expenditure plans compared to the original plan, highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements for capital expenditure. The borrowing element of Table 1 for both General Services and HRA below revises the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR).

Table 1

	<i>2021/22 Original Estimate £'000</i>	<i>2021/22 Latest Estimate £'000</i>
Prudential Indicator – General Services		
Capital Expenditure	86,128	74,230
General Services - Financed By		
General and Specific Grant	10,050	9,073
Capital Receipts/Other	5,930	8,318
Borrowing	70,148	56,839
	86,128	74,230

Prudential Indicator – HRA		
Capital Expenditure	36,220	32,868
HRA - Financed By		
Borrowing	22,533	16,930
CFCR, Draw on surplus	9,930	14,489
Other Receipts/ Grants	3,757	1,449
	36,220	32,868

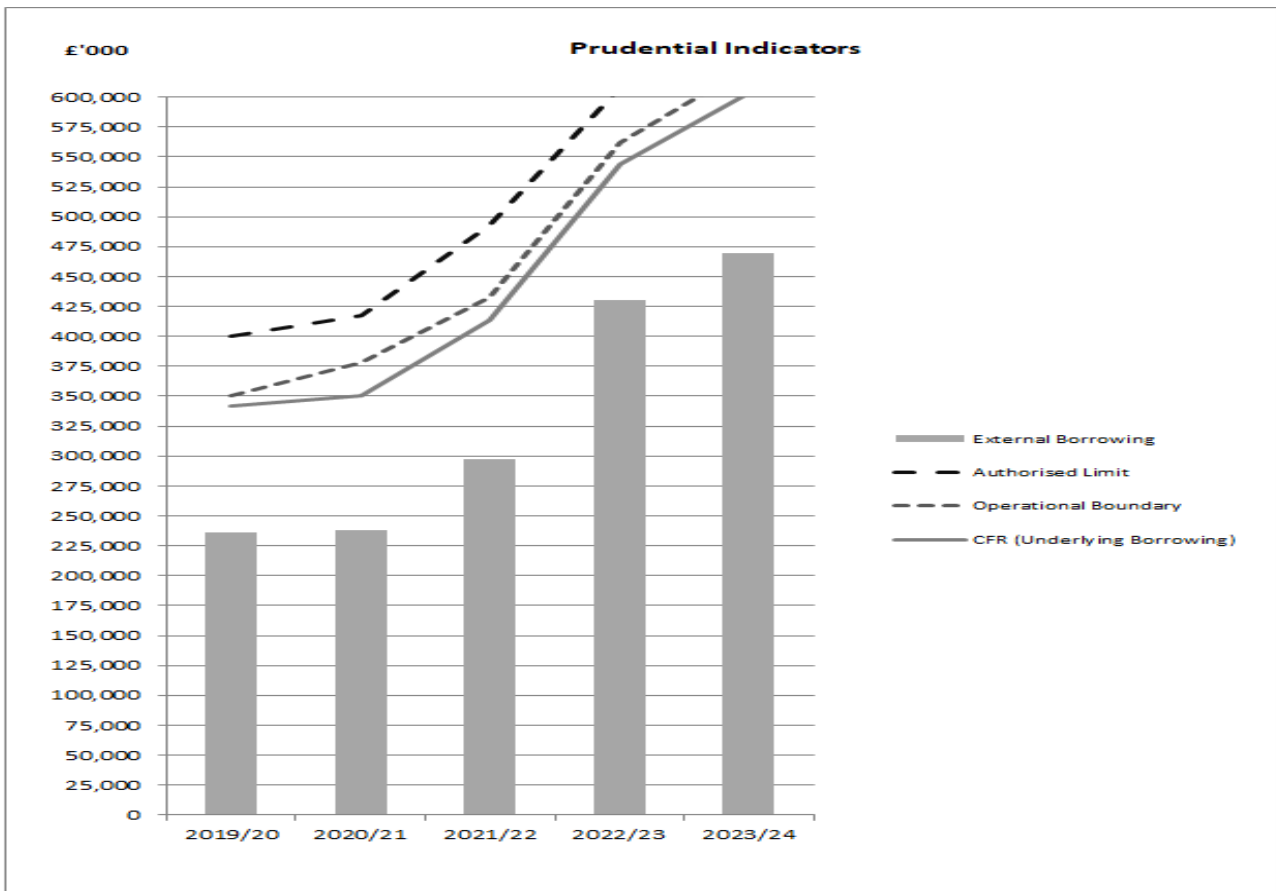
1.2 **Capital Financing Requirement, Debt Position and Operational Boundary Indicators**

- (1) Table 2 shows the CFR, which is the underlying need to incur borrowing for a capital purpose.

Table 2

<i>Prudential Indicator – CFR</i>	<i>2021/22 Original Estimate £'000</i>	<i>2021/22 Updated Estimate £'000</i>
Capital Financing Requirement – GS	349,570	328,776
Capital Financing Requirement – HRA	85,660	84,798
Total Capital Financing Requirement	435,230	413,574

(2) **Prudential Indicators Graph**



The graph shown at (2) above shows estimated key prudential indicators in graph format:

- **External Borrowing** – shows significant increase in the next two years as the Council utilises borrowing to fund capital investment

- **Capital Financing Requirement** – shows increases in CFR in line with external debt. The Council ended 2020/21 in an under borrowed position (CFR compared with external debt) of £12.312m. The current strategy will be to reflect an under-borrowed position in the short/medium term as reflected in the graph.
- **Operational Boundary** – this indicator is higher than external debt and CFR as it includes provision for other long term financing liabilities such as PPP and Finance leases, and short term cash flow variations.
- **Authorised Limit** – the limit which cannot be exceeded in terms of the Council’s debt position. This indicator is higher than the operational limit as provision is made for other cash flow variation and potential borrowing in advance.

Table 3

<i>Prudential Indicators – Debt</i>	<i>2021/22 Original £'000</i>	<i>2021/22 Updated £'000</i>
Authorised Limit	488,000	479,000
Operational Limit	458,000	433,000
External Debt	322,434	297,434

2.1 **Borrowing Strategy 2021/22 (Update)**

- (1) The Council’s capital financing requirement (CFR) estimate for 2021/22 has been revised to £413,574 based on the revised capital spend projections, as shown at 1.1, (2) Table 1. The CFR denotes the Council’s underlying need to borrow for capital purposes. To fund the CFR the Council may borrow from the PWLB or the market (external borrowing) or fund from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions and availability of internal cash resources.
- (2) The original borrowing requirement for 2021/22 was set at £92.7m but has been revised to £73.8m. This drop is attributed to supply shortages caused by both the Covid-19 pandemic and BREXIT. This then resulted in the re balancing of the capital programme.
- (3) This has resulted in revising the external borrowing requirement from the original £85.0m to £65.0m which reflects the under-spend in loan charges outlined in the financial implications at Section 6 – Financial Implications.
- (4) The current strategy is to consider long term external borrowing in Qtr3 of £30.0m and Qtr. 4 of £15.0m. This will be PWLB borrowing. To date in Qtr. 2 £15.0m long term borrowing has been taken from PWLB securing low interest rates being offered. A further £5.0m of medium to long term borrowing was secured in Qtr. 1 from the other local authority market, again taking advantage of low interest rates being offered.

A pragmatic approach however is being taken in terms of the timing of new long term external borrowing given the current market uncertainties due to a number of factors such as Covid-19 pandemic, Brexit and interest rate fluctuations along with the pace of the spend in the Council's capital programme.

- (5) The table at 2.2.1 below shows the high and low rates available from the PWLB during the period April 21 – Aug 21.

Gilt yields and PWLB rates were on a falling trend between May and August. However, they rose sharply towards the end of September.

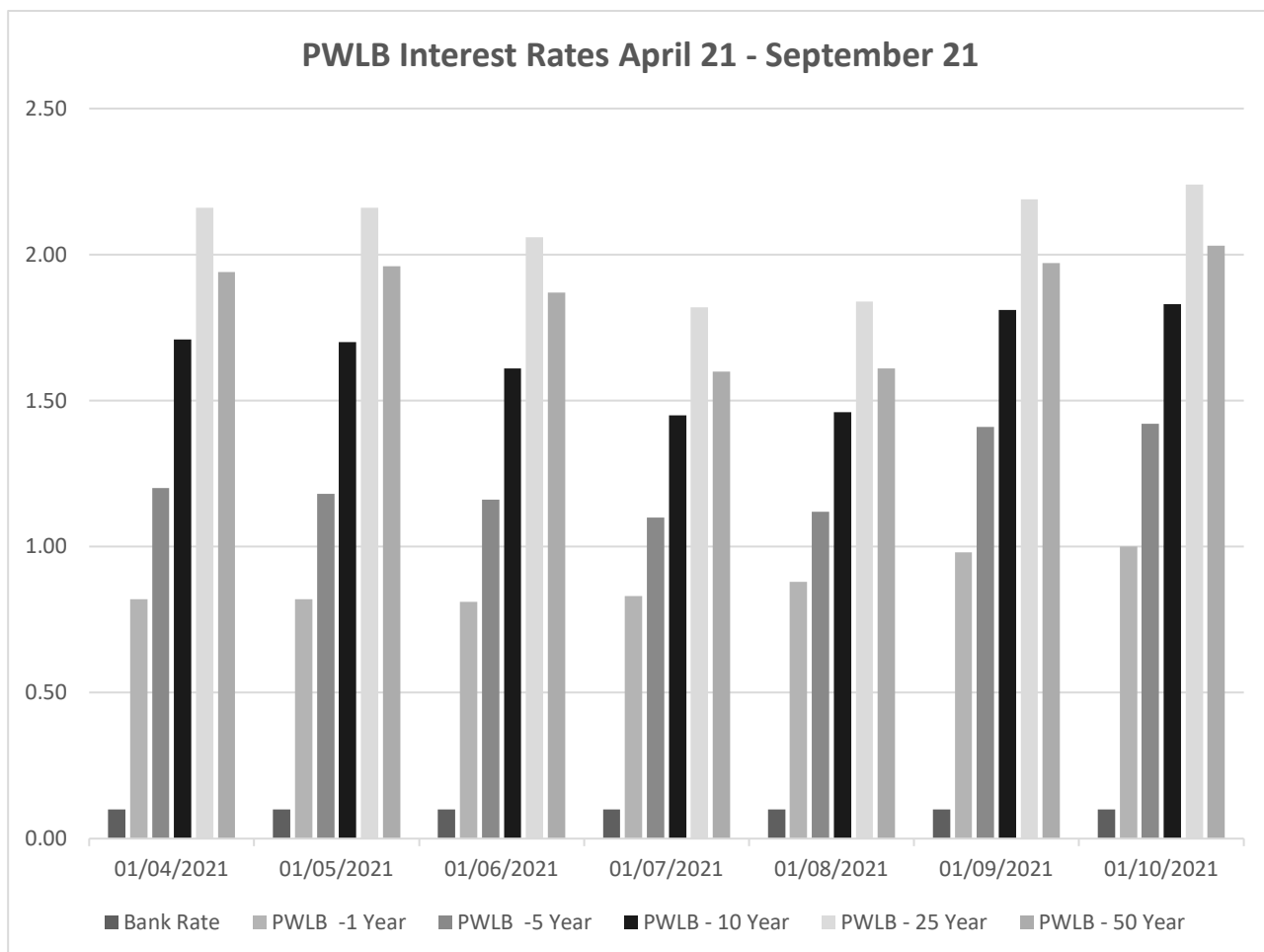
The 50-year PWLB target certainty rate for new long-term borrowing started 2021/22 at 1.90%, rose to 2.00% in May, fell to 1.70% in August and returned to 2.00% at the end of September after the MPC meeting of 23rd September.

- The current PWLB rates are set as margins over gilt yields as follows: -
 - PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
 - PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
 - PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
 - PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
 - Local Infrastructure Rate is gilt plus 60bps (G+60bps)

2.2.1 PWLB certainty rates 1 April 2021 to 31 August 2021

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.78%	1.05%	1.39%	1.75%	1.49%
Date	08/04/2021	08/07/2021	05/08/2021	17/08/2021	10/08/2021
High	0.98%	1.42%	1.81%	2.27%	2.06%
Date	24/09/2021	28/09/2021	28/09/2021	13/05/2021	13/05/2021
Average	0.84%	1.16%	1.60%	2.02%	1.81%
Spread	0.20%	0.37%	0.42%	0.52%	0.57%

2.2.2 PWLB Interest Rates – Apr 21 – Sep 21/



3.1 **Investment Strategy**

The Treasury Management Strategy Statement (TMSS) for 2021/22, which includes the Annual Investment Strategy, was approved by the Council on 4th March 2021. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- security of capital;
 - liquidity; and
 - yield
- (2) The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness.

3.2 **Investment Performance 2021/22**

- (1) As shown by the interest rate forecasts in section 2.2, it is now impossible to earn the level of interest rates commonly seen in previous decades as all short-term money market investment rates have only risen weakly since Bank Rate was cut to 0.10% in March 2020 until the MPC meeting on 24th September 2021 when 6- and 12-month rates rose in anticipation of Bank Rate going up in 2022. Given this environment and the fact that Bank Rate

may only rise marginally, or not at all, before mid-2023, investment returns are expected to remain low.

- (2) The Council's average level of funds available for investment purposes in the first half of the year 2021/22 was **£57.6m**. These funds are available on a temporary basis and are dependent on a number of factors including cash flows, reserve balances, borrowing strategy, etc. As these funds are linked to Council reserves earmarked for specific purposes, they are not available to spend on additional services and represent the current 'cash' position.
- (3) The following table summarises the Council's performance on investments against the benchmark performance indicator (3-month LIBID) in the current financial year:

Table 5

Benchmark	Budgeted Return	Benchmark Return	Council Performance
3-month LIBID	0.50%	0.07%	0.39%

- (4) Although percentage wise it would appear the council performance is below budgeted return 0.50% compared to 0.39%, for average value return the budget is £200,000 and performance for the year to date is £226,147 so overperformed. This is due to higher value investments but lower average investment interest rate.

LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, benchmark return is based on expected average earnings by local authorities for 3 to 12 months.

- (5) The Head of Finance and ICT confirms that the approved investment strategy was not breached in the first half of the financial year 2021/22.
- (6) The Council continues to lend to other local authorities in order to diversify its investment portfolio and to provide the highest level of security in delivering the objectives of security, liquidity and yield in its investment portfolio. Interest rates as previously stated are very low and do not expect to recover any time soon, because of this some forward planning has been undertaken to try and secure the best rates available. Also, to ensure some form of liquidity advantage has been taken of notice call accounts and investments with other banking authorities such as Goldman Sachs and Standard Chartered Bank.

The following table summarises the Council's investments as at 30 September 2021.

Table 6/

Table 6

Counterparty	Type	Principal £'000	Interest Rate	Maturity	Colour Code (Based on credit information)
Bank of Scotland	Liquidity	18,175	0.05%	N/a	Orange
Santander Bank Plc (95d)	Notice	10,000	0.40%	N/a	Red
Slough Borough Council	Maturity	5,000	0.10%	10/08/2022	N/A
London Borough of Croydon	Maturity	5,000	0.30%	05/09/2022	N/A
Rotherham Metropolitan Borough Council	Maturity	5,000	0.90%	10/10/2022	N/A
Liverpool City Council	Maturity	5,000	0.25%	08/12/2021	N/A
Derbyshire County Council	Maturity	5,000	0.25%	04/01/2022	N/A
Warrington Borough Council	Maturity	5,000	0.10%	01/02/2022	N/A
Warrington Borough Council	Maturity	5,000	0.12%	05/08/2022	N/A
Standard Chartered Bank	Maturity	5,000	0.11%	11/02/2022	Red
Blackpool Borough Council	Maturity	5,000	0.10%	26/08/2022	N/A
Total Investment		73,175	0.22%		

4.1 *Review of Compliance with Treasury and Prudential Limits for 2021/22*

- (1) The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

Table 7 below shows that the 2021/22-year end projected total debt position of £393,211 is below the projected CFR of £413,574 which indicates that external borrowing is only being used for capital purpose.

Table 7/

Table 7

	2020/21 Actual £'000	2021/22 Borrowing as @ 30/9/21 £'000	2021/22 Projection £'000
Long Term Borrowing – PWLB	143,958	158,890	203,234
Long Term Borrowing - LOBO	41,200	41,200	41,200
Long Term Borrowing - Market	8,000	8,000	8,000
Short Term Borrowing – Market	45,000	45,000	45,000
External Debt	238,158	253,090	297,434
Other Long-Term Liabilities	99,567	95,777	95,777
Total Debt	337,725	348,867	393,211
Capital Financing Requirement (CFR)	350,037	438,648	413,574
(Under) Over borrowed	(12,312)	(89,781)	(20,363)

- (2) A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government in Scotland Act 2003.

Table 8 below shows the authorised limit amended from the original 2021/22 indicator.

Table 8

Prudential Indicator – Authorised Limit for External Debt	2021/22 Original Indicator £'000	2021/22 Revised Indicator £'000
Borrowing	385,000	383,000
Other Long-Term Liabilities	100,000	96,000
Authorised Limit	485,000	479,000

5.1 **Borrowing in Advance of Need**

The Local Government Investment Regulations (Scotland) 2010 requires the Council to set out its strategy and approach to borrowing in advance of need, which is defined as any borrowing undertaken which will result in the total external debt exceeding the CFR for the following twelve-month period. The Council has not borrowed in advance of need during the six months to 30 September 2021.

6.1 **Debt Rescheduling**

Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

7.1 **Other Current Issues**

Sources of Borrowing – regarding ESG (Environmental, Social and Governance)

While the prime considerations when investing surplus funds is security, liquidity, and yield, it is recognised that consideration must be given to other factors such as climate change, environmental, social, and good governance (ESG), to support a policy of sustainability. The only way to determine the exact nature of how investments are used would be if the investment were a specific bond or product for a defined purpose.

Most of South Ayrshire Council's investments are currently placed with other Local authorities who will take into consideration the three main elements of security, liquidity, and yield. However, several local authorities are also now looking at ESG principles when securing funding and it is an area which is considered will increase in prominence in future years.

On contacting a representative from the CIPFA Scottish Treasury Management Forum the organisation below was highlighted as a good reference to ascertain if an investment organisation (not other Local authorities) meets ESG principles.

The organisation, Principles for Responsible Investment (PRI), have a high number of large well established investment organisations as signatories.

The PRI is the world's leading proponent of responsible investment. It works:

- to understand the investment implications of environmental, social and governance (ESG) factors;
- to support its international network of investor signatories in incorporating these factors into their investment and ownership decisions.

On the basis that this organisation is known to and recommended by other Local authorities as a good reference guide, it is intended that the Council will review information provided by PRI prior to future investing to ensure the proposed investment organisation is currently a signatory. If the proposed investment organisation is not currently a signatory, it must have its own policy on ESG which meets South Ayrshire Council's expectations of supporting sustainability but still meets the three main considerations of security, liquidity, and yield.

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	Treasury Management Mid-Year Report 2021/22
Lead Officer (Name/Position/Email)	Denise Love, Senior Accountant (Capital/ Treasury – denise.love2@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 provides Members with a mid-year treasury management update for the financial year 2021/22. Their decision on this has no specific equality implications</p>	
<p>Signed : Tim Baulk Head of Service</p> <p>Date: 27 October 2021</p>	