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*south*
**AYRSHIRE**
**C O U N C I L**
Comhairle Siorrachd Àir a Deas

23 February 2022

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

**All other Members for INFORMATION ONLY**

Dear Councillor

# SPECIAL LEADERSHIP PANEL

You are requested to participate in the above Panel to be held on **Tuesday, 1 March 2022 at 10.00 a.m.** for the purpose of considering the undernoted business.

**Due to COVID-19 restrictions and in line with government guidance, the meeting will be conducted remotely with only Members and relevant officers having access to the meeting.**

**Yours sincerely**

**CATRIONA CAVES**
**Head of Legal, HR and Regulatory Services**

**B U S I N E S S**

1. Declarations of Interest

2. Corporate/Economy and Culture

   (a)   Community Wealth Building Action Plan – Submit report by the Director – Place (copy herewith)

3. Resource and Performance

   (a)   Local Procurement Policy Statement – Update – Submit report by the Assistant Director – Place (copy herewith).

4. Children and Young People

   (a)   South Ayrshire Proposal to Support Unaccompanied and Asylum Seeking Children – Submit report by the Head of Children's Health Care and Justice Services (copy herewith).

   (b)   South Ayrshire's Parenting Promise – Submit report by the Head of Children's Health Care and Justice Services (copy herewith).

5. <u>Economy and Culture</u>

   (a)  Tourism and Events Strategy – Submit report by the Assistant Director – People (copy herewith).

6. <u>Environment</u>

   (a)  Waste Strategy 2021-2031 Progress Report – Submit report by the Assisant Director – Place (copy herewith).

   (b)  South Ayrshire Council's Active Travel Strategy – Submit report by the Director – Place (copy herewith).

**<u>Additional Item</u>**

7. <u>Corporate/Resource and Performance</u>

   (a)  Future Operating Model – Submit report by the Assistant Director- People (copy herewith).

**South Ayrshire Council**

**Report by Director - Place
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:     Community Wealth Building Action Plan**

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**1.     Purpose**

1.1     The purpose of this report is to provide an update on the Community Wealth Building (CWB) activity and workplan.

**2.     Recommendation**

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

**2.1.1     notes progress made through the Member/ Officer Working Group (MOWG) and approve the CWB workplan; and**

**2.1.2     approves the MOWG recommendation that Annual progress reports will be considered by the Service and Performance Panel as part of the supporting the local economy review.**

**3.     Background**

3.1     Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

3.2     Ayrshire is at the vanguard of Community Wealth Building - a new approach to economic regeneration.  We currently have the South Ayrshire Community Wealth Building team within the Economic Development service area, but it is anticipated that services and officers from across the Council will participate in several initiatives - importantly the development of employee champions of Community Wealth Building approaches.

3.3     The MOWG was set up on 25 August 2021. The MOWG was established to help to develop a South Ayrshire Council understanding and approach to Community Wealth Building throughout all service areas, to establish a shared language which describes our mission and a timeline for developing a Community Wealth Building Pledge and communications plan for SAC employees and stakeholders.

3.4     Community wealth building progress to date:

- Three CWB Officers were appointed by August 2021 working within the local Places team.  The Local Places Coordinator was appointed in October 2021. The team will implement the Ayrshire Growth Deal Community

Wealth Building project. The work will support the delivery of place-based Community Wealth Building (CWB) within a defined locality, working across the public, private and third sectors to encourage and support business development and the delivery of activity across the pillars of procurement and supply chain development, fair employment, land and assets regeneration and plural ownership models.

- One of the Community Wealth Building officers has now been aligned to work closely with the Procurement team. Working sessions for this officer and various members of the procurement team have already started so that opportunities to increase local spend can be identified and actions for both teams can be defined in line with Procurement regulations and the Councils Standing Orders for Contracts.

- The creation of a Scotland Loves Local gift card has been implemented and there are 89 completed business sign-ups for South Ayrshire. An internal and external communications campaign has included radio, press and social media coverage to date and will continue throughout 2022.

- Developed a South Ayrshire Council community wealth building socialisation programme for Service Leads with relevant guest speaker contributions.

- Developed links with the community wealth building eco-system in the region and beyond. Contributed to the development of the pan-Ayrshire *fair work and just labour market* referral system.

**4.    Proposals**

4.1    It is proposed that the community wealth building principles are fully embedded into the service plans and the culture of South Ayrshire Council with the support of the Member Officer Working Group through regular briefings, updates, and interactive sessions.

4.2    The workplan focuses on the following targets:

- *Socialise* the concept of Community Wealth Building across all SAC Service Plans through the development of a Champions Network and refresh of Service Plans to incorporate (where relevant) the five pillars of Community Wealth Building.

- *Financial Power:* Achieve target number of 100 businesses registrations to accept the South Ayrshire Gift Card.

- *Fair Employment*: Utilise results from skills gap analysis (currently being undertaken by Skills Development Scotland) to identify and inform targeted workshops and training.

- *Land and Assets*: Undertake a review and analysis of our commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity.

- *Plural Ownership*: Upskill business advisors on co-operative ownership models so they can proactively engage with the local business base.

- *Procurement*: Creation of an online SAC Community Benefit List.

4.3    It is recommended that panel approves the workplan which can be found in Appendix 1. The Local Places Co-ordinator and team are responsible for management and delivery of the plan.

4.4     The Service and Performance Panel of 8 February approved that a report on Community Wealth Building in South Ayrshire will come before the Panel on an annual basis. It is proposed therefore that future progress reports will be considered by the Service and Performance Panel.

**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 procurement requirements and reflect appropriate advice.

**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     Rejecting the recommendations will have a negative impact on the cultural change required for successful adoption of the community wealth building approach.

**9.      Equalities**

9.1     The proposals in this report have been assessed through the Equality Impact Assessment Scoping process.  There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required.  A copy of the Equalities Scoping Assessment is attached as Appendix 2.

**10.     Sustainable Development Implications**

10.1    ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

**11.     Options Appraisal**

11.1    An options appraisal has not been carried out in relation to the subject matter of this report.

**12/**

**12.** **Link to Council Plan**

12.1 The above recommendations relate to commitment 4 South Ayrshire Works, Make the most of our 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, Leader of the Council and Portfolio Holder for Corporate, and Councillor Chris Cullen, Portfolio Holder for Economy and Culture, and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with of the members of the MOWG 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 – 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:

| *Implementation* | *Due date* | *Managed by* |
|---|---|---|
| Progress and implementation report to Services Performance Panel | February 2023 | Service Lead - Economy and Regeneration |

| **Background Papers** | **Report to Leadership Panel of 16 March 2021 – Pan-Ayrshire Community Wealth Building Commission and Anchor Charter** |
|---|---|
| | **Report to Service and Performance Panel of 8 February 2022 – Pan-Ayrshire Community Wealth Building Commission and Anchor Charter** |
| **Person to Contact** | **Theo Leijser, Service Lead – Economy and Regeneration County Buildings, Wellington Square, Ayr, KA7 1DR Phone 01292 616332 Email theo.leijser@south-ayrshire.gov.uk** |
| | **David Alexander, Service Lead - Procurement County Buildings, Wellington Square, Ayr, KA7 1DR Phone 01292 612959 Email david.alexander3@south-ayrshire.gov.uk** |

**Date:** **23 February 2022**

**Draft CWB Workplan**

| TASK NAME | IMPACT | ESTIMATED COMPLETION DATE |
|---|---|---|
| **SOCIALISATION** | | |
| **Creation of CWB portal** | **Awareness Raising/socialisation** | **30/09/2022** |
| **Establish CWB Champions Network** | **Awareness Raising/socialisation** | **31/05/2022** |
| **FINANCIAL POWER** | | |
| **Through the establishment of a SAC workstream and CWB champions network influence decision making in all service areas with a focus on sustainability, land & assets and investment plans.** | **Awareness raising/socialisation** | **31/05/2022** |
| **Commit to South Ayrshire gift card to lock in local spend.** | **Strengthen local economies** | **Target of 100 businesses by 28/02/2022** |
| **Commit to a South Ayrshire Consumer Loyalty Card** | **Strengthen local economies** | **30/09/2022** |
| **Explore community banking and progressive finance options for South Ayrshire residents and develop an action plan.** | **Strengthen local economies/promote progressive finance initiatives** | **31/05/2022** |
| **Identifying the appetite and opportunity for a credit union in South Ayrshire. Also, through training, events and workshops raising awareness of progressive finance initiatives.** | **Strengthen local economies/promote progressive finance initiatives** | **31/05/2022** |
| **Work with business development team to embed CWB principles within the Grow initiative.** | **Socialisation of CWB/strengthen local economies** | **30/09/2022** |

| TASK NAME | IMPACT | ESTIMATED COMPLETION DATE |
|---|---|---|
| Member of CWB team to liaise closely with procurement. To undertake analysis and capture opportunities for local businesses, encourage collaboration and awareness raising of CWB principles within the procurement team. | Socialisation of CWB/support local supply chains/inclusive economic models | 30/09/2022 |
| Enable and support strong local supply chains by building procurement knowledge and capacity. Delivering this through events, workshops and training. | Strengthen local economies/support local supply chains | 30/09/2022 |
| Host procurement development workshop(s)for targeted groups, from Supplier Development Programme (SDP) Partners | Strengthen local economies/support local supply chains | 30/09/2022 |
| Commission piece of consultancy work focusing on barriers to procurement in South Ayrshire | Strengthen local economies/support local supply chains | 30/09/2022 |
| Social enterprise/co-operative focused procurement event/workshop. | Strengthen local economies/support local supply chains | 30/09/2022 |
| Creation of procurement guide/training tool. | Strengthen local economies/support local supply chains | 30/09/2022 |
| Creation of an online SAC Community Benefit Wish List (based on wish list of the Community). | Strengthen local economies/support local supply chains | 31/05/2022 |
| Host power of procurement event to launch procurement toolkit. | Strengthen local economies/support local supply chains | 30/09/2022 |
| Enhance and promote new steps in our Quick Quote process. | Strengthen local economies/support local supply chains | 30/09/2022 |
| Stage a virtual meet the buyer event. | Strengthen local economies/support local supply chains | 20/04/2022 and 30/06/2022 |
| SAC procurement policy refresh | Socialisation of CWB/strengthen local economies/support local supply chains | 30/09/2022 |

| TASK NAME | IMPACT | ESTIMATED COMPLETION DATE |
|---|---|---|
| Engaging with all Anchor Institutions to identify and progress joint procurement opportunities. | Socialisation of CWB/strengthen local economies/support local supply chains | 30/09/2022 |
| **LAND AND ASSETS** | | |
| Collaborate with SAC's Land and Assets service lead to deliver sustainable socially productive use of land and buildings/assets. | Socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| Undertake a review and analysis of our commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity. | Strengthen local economies/inclusive economic models | 31/05/2022 |
| CWB officers working collaboratively with CAT team to identify potential opportunities for development. | Strengthen local economies/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| Host 1 to Many events with interested community groups to identify and/or support their development needs. | Socialisation of CWB/local community support/inclusive economic models | 30/09/2022 |
| Encourage and support a circular economy within South Ayrshire building on existing community and business led activities. | Socialisation of CWB/strengthen local economies/inclusive economic models | 30/09/2022 |
| Enable and support asset transfer by building knowledge and awareness of underutilised assets. Delivering this through events, workshops and training. | Socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| **PLURAL OWNERSHIP** | | |
| Identify and engage with key community groups based throughout South Ayrshire to understand potential collaborative opportunities. | Socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| Host an event with a focus on raising awareness of community ownership options including CAT. | Awareness raising/socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |

| TASK NAME | IMPACT | ESTIMATED COMPLETION DATE |
|---|---|---|
| Engaging with communities across the towns and villages of South Ayrshire to support the co-production of viable local services and initiatives involving local SMEs etc through training, events and consultancy. | Awareness raising/socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| Develop a business incubation approach (linked to supply chain development and place making) to support local small businesses. | Socialisation of CWB/promote imaginative use of assets/inclusive economic models | 30/09/2022 |
| Upskill business advisors on co-operative ownership models so they can proactively engage with the local business base. | Socialisation of CWB/strengthen local economies | 31/05/2022 |
| **FAIR EMPLOYMENT** | | |
| 5 x Living Wage Events in South Ayrshire (private/third sector events). | Socialisation of CWB/create fair and meaningful employment opportunities | 30/09/2022 |
| Socialise the principles of CWB, fair work and just labour markets with business growth advisors team, employability and skills team and HR team. | Socialisation of CWB/create fair and meaningful employment opportunities | 31/05/2022 |
| Utilise results from skills gap analysis (currently being undertaken by SDS) to identify and inform targeted workshops and training. | Create fair and meaningful employment opportunities | 31/05/2022 |
| Engaging with schools, colleges and community groups to promote clear career paths and opportunities within South Ayrshire. | Create fair and meaningful employment opportunities | 30/09/2022 |
| Identify and promote disability confident employers within South Ayrshire. | Create fair and meaningful employment opportunities | 30/09/2022 |
| Hosting workshop events to empower employers to develop strategies for career planning and succession (promoting gender equality and wellbeing in the workplace). | Socialisation of CWB/create fair and meaningful employment opportunities | 30/09/2022 |
| Host event with a focus on young people (in particular women in STEM) to inspire, encourage and amplify the opportunities available in South Ayrshire. | Create fair and meaningful employment opportunities | 30/09/2022 |

| TASK NAME | IMPACT | ESTIMATED COMPLETION DATE |
|---|---|---|
| Support the fair work programme on a pan-Ayrshire event to promote the value of Trade Unions. | Create fair and meaningful employment opportunities | 28/12/2022 |
| Developing a SAC cross-service workstream and champions network including relevant representative bodies, Employability & Skills, Health & Social Partnership, Community Learning Development etc (People & Place directives). | Create fair and meaningful employment opportunities | 31/05/2022 |
| **CLIMATE ACTION** | | |
| Widely promote the benefits of a CWB approach to all service plans and how this contributes to the timeline for achieving net zero by 2030. | Awareness raising/socialisation of CWB/support for meeting climate emergency targets | Ongoing |
| Awareness raising, events and training to promote sustainable local supply chains to businesses in South Ayrshire. | Awareness raising/socialisation of CWB/strengthen local economies/support local supply chains | Ongoing |
| Through the establishment of a SAC workstream and CWB champions network we will embed environmental benefits within service plans to support and encourage a net zero strategy. | Socialisation of CWB/support for meeting climate emergency targets | Ongoing |

**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 | Community Wealth Building Action Plan |
|---|---|
| Lead Officer (Name/Position/Email) | Mark Greaves, Coordinator Local Places – mark.greaves@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<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br>(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?**<br>(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**) | ~~YES~~<br><br>NO |
|---|---|
| **Rationale for decision:**<br><br>   **This report advises the Panel to approve a workplan on a previously agreed programme. Members' decision on this has no specific equality implications** | |

**Signed** :  Mark Greaves             **Coordinator Local Places**

**Date:**      18 February 2022

**South Ayrshire Council**

**Report by Assistant Director - Place
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:      Local Procurement Policy Statement - Update**

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**1.      Purpose**

1.1      The purpose of this report is to provide an update on the Local Procurement Policy Statement approved at Leadership Panel in March 2021 and seek approval on further proposals to improve focus on local suppliers.

**2.      Recommendation**

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

**2.1.1      considers the progress made regarding the Local Procurement Policy Statement (attached as Appendix 1); and**

**2.1.2      approves changes to the Council's Procurement Journey guidance as outlined in sections 4.1 to 4.4.**

**3.      Background**

3.1      Public procurement is a key driver of policy development and service delivery which supports sustainable economic growth. As such, in 2012, the Council updated its internal procurement rules for contracts under £50,000, to maximise the opportunity for local suppliers to win Council business and in turn support local economic regeneration.

3.2      The sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014 now requires contracting authorities in Scotland, before buying anything, to consider how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality. It also requires a contracting authority to consider how its procurement processes can facilitate the involvement of SMEs, third sector bodies and supported businesses, and how public procurement can be used to promote innovation.

3.3      Due to the effects of the recent pandemic on local suppliers, and the fact that many items purchased by the Council (e.g. personal protective equipment) had to be procured through regulated emergency routes/accelerated procedures, the overall percentage of spend with local suppliers only increased from 25% in 19/20 to 26% in 2021. Procurement Officers also undertook crisis procurement training via a Scotland Excel Workshop during this time.

3.4     Work in 2018 saw a renewed collaboration between Procurement and Economic Development to develop a package of support to local businesses to help them to identify, bid for, and win public sector contracts. Since then, the Economy & Regeneration officer embedded in Corporate Procurement has changed roles and the structure of the Economy and Regeneration has changed significantly with recruitment of three, dedicated, Community Wealth Building officers. The Corporate Procurement team has also experienced changes in staff and structure with a new Service Lead, appointed on 21 September 2021 and 2 new Coordinators being appointed in August 2021.

3.5     One of the Community Wealth Building officers has now been aligned to work closely with the Procurement team. Working sessions for this officer and various members of the procurement team have already started so that opportunities to increase local spend can be identified and actions for both teams can be defined in line with Procurement regulations and the Councils Standing Orders for Contracts.

3.6     Actions completed to date and actions in progress taken against the objectives in the Local Procurement Policy are shown in Appendix 1. An update on these actions will be provided to the Service and Performance Panel on 23 March 2022.

**4.      Proposals**

4.1     The Councils Procurement Journey Route 0 guidance currently has no guidance for staff in terms of involving local suppliers. For spend under £10,000 employees with the relevant approval limit are authorised to procure through the purchase to pay system without the involvement of Procurement. It is proposed that this guidance is updated to state that staff must consider if their requirement can be met via local suppliers within South Ayrshire where possible and to contact the Procurement team for assistance in matching suppliers to their requirements.

4.2     The Councils Procurement Journey Route 1 guidance currently states that for all Procurement exercises between the value of £10,000 and £49,999 6 suppliers should be invited to bid where possible. Where available, 3 of these suppliers are to be located in Ayrshire. The Local Procurement Policy Statement has proposed that 'local' means where possible, and in accordance with Procurement legislation, South Ayrshire. It is therefore proposed to update the Procurement Journey route 1 guidance to say that **at least** 1 supplier out of 6 should be located within the South Ayrshire region wherever possible. Therefore, when procuring using Route 1 identifying bidders should follow the guidance below.

4.3     A list of suppliers who are invited to quote should include:

- At least one supplier who is located in South Ayrshire;

- Two suppliers located elsewhere within Ayrshire ;

- The current incumbent supplier to the Council;

- One supplier who is not a current supplier of the requirement to South Ayrshire Council; and

- One other supplier at the discretion of the Quick Quote owner.

4.4     This change will be reflected in the Guidance appearing on The Core and communicated via the communications team and reiterated at Procurement meetings with each service.

4.5     *Planned Procurement Activity*

4.5.1   The Procurement team will work with the Supplier Development Programme to host events and training with the purpose of upskilling local suppliers in aspects of Procurement and the tendering process. The courses are free of charge and can be hosted remotely or in person if restrictions permit. Some examples of courses are:

- Talking Tenders - Potential tender opportunities in the pipeline;

- Using Public Contracts Scotland (PCS) - How to Find and Bid for Opportunities;

- Planning Your Bid – Time and Resources; and

- How to Write Outstanding Tenders - The Invitation to Tender (ITT) Stage.

4.5.2   The Procurement team will assess the food provision requirements across the Council and form a strategy to build a South Ayrshire  solution to increasing local food spend and thereby involve as many local food suppliers as possible.

4.5.3   Internal discussions have already begun in terms of requirements and options. The procurement team will work along with the Supplier Development Programme to host a virtual event in April 2022 (date TBC) for discussion with potential local suppliers followed by the aforementioned training courses for local bidders.

4.5.4   The expected timescales to establish a multi provider framework, following completion of a comprehensive specification of requirements, can take up to 3 months depending on expressions of interest and local availability. The proposal is to have this full exercise completed by Q3 2022 (Jul – Sep).

4.5.5   The Procurement team along with the aligned CWB officer will attend Scotland's 13th Annual Meet the Buyer national event, which will be held as a live virtual event on 15 June 2022. Local suppliers will be encouraged to attend this event where possible to not only meet with the Ayrshire authorities but to meet colleagues from Scotland Excel.  Working in conjunction with the Procurement team, Scotland Excel will be giving guidance on onboarding local suppliers to national frameworks so that further South Ayrshire spend and national spend can be accessed.

4.5.6   This year, the Council will focus on our work with supported businesses. It is proposed that the Procurement Team along with the Community Wealth Building officer analyse the current spend profile and communicate further opportunities where supported businesses can provide a service to the Council.

4.5.7   Due to the aforementioned changes in staff in both Procurement and Economy and Regeneration, the series of internal staff engagement events originally proposed in 2021/22 will need to be rescheduled for 2022.  The purpose of these events will be to ensure that employees understand how to make use of the Policy Statement and feel committed to contribute to organisational success. The Community Wealth building team along with members of the Procurement team have scheduled a

workshop on the Procurement pillar of Community Wealth Building in February 2022. It is proposed to start scheduling engagement events after February 2022 and update staff on the proposals of this paper.

## 5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements and reflect appropriate advice.

5.2 The recommendations in this report are consistent with procurement requirements and reflect appropriate advice.

## 6. Financial Implications

6.1 There are no direct financial consequences arising from this report, however, Members are asked to be aware that, when procuring contracts with a focus on local suppliers, overall best value will be considered as opposed to price alone. Other benefits and criteria will be taken into consideration. Therefore, there is potential for additional costs for services to meet from existing budgets when procuring locally.

## 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 Rejecting the recommendations will have a negative impact on the achievement of the following strategic objective within the Council Plan 4.4: We will support local businesses to develop and grow.

## 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)* - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued, and the implications for the environment will not continue to be monitored.

**11/**

**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.

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 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:

| *Implementation* | *Due date* | *Managed by* |
|---|---|---|
| Update the Procurement Guidance documents as per section 4 | March 2022 | Service Lead - Procurement |
| Update on the Local Procurement Policy statement to the Service and Performance Panel | 23 March 2022 | Service Lead - Procurement |

**Background Papers      Report to Leadership Panel of 16 March 2021 – Local Procurement Policy Statement**

**Person to Contact      David Alexander - Service Lead - Procurement**
**County Buildings, Wellington Square, Ayr KA7 1DR**
**Phone 01292 612959**
**Email david.alexander3@south-ayrshire.gov.uk**

**Date:    23 February 2022**

## Local Procurement Policy Statement Action Plan

| Statement Objective | Action | Status |
|---|---|---|
| **Buy Local** | | |
| • We will ensure our teams are appropriately trained on local sourcing regulations | Scheduling of internal engagement events after February 2022 to update staff on this policy. | In Progress pending approval |
| • Where possible, and in accordance with procurement legislation, we will purchase locally | Updated Route 0 and Route 1 guidance to include local SME's wherever possible. | In Progress pending approval |
| • Through early consideration and engagement, contracts of all values will be actively promoted to local businesses. | Local businesses will be considered by default for Quick Quotes. Early engagement with local suppliers through Community Wealth Building team and Supplier Development Programme will be prioritised for larger value contracts. | In Progress pending approval |
| **Work with local businesses** | | |
| • Working with our local and national bodies such as the Supplier Development Programme, we will provide support to local businesses to ensure they are prepared to bid for public sector contracts | The promotion of Supplier Development Programme is included in unsuccessful letters to tenderers.<br><br>Local providers are identified via the contract strategy, Grow Local database and highlighted to the Economy and Regeneration team for potential opportunity<br><br>Tender opportunities that are published are highlighted to Economy and Regeneration team for promotion to local businesses | Ongoing and include as part of the tender process<br><br>Ongoing and include as part of the tender process<br><br>Ongoing and include as part of the tender process |
| • We will work with suppliers to make sure they are aware of national opportunities to join Framework Agreements and Dynamic Purchasing Systems | Introductions will be made to Scotland Excel for local suppliers to apply for national frameworks as and when they are available or how to join if they wish to be part of a Dynamic Purchasing System.<br><br>Local suppliers will be encouraged to attend this year's national Meet The Buyer event for Scotland with some of the national framework suppliers in attendance. | Ongoing as and when national frameworks are due for renewal |
| • We will prioritise support to businesses based in South Ayrshire | Council spend will be analysed based on 19/20 and 20/21 figures to see where opportunities exist for increasing our spend with South Ayrshire businesses. Opportunities for supplier training and support will be identified through working with the Community Wealth Building officers and communicated with partners through the Community Wealth Building pan Ayrshire group | In Progress |
| • We will actively promote www.publiccontractsscotland.gov.uk to our local businesses to ensure they are aware of procurement opportunities | Promotion of PCS is included in unsuccessful letters to tenderers.<br><br>Local supplier events jointly hosted with SDP will be focused around supplier registration on www.publiccontractsscotland.gov.uk with | Complete now part of standard tender template.<br><br>In Progress |

| Statement Objective | Action | Status |
|---|---|---|
| **Buy Local** | | |
| | specific instructions on what to expect from a South Ayrshire Tender. | |
| • We will actively facilitate the involvement of SMEs, third sector bodies and supported businesses in our procurement processes | At least one South Ayrshire supplier will be invited to quote for any requirements under 50K total value.<br><br>Local businesses will be encouraged to apply for larger value contracts with the assistance of the Supplier Development Team and Community Wealth Building Team. | In Progress pending approval<br><br>In Progress |
| **Collaboration** | | |
| • We will share best practice procurement with others and learn from their challenges and successes | Sharing of best practice and example tender documents is encouraged and there have been various examples of this in 2021 with neighbouring Councils and the NHS. | Ongoing |
| • We will be active members of the Community Wealth Building Commission and lead on the Procurement workstream to harness the potential of procurement to support economic growth | We are actively participating in the Community Wealth Building Commission with our key partners. Discussions are in progress with our neighbouring authorities to determine a new lead for the Procurement workstream | In progress |
| • We will manage our contracts effectively and work with others to promote innovation. | Larger value contracts are subject to the Councils Contract and Supplier Management policy and are monitored using various Key Performance Indicators.<br><br>Between 1 April 2020 and 31 March 2021, Procurement reviewed 124 of the Council's contracted suppliers and held 11 meetings with 11 suppliers. Review meetings are held when suppliers are marked as underperforming against their contractual obligations (e.g. their evaluation score is less than 75%). These meetings with suppliers to discuss performance issues led to successful, remedial action being taken on the issues affecting contractual deliverables. | Ongoing |
| **Social Value** | | |
| • Where proportionate, we will go beyond current procurement regulations and include a request for suppliers of contracts over £50,000 to endeavour to provide voluntary community benefits in South Ayrshire | A Community Benefit clause is included in every tender exercise and questions within tender evaluations relating to community benefits are also included with a minimum weighting of 5%<br><br>Suppliers of contracts under £50,000 are asked as part of their contract to provide voluntary community benefits as part of our Quick Quote process. | Ongoing |
| • Through our contracts, we will adopt fair working practices for those engaged in delivering public contracts to help create a fairer and a more equal society | A Fair Work First clause included in every tender exercise and questions within tender evaluations relating to Fair Work First are also included with a minimum weighting of 5% | Ongoing |

| Statement Objective | Action | Status |
|---|---|---|
| **Buy Local** | | |
| • As a Living Wage accredited employer, we will require suppliers to adopt policies which demonstrate how they adopt fair work practices for all workers engaged in delivering the contract. | A Living Wage clause is included in every tender exercise encouraging businesses to adopt a similar approach | Ongoing |
| **Green Recovery** | | |
| • Before we procure we will consider how the contract can improve the social, environmental and economic wellbeing of South Ayrshire | A Sustainability clause is included within each tender and tenderers must include a response which is scored within their tender return.<br><br>A community Benefit Clause is included within each tender and tenders must include a response which is scored within their tender return<br><br>These questions improve the economic, social or environmental well-being of South Ayrshire. | Ongoing<br><br><br><br>Ongoing |
| • We will consider the total cost of ownership as part of our procurement decision making processes | When purchasing assets, a whole life costing exercise is conducted for running costs maintenance and the various financing options available for TCO including residual value. | Ongoing |
| • We will further improve and develop the use of the Sustainable Public Procurement Prioritisation Tool through training opportunities and use of practical guidance to support climate targets, green recovery and the circular economy | The Council requests that Tenderers detail, within their tender submission, how they will commit to Sustainable Pledges and ensure that, throughout the duration of the contract, sustainable benefits can be delivered through the products and services provided | In Progress |
| • We will make the direct link between our contracts and to the achievement of our targets to a low and net zero carbon Council, such as, electric vehicles, circular economy, renewable energy and energy storage | Sustainability clause included in every tender exercise and sustainability question also included with a minimum weighting of 5%<br><br>All tenders now request the following return from suppliers in regard to Net Zero:<br><br>"Are there any efforts within the organisation to meet the Scottish Government's target of net zero greenhouse gas emissions by 2045, with a 75% reduction by 2030, 90% by 2040".<br><br>This action will be monitored and developed in terms of Procurement through work through the Sustainability and Climate Change group. | Ongoing |
| • Where ethically traded goods or services are available, the Council will work with relevant stakeholders and take a Best Value approach when promoting Fairtrade products and applying fair and | In response to the Scottish Government's 2021 issue of new policy notes on sustainable procurement and fair work practices in February and March (SPPN 01 & 03 - 2021), the Procurement Service arranged several internal workshops, as well as meetings with Sustainable Development colleagues, to develop proposals for updating current and | In Progress |

| Statement Objective | Action | Status |
|---|---|---|
| **Buy Local** | | |
| ethically trading principles in procurement activities. | relevant procurement processes and document templates.<br><br>All SAC tendered procurements do currently include robust, standard contract clauses and award criteria on a bidder's approach to Sustainability and Fair Working Practices.<br><br>Spend on Fair trade products can be reported on through Scotland Excel for the frameworks that SAC participate in.<br><br>In 2020/21 SAC spent over £3000 on products identified as fair trade/ethically sourced through our supplier Brake Bros who are part of the Scotland Excel Framework. | |

**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 | Local Procurement Policy Statement – Update 2022 |
|---|---|
| Lead Officer (Name/Position/Email) | David Alexander, Service Lead – Procurement – david.alexander3@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<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br>(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?<br>(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**) | ~~YES~~<br><br>NO |
|---|---|
| **Rationale for decision:**<br><br>   The report does not propose any changes to policy and will have low equality impact | |

**Signed** :    David Alexander            **Service Lead**

**Date:**        11 February 2022

**South Ayrshire Council**

**Report by Head of Children's Health, Care and Justice Services
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:** **South Ayrshire Proposal to Support Unaccompanied
and Asylum-Seeking Children**

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**1.     Purpose**

1.1     The purpose of this report is to provide an update to the Leadership Panel in relation to the previous proposal on 22 November 2021 in relation to receiving Unaccompanied and Asylum-Seeking Children (UASC) to South Ayrshire.

**2.     Recommendation**

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

**2.1.1     notes the progress that has been made to date in relation to the activity that has taken place surrounding the identification of foster carers for unaccompanied and asylum-seeking children and the provision of support for young people, where applicable from 16-17 years of age, within Housing Support Services;**

**2.1.2     notes the change in the National Transfer Scheme and the mandating now applicable to the Local Authority;**

**2.1.3     notes the Short Life Working Group now operates as a Settlement Hub when UASC are identified to come to South Ayrshire and the creation of a Strategic Oversight Group; and**

**2.1.4     requests that further updates are provided via the Members' Bulletin.**

**3.     Background**

3.1     Following the initial paper to Leadership Panel in October 2020 by the Head of Service for Children's Health Care and Justice in regards to our approach to Unaccompanied Asylum-Seeking Children (UASC), A Short Life Working Group (SLWG) was established made up of multi-agency partners to take forward the commitment from South Ayrshire Council. There has also been on going engagement with COSLA and the United Nations Refugee Agency, to ensure that South Ayrshire were as informed as possible as to the receiving of UASC and had the appropriate infrastructure to support children/ young people who were nominated to come.

3.2 Following the previous report to Leadership Panel on 22 November 2021, there has been the implementation of the National Transfer Scheme, mandating Local Authorities to provide care for Unaccompanied Asylum-Seeking Children. For South Ayrshire this equates to receiving two children/young people per cycle over the year of 2022, which could result in between 6 and 8 young people per year coming to South Ayrshire.

## 4. Proposals

4.1 The Voluntary National Transfer Scheme was introduced to Scotland in July 2021 and subsequently was mandated in the United Kingdom on 23 November 2021. Officially, this started on 14 December 2021.

4.2 The Mandating of the NTS introduced a Scotland wide rota. Scotland has been allocated a total of 44 young people out of 650 arrivals in the UK. South Ayrshire will be allocated 2 young people at each turn of the rota. The rota operates on a 2/3 monthly basis. COSLA have advised that the number and pattern of new UASC arrivals has currently slowed down. However, it could be the South Ayrshire may be initially asked to take between 6 to 8 Children Young people through the scheme for the year of 2022, however this could be continued beyond into 2023.

4.3 Through ongoing recruitment and development of resources, two in-house Foster Carers have been identified to provide care to UASC. Additionally, Quarriers Housing Support Accommodation in Ayr has been identified for young people who are assessed and able to live in semi-supported independent living being supported by the Young People Support and Transition Team (YPST).

4.4 The original South Ayrshire Short Life Working Group has now been made into a Settlement Hub for UASC. The Hub provides a practical multi-service approach to welcoming young people arriving in South Ayrshire and to ensure appropriate support and resources are identified to meet their needs. The Settlement Hub is multi-disciplinary led and membership includes representation across South Ayrshire Council Services and the Health and Social Care Partnership.

4.5 Given the introduction of the National Transfer Scheme and future resource implications for South Ayrshire Council, there will also be the creation of a Strategic Over Sight Group for UASC. This group will be made up of Health and Social Care, Health, Housing and Education to over-see the short, medium and long term planning for those Children and young people who come to South Ayrshire seeking Asylum. This group will link directly with the South Ayrshire Settlement Hub described above.

4.6 In January 2022, 2 UASC had been identified to arrive in South Ayrshire. One young person has remained with the Entry Authority in London due to her personal and familial connections in the surrounding area. A further referral was received for a 15 year old male from Afghanistan who arrived on 31 January 2022 and will be living with in-house Foster Carers in South Ayrshire and will attend a local High School.

4.7 The Panel is requested to consider the following:

    4.7.1 take note of the contents of this report and acknowledge the work of the Settlement Hub;

    4.7.2 note the procurement of resources through in-house Foster Care and Housing Support Services;

| 4.7.3 | note the mandatory nature of the National Transfer Scheme necessitates that South Ayrshire Council will receive further referrals for UASC as per cycles of transition (see 4.6 above); and |

| 4.7.4 | requests that further updates are provided via the Members' Bulletin. |

## 5. Legal and Procurement Implications

5.1 This report reflects that South Ayrshire Council are compliant with the mandated National Transfer Scheme which came into effect on 23 November 2021 from the UK Government.

5.2 There are no procurement implications arising from this report.

## 6. Financial Implications

6.1 The National Transfer Scheme has been introduced to provide funding for UASC dependent on their age, for under 18's funding of £52,195 per year is provided and for over 18's funding of £14,040 per year is provided. The cost of supporting the children will be met from the funding received; based on current costs of foster care and care leavers supports, the funding will be adequate to meet any care provision.

## 7. Human Resources Implications

7.1 There is ongoing recruitment of additional Foster Carers specifically to care for UASC in South Ayrshire.

## 8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

| 8.1.1 | There are no risks associated with adopting the recommendations. |

8.2 *Risk Implications of Rejecting the Recommendations*

| 8.2.1 | Rejecting the recommendations may impact on the reputation of the Council, and could result in legal action should the Local Authority not comply with the National Transfer Scheme without just cause. |

## 9. Equalities

9.1 The proposals in this report were recently equality impact assessed and, as the completed Equalities Impact Assessment still applies, it 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/**

**11.    Options Appraisal**

11.1    An options appraisal has been carried out in relation to the subject matter of this report.  [Details are contained in Appendix 1].

**12.    Link to Council Plan**

12.1    The matters referred to in this report contribute to Commitment 2 and 3 of the Council Plan: Closing the Gap/ Reduce poverty and disadvantage; and Grow Well, Live Well, Age Well/Health and Care systems that meet people's needs.

**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 William Grant, Portfolio Holder for Children and Young People, and also members of the Short Life Working Group (which includes the Champions Board and other significant stakeholders, all of whom are supportive of the proposals), 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 Children's Health, Care and Justice 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:

| *Implementation* | *Due date* | *Managed by* |
|---|---|---|
| Further update to be provided via the Members' Bulletin | 31 March 2023 | Head of Children's Health Care and Justice |

**Background Papers**    **Report to Leadership Panel of 27 October 2020 - South Ayrshire's Proposal to Support Unaccompanied Asylum Seeking Children**

**Report to Leadership Panel of 23 November 2021 – South Ayrshire's Proposal to Support Unaccompanied Asylum Seeking Children**

**Person to Contact**    **Mark Inglis, Head of Children's Health, Care and Justice Services**
**Elgin House, Dalmellington Road, Ayr, KA6 6AB**
**Phone 01292 294308**
**E-mail: Mark.Inglis@south-ayrshire.gov.uk**

**Date:    23 February 2022**

**South Ayrshire Council       Equality Impact Assessment Scoping**

**1.  Proposal details**

| Proposal Title | Lead Officer |
|---|---|
| South Ayrshire's proposal to support Unaccompanied Asylum-Seeking Children | Mark Inglis, Head of Children's Health and Care Services |

**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 proposal? Please indicate whether these would be positive or negative impacts**

| Community, Groups of People or Themes | Negative Impacts | Positive impacts |
|---|---|---|
| The whole community of South Ayrshire | | X |
| People from different racial groups, ethnic or national origin. | | X |
| Women and/or men (boys and girls) | | X |
| People with disabilities | | X |
| People from particular age groups for example Older people, children and young people | | X |
| Lesbian, gay, bisexual and heterosexual people | | X |
| People who are proposing to undergo, are undergoing or have undergone a process to change sex | | X |
| Pregnant women and new mothers | | X |
| People who are married or in a civil partnership | | X |
| People who share a particular religion or belief | | X |
| Thematic Groups: Health, Human Rights, Rurality and Deprivation. | | X |

**3.  Do you have evidence or reason to believe that the proposal will support the Council to:**

| General Duty and other Equality Themes | Level of Negative and/or Positive Impact  (high, medium or low) |
|---|---|
| Eliminate discrimination and harassment faced by particular communities or groups | Medium |
| Promote equality of opportunity between particular communities or groups | High |
| Foster good relations between particular communities or groups | Medium |
| Promote positive attitudes towards different communities or groups | High |
| Increase participation of particular communities or groups in public life | Medium |
| Improve the health and wellbeing of particular communities or groups | High |
| Promote the human rights of particular communities or groups | High |
| Tackle deprivation faced by particular communities or groups | Medium |

**4. Summary Assessment**

| Is a full Equality Impact Assessment required? (A full EIA must be carried out on all high and medium impact proposals**)** | **YES** | X | **NO** | |
|---|---|---|---|---|

| Rationale for decision: |
|---|
| A full EIA is required to be carried out because there will be medium/high impacts on unaccompanied asylum seeking children, the workforce and wider community. |

| Signed :  Mark Inglis, Head of Service for Children's Health, Care and Justice Services |
|---|

| Date:  30/09/2020 | Copy to equalities@south-ayrshire.gov.uk |
|---|---|

## SOUTH AYRSHIRE COUNCIL
## EQUALITY IMPACT ASSESSMENT

### Section One: Proposal Details*

| | |
|---|---|
| Name of Proposal | South Ayrshire's proposal to support Unaccompanied Asylum Seeking Children |
| Lead Officer (Name/Position) | Mark Inglis, Head of Children's Health, Care and Justice Services |
| Proposal Development Team (Names/Positions) | Danielle Rae, Strategy, Policy and Planning Officer |
| Critical friend (s) | Billy Fisher, Learning Officer |

*This could include strategy, project or application: see guidance attached.

| | |
|---|---|
| What are the main **aims** of the proposal? | To brief the Leadership Panel of the Health and Social Care's present capacity and ability to offer appropriate care for unaccompanied asylum-seeking children and to propose enhancing foster care services to enable South Ayrshire to offer to care for unaccompanied asylum-seeking children. |
| What are the intended **outcomes** of the proposal? | The intended outcomes are for unaccompanied asylum-seeking children to receive the support and care they require when they come to South Ayrshire and for as long as they need it, thereafter.<br><br>This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed report and Equality Impact Assessment will be presented to Leadership Panel by November 2021. |

### Section Two: What are the Likely Impacts of the Proposal?

| | |
|---|---|
| Will the proposal impact upon the whole population of South Ayrshire *or* particular groups within the population (please specify | The proposed numbers of unaccompanied asylum-seeking children are very low (5 over 2 years) but there may be a significant impact on services in the areas that they will live e.g. education, health, social work. |

**Considering the following Protected Characteristics and themes, what likely impacts or issues does the proposal have for the group or community.**

**List any likely positive and/or negative impacts**

| Protected Characteristics | Positive and/or Negative Impacts |
|---|---|
| **Race:** Issues relating to people of any racial group, ethnic or national origin, including gypsy travellers and migrant workers | Further work and research are required to ensure that there is an awareness and understanding of the racial and ethnic identity of the children who will be living in South Ayrshire. Cultural awareness training and translation requirements will be essential across services. Foster carers will require specific support and cultural awareness training to ensure they are able to care for the children to the best of their ability. In the recruitment drive for foster carers, we will ensure that we are encouraging people from any race or ethnic origin to apply. |
| **Sex:** Issues specific to women or men | As South Ayrshire is at a very early stage of this process, we do not know the sex of the children who will live here. Once this information is known, we will ensure that services are sensitive to the needs of the child. Potential foster carers of either sex will be encouraged to apply to become carers. |
| **Disability**: Issues relating to disabled people | As South Ayrshire is at a very early stage of this process, we do not know if the children who will live here have any disabilities. Once this information is known, we will ensure that the carers and services are equipped to respond to the needs of the child. Recruitment of new foster carers will be inclusive to ensure that potential carers with disabilities are supported to apply, if successful, receive the appropriate support throughout the process. |
| **Age**: Issues relating to a particular age group e.g. older people or children and young people | As South Ayrshire is at a very early stage of this process, we do not know the exact ages of the children who will live here. Once this information is known, we will ensure that services are appropriate to the needs of the child. The proposal is that the 5 children will be under 10 years old. Age assessments may be required for the children to equip services with the information to provide the most appropriate services. Cognisance must be given not only to the age but also the stage of development of the children. |

| | Potential carers, of all ages, will be encouraged to apply to become foster carers. |
|---|---|
| **Religion or Belief**: issues relating to a person's religion or belief (including non-belief) | As South Ayrshire is at a very early stage of this process, we do not know the religions or belief systems of the children who will live here. Once this information is known, we will ensure that services are sensitive to the requirements of the child. Training may be required to ensure staff and carers have adequate knowledge. The recruitment of new foster carers will be sensitive and inclusive to people of all religions. |
| **Sexual Orientation:** Issues relating to a person's sexual orientation i.e. lesbian, gay, bi-sexual, heterosexual | The recruitment of new foster carers will be sensitive and inclusive to people of all religions. |

| | |
|---|---|
| **Marriage and Civil Partnership:** Issues relating to people who are married or are in a civil partnership. | The recruitment of new foster carers will be sensitive and inclusive to people of any marital status. |
| **Gender Reassignment:** Issues relating to people who have proposed, started or completed a process to change his or her sex. | The recruitment of new foster carers will be sensitive and inclusive to people who have proposed, started or completed a process to change his or her sex. |
| **Pregnancy and Maternity:** Issues relating to the condition of being pregnant or expecting a baby and the period after the birth. | The recruitment of new foster carers will be sensitive and inclusive to women who are pregnant or who have recently given birth. |
| **Multiple / Cross Cutting Equality Issues** Issues relating to multiple protected characteristics. | There are multiple and cross cutting equality issues. Specific considerations will need to be given to the language and cultural needs of the children. The children may also have a disability requiring specialist support. |
| **Equality and Diversity Themes Particularly Relevant to South Ayrshire Council** | |
| **Health** Issues and impacts affecting people's health | The health needs of the children will be required to be met by South Ayrshire. The children will be entitled to health assessments. Consideration will need to be given to ensure that the mental wellbeing of the children is also being supported. Ongoing wellbeing support needs to be considered for the foster carers. |
| **Human Rights:** Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections. | This proposal supports the human rights of the children to have family relationships, to have an education and to not experience discrimination. The rights of the children will also be upheld through South Ayrshire's incorporation of the incorporation of the UNCRC specifically Articles 3, 6, 20, 22 and 30. |
| **Rurality** Impacts relating to living and working in a rural community | Consideration will have to be given to the areas in which the children will live in terms of access to specific services and the potential of developing relationships with their peers. |
| **Deprivation** Issues relating to poverty and social exclusion, and the disadvantage that results from it. | Issues relating to poverty will be considered with carers being paid appropriately to care for the children. Mitigations for wider social exclusion will have to be considered for the children. |

**Section Three: Evidence Used in Developing the Proposal**

| | |
|---|---|
| **Involvement and Consultation**<br>In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? *Who* did you involve**,** *when* and *how*? | This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed report and Equality Impact Assessment will be presented to Leadership Panel by November 2021 which will reflect the consultation and involvement of other services and community planning partners. |
| **Data and Research**<br>In assessing the impact set out above what evidence has been collected from research or other data. Please specify *what* research was carried out or data collected, *when* and *how* this was done. | This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed report and Equality Impact Assessment will be presented to Leadership Panel by November 2021 which will encompass the data and research used to develop the specific South Ayrshire response. |
| **Partners data and research**<br>In assessing the impact set out above what evidence has been provided by partners. Please specify partners | This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed report and Equality Impact Assessment will be presented to Leadership Panel by November 2021 which will encompass the data and research used to develop the specific South Ayrshire response. |
| **Gaps and Uncertainties**<br>Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further? | As this is an initial proposal to increase the number of foster carers in South Ayrshire, there are many gaps and uncertainties about the details of caring for unaccompanied asylum-seeking children. A more detailed report and Equality Impact Assessment will be presented to Leadership Panel by November 2021. |

**Section Four: Detailed Action Plan to address identified gaps in:**

**a) evidence and**

**b) to mitigate negative impacts**

| No | Action | Lead Officer(s) | Timescale |
|---|---|---|---|
| 1 | A Report and Equality Impact Assessment will be presented to Leadership Panel by November 2021 providing a detailed response from South Ayrshire' community planning partners on how we are going to care for unaccompanied asylum-seeking children. | Mark Inglis | November 2021 |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |

*Note: Please add more rows as required.*

**Section Five - Performance monitoring and reporting**

Considering the proposal as a whole, including its equality and diversity implications:

| | |
|---|---|
| When is the proposal intended to come into effect? | |
| When will the proposal be reviewed? | |
| Which Scrutiny Panel will have oversight of the proposal? | Leadership Panel |

## Summary Equality Impact Assessment Implications & Mitigating Actions

**Name of Proposal**: South Ayrshire's proposal to support Unaccompanied Asylum-Seeking Children

This proposal will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

| |
|---|
| **Eliminate discrimination**<br>This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed Equality Impact Assessment will be produced in November 2021 to consider the equality impacts on unaccompanied asylum-seeking children.<br>The assessment will need to consider the reasonable adjustments that may be required for the children and that less favourable treatment may be experienced by other groups to prioritise the needs of the unaccompanied asylum-seeking children. |
| **Advance equality of opportunity**<br>This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed Equality Impact Assessment will be produced in November 2021 to consider the equality impacts on unaccompanied asylum-seeking children.<br>The assessment will need to consider how equality of opportunity will be advanced by minimising disadvantage for the children and encouraging their participation. |
| **Foster good relations**<br>This is an initial proposal to increase the number of foster carers in South Ayrshire. A more detailed Equality Impact Assessment will be produced in November 2021 to consider the equality impacts on unaccompanied asylum-seeking children.<br>The assessment will need to consider how prejudice will be tackled and how understanding will be promoted. |

| **Summary of Action Plan to Mitigate Negative Impacts** | |
|---|---|
| **Actions** | **Timescale** |
| A Report and Equality Impact Assessment will be presented to Leadership Panel by November 2021 providing a detailed response from South Ayrshire' community planning partners on how we are going to care for unaccompanied asylum-seeking children. | **November 2021** |
| | |
| | |

| |
|---|
| **Signed:  Mark Inglis, Head of Children's Health, Care and Justice Services**<br><br>**Date:** |

**South Ayrshire Council**

**Report by Head of Children's Health Care and Justice Services
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:      South Ayrshire's Parenting Promise**

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**1.      Purpose**

1.1      The purpose of this report is to provide an update to Leadership Panel on South Ayrshire's Parenting Promise covering the period 2021 to 2030.

**2.      Recommendation**

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

      **2.1.1      notes the publication of South Ayrshire's Parenting Promise (Appendix 1); and**

      **2.1.2      offers a commitment to progressing the actions within the Parenting Promise action plan.**

**3.      Background**

3.1      South Ayrshire first developed a Corporate Parenting Strategy in 2009 which was refreshed for 2013-15. Then, from 2015, corporate parenting was considered in a Strategy for Looked After Children that linked to South Ayrshire's Integrated Children's Services Plan and South Ayrshire's Corporate Parenting Plan 2018-21 was approved by the Integration Joint Board in December 2018. The Parenting Promise (South Ayrshire's rebranded Corporate Parenting Plan) was presented to the Community Planning Executive in a bespoke workshop in December 2021 where it was approved in principle.

3.2      To demonstrate the fundamentals of 'The Promise' and reflect the views of children and young people, the new Corporate Parenting plan is named 'South Ayrshire's Parenting Promise.' This reflects the plan's close alignment with The Promise and the challenge from children and young people on using language which is clear and relatable.

3.3      South Ayrshire's Parenting Promise aligns with the timeline of The Promise setting actions across short (2021-24), medium (2025-27) and long-term (2028-30). To meet our statutory duty of producing a "Corporate Parenting Plan" every three years, the Parenting Promise will be reviewed every 3 years with a clear emphasis on the actions aligned to the Plan 21-24.

3.4     With the publication of the [Independent Care Review](#) findings and the incorporation of the [United Nations Convention on the Rights of the Child](#) (UNCRC) into domestic law, it is a particularly relevant time to update the Corporate Parenting Plan with both ['The Promise'](#) and the UNCRC underpinning the new Plan.

3.5     In 2021 the Strategic Planning Advisory Group (SPAG) agreed that our Parenting Promise 2021-2030 should be aligned to the Community Planning Partnership. This decision was made on the basis that Corporate Parenting activity aligns with Children's Services Planning which is an integrated strategic delivery partnership under Community Planning governance structures. Progress reports for noting will be presented to the IJB.

3.6     Corporate Parenting represents the principles and duties on which improvements can be made for children in care. The term refers to an organisation's performance in taking actions necessary to uphold the rights and secure the wellbeing of a child in care or care leaver, and through which physical, emotional, spiritual, social, and educational development is promoted, from infancy through to adulthood. It is a role which should complement and support the actions of parents, families, and carers, working with key adults to deliver positive change for vulnerable children.

3.7     Corporate parenting is given the utmost importance in South Ayrshire. A focus on corporate parenting and supporting care experienced children and young people is given strategic priority across our key plans and strategies, for example:

- A strategic priority of the [Children's Services Plan 2020-2023](#) is to 'Love and Support our Care Experienced Young People and Young Carers';

- The [Council Plan 2018-2022](#) also identifies working 'closely with partners to support looked after children and young people and young carers to reach their potential' as a priority; and

- South Ayrshire's [Local Outcomes Improvement Plan](#) identifies 'improving outcomes for care experienced children and care leavers' as a key priority of the Community Planning Partnership.

3.8     We recognise that a clear reporting process and feedback loop are essential to ensure that we learn along the way and can change course when needed. It is important that young people with care experience, their families and the wider workforce continue to influence the plan and that engagement is ongoing and not just part of the strategy development phase.

**4.     Proposals**

4.1     The associated action plan includes South Ayrshire's Promise actions 21-24. The Leadership Panel is asked to commit to progressing the Parenting Promise actions with a particular focus on the ten areas outlined below:

- South Ayrshire's workforce and commissioned services will have a comprehensive understanding of the promise including how to embed the promise values in their approach

- Services and provision will be designed on the basis of need and with clear data, rather than on an acceptance of how the system has always operated.

- Decisions made across South Ayrshire are underpinned by Children's rights and there will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation.

- Trauma informed and nurture approaches are standard and widespread practice across South Ayrshire

- South Ayrshire recognises that 'language creates realities' those with care experience must hold and own the narrative of their own lives

- The 10 principles of intensive family support are embedded into the practice (planning, commissioning, and delivery) across all South Ayrshire's directorates and commissioned services.

- There must be significant, ongoing, and persistent commitment to ending poverty and mitigating its impacts for South Ayrshires children, families, and communities.

- South Ayrshire must support the workforce to contribute to a broader understanding of risk. South Ayrshire must understand, through its people and structures, the risk of children not having loving supportive relationships and regular childhood and teenage experiences.

- A framework of support will be in place to ensure people involved in the care of care experienced children and young people feel valued, encouraged, and have supportive relationships for reflection with high quality supervision and environmental conditions.

- Care experienced children and young people will receive all they need to thrive at school. There will be no barriers to their engagement with education and schools will know and cherish their care experienced pupils.

## 5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## 6. Financial Implications

6.1 There ultimately will be significant financial implications of the Parenting Promise and these implications will be brought to the Community Planning Executive and IJB as appropriate.

## 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 Rejecting the recommendations may impact on the reputation of the Council.

**9/**

## 9. Equalities

9.1 An Equalities Impact Assessment (EQIA) and a Children's Rights Impact Assessment (CRIA) have been carried out on the Parenting Promise, which identifies potential positive and negative equality impacts and any required mitigating actions. The EQIA and is attached as Appendix 2 and the CRIA 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 Commitments 2 and 6 of the Council Plan: Closing the Gap/ Reduce poverty and disadvantage; and 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 William Grant Portfolio Holder for Children and Young People, and the contents of this report reflect any feedback provided.

13.2 Consultation has taken place with Local Members and the contents of this report reflect any feedback provided.

13.3 A draft version of South Ayrshire's Parenting Promise was made available on the [South Ayrshire Health and Social Care Partnership website](#) alongside draft versions of the summary and Easy Read documents. An online survey was launched to gather feedback on the draft documents and was shared with the public, corporate parents, and other partners. The survey was promoted through South Ayrshire Council and HSCP platforms as well as the Champions Board social media accounts. Two virtual workshops were also held by Voluntary Action South Ayrshire (VASA) aimed at third sector, private sector, and community partners, in August and September 2021 and a report of consultation findings was produced.

## 14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Head of Children's Health Care and Justice 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:

| Implementation | Due date | Managed by |
|---|---|---|
| Implementation of the actions within the Parenting Promise action plan | March 2024 | Head of Children's Health Care and Justice Services |

**Background Papers**     The Promise, Independent Care Review (2020)

**https://www.carereview.scot/wp-content/uploads/2020/02/The-Promise.pdf**

**Plan 21-24, The Promise**

**https://thepromise.scot/plan-21-24-pdf-standard.pdf**

**Change Programme One**

**https://thepromise.scot/change-programme-one/**

**United Nations Convention on the Rights of the Child**

**https://www.gov.scot/policies/human-rights/childrens-rights/**

**Person to Contact**     **Mark Inglis, Head of Children's Health, Care and Justice Service, Elgin House, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB**
**Phone 01292 616437**
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**Date:     23 February 2022**

South Ayrshire's

Parenting Promise

2021-2030

the promise

#Keep The Promise

# Contents

# Foreword

In South Ayrshire we want the very best for all the children and young people in our care. We want them to know that they are important, loved and respected, we want them to feel happy, healthy and supported to be the very best they can be.

When a child comes into our care, we become their 'corporate parent' this means that we should know what is important to them, including understanding the relationships that matter most in their lives.

Now, more than ever, we have an opportunity to make the changes we need to make for our children and young people and their families. The work of The Promise and Plan 21-24 tells us that children staying where they feel loved and are safe must become the standard, while the ways in which families are supported, and children are cared for, is changed.

All of those involved in developing this plan have committed to listening, collaborating and taking action. Collectively we have a critical role to play in achieving the changes we need to make across our communities. By nurturing the hopes and dreams of our children and their families we create a stronger South Ayrshire for us all.

**Councillor Peter Henderson**
**Chair of South Ayrshire Community Planning Partnership**

# What does South Ayrshire's Parenting Promise mean for you?

If you are care experienced South Ayrshire's Parenting Promise is for you. In this plan, we will let you know what you can expect of us as your corporate parents.

The plan will have an action plan which will show you all of the things we are doing in South Ayrshire to make sure that we:

- ♥ Look out for you
- ♥ Understand what's important to you and make sure others know this too
- ♥ Provide you with opportunities to take part in activities that help you feel good.
- ♥ Make sure you get the right support at the right time for you

> **'Care-experienced'** refers to anyone who is currently in care, or anyone who is from a looked-after background or who has been in care at any stage in their life, no matter how short, including adopted children who were previously looked-after by a local authority.
> **(Scottish Funding Council 2018)**

# Who are we?

It is important to us that South Ayrshire's Parenting Promise shows how committed we are in South Ayrshire to working together to **#KeepThePromise** to all the children and families that we work with and for.

We have brought together different corporate parents from across South Ayrshire to write the plan. They were also joined by some of our Champions Board representatives who have used their lived experience of care to help us understand what's working well in South Ayrshire and what we need to change.

> **Corporate parents** are 'agencies and organisations of the state' who have statutory duties to collaborate with each other in upholding the rights and securing the wellbeing of 'looked after children'.

We are all real people working together and trying our very best to use the skills and experience we have to make South Ayrshire the best place it can be for children, young people and their families. It matters to us that you get the very best chance to grow up loved, safe, and respected to be the very best you can be.

**Here is an introduction to some of our writing group and the services they work for:**

**Liz:** I am a Service Manager in Children's Health, Care and Justice services in South Ayrshire. For me what's important is relationships, engagement, honesty and respect. I think I'm god at listening to what people say. I'm honest and I say things as they are, I don't sugar coat it and I'm quite happy to share bits of myself if it's the right thing and the right time. I also don't ever see myself as better than anyone I'm working with.

**Dave:** I am a Team Leader in Children and Families Social Work. I'm probably best at forming and maintaining relationships. I think I'm respectful and always take a rights-based view of each family I work with.

**Laura:** I work as a Supervising Social Worker in the Family Placement Team. I think that I have a calming nature and have developed a skill in ensuring my outward presentation remains calm in a crisis. I have found this very useful throughout my social work carer. On a personal note I am good at sewing and being organised, going camping does include the kitchen sink!

**Catriona:** I am a social worker in the Children with Disabilities Team. I think I'm good at forming good relationships. I work with children for a long time, so we get to know them and fight for their corner. I think this is what I'd do for my own kids therefore that's what I do for them. Yes, I'll have sleepless nights but there's nothing better than watching something come true for somebody.

**Fiona:** I think that I'm good at building relationships with most people – I'm relatable because I'm quite down to earth and I try really hard to see what young people want rather than what services thing they need. I am the Quality Assurance Review Officer. This is a fancy title but simply put it is my job to review your plan. This involves bringing together all the people who are important to you. I listen to everyone and hear from them what is working well and what they think could help you and your family. Sometimes I may have to make difficult decisions and when this happens I will always focus on what keeps you safe. I will always make sure I explain these decisions to you and your family.

**Ryan:** I work as a Community Learning and Development Officer. I enjoy problem solving. I'm pragmatic and this helps me to develop relationships that are nurturing. I think that I'm good at communicating and I'm adaptable.

We deliver programmes that allow you to develop new skills and realise skills you maybe didn't know you already had. We develop our programmes for communities, with communities, as we recognise that you are the experts regarding the decisions that affect your own lives.

**Jane:** HI! I am the Looked After and Accommodated Nurse and my role aims to support the Health and Social Care Partnership in meeting the health needs of all care experienced children and young people by contributing to the child's plan.

I will also be able to see you every year to review your health or more often if you wish - the choice is always yours! I always enjoy catching up with you and to hear what is going on in your life! I am also available to talk to your carers for any health advice and support they may need so that they have a better understanding of any health issues you may have and they will then be able to help you too.
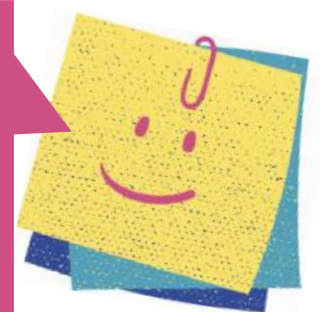
**Colette:** I feel I can understand a lot of the young people through my own experiences. I feel like that has helped me and pushed me towards wanting to work in this role.

If you are between the age of 16 – 25 years and are care experienced extra support is available with Employability and Skills to help you into employment, training or further education.

**Emma:** I work as a Policy Officer in South Ayrshire Housing Services. I feel that I am a good communicator. I am able to listen and take on board different information and opinions and then share this in the best possible way to try and get the best outcomes for people. I am part of the Corporate and Housing Policy team who work with Housing Services and other partners to ensure that we can provide improved housing outcomes for young people and support them to live within our communities.

**Kimberley**: My job is Virtual School Head Teacher. I think I'm good at caring about the children and young people I work with. I care about being there for them regardless of awkward situations or difficult meetings.

In South Ayrshire we have recently implemented a Virtual School, comprising of a Head Teacher and four Welfare Officers. If you receive support from the Virtual School you will most likely work with a Welfare Officer who will support you and your family in many different ways. We make sure that you are receiving as much support at school as possible to achieve and improve your educational outcomes, giving you the best opportunities in life for moving on from school.

**Kirsty:** I work with the Health and Wellbeing team across schools and communities in South Ayrshire. I think we're good at building relationships with young people through sport and physical activity, and building their confidence, resilience and other life skills through active experiences.

**Faith:** I work as a Participation Assistant with the Champions Board. I care very deeply about the equality between human beings regardless of class, ability, age, skin colour, sexual orientation, faith, or gender.

I am very passionate about justice and doing the right thing. I care deeply that people are treated fairly, equally, and above all else, kindly in this world. I believe that I am a very smart and caring individual. I am good at tapping into people's emotions and recognising there is a problem and/or issue. I'm a real problem solver and try to think as logically as possible about how to reach the best outcome for whatever that scenario may be. I am also a very caring and compassionate person, and deeply want others to feel happy, fulfilled, and loved in their life.

I believe the best corporate parents are those who hold love at the front of their hearts. You must be a caring and kind individual, who is also determined to fight and make positive change for young people in this world. Most importantly you must be selfless and caring, and care for them as if they were your own child. **The best corporate parent, is a kind one.**

**Taylor:** I work as a Participation Assistant with the Champions Board. I am also a Modern Apprentice in South Ayrshire. I think the fact I have been in care myself motivates me to do my job and support young people to change the failures in the care system. I am good at listening and taking on board what others are saying and find solutions to problems if and when they occur. I am always here to listen and support young people and can relate to some of their problems.
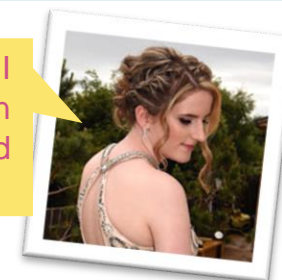
**Dawn**: My job is Corporate Parenting Lead Officer for South Ayrshire and as part of this role I get to see what everyone's doing to support care experienced young people and I also manage the Champions Board team which I love. I think that I have a kind heart, I care about things being good and fair, I support young people well and I think that I also listen well. I hope I don't patronise because it really bothers me when others patronise me. I think it's important to be honest and genuine.

Champions for Change, South Ayrshire Champions Board, provides a platform for young people with care experience to speak directly to elected members and service providers about the things that are important to them. We support young people to get their points across and influence positive changes in the care system. We employ young people with care experience in our team and encourage people with care experience to be Modern Apprentices within the team too. We believe that the best way to learn how to do things better is to listen to those who have lived experience of care. We are defenders of rights and care deeply about genuine relationships being formed between young people, staff, and Corporate Parents and believe that we should work with and for young people to call out the stigma still faced by many. You can join us if you've been in care at any point in your life that includes kinship care, looked after at home and adopted. We run groups and events and prefer conversations to consultations. Here is a link to our Facebook page

**Danielle:** Hi! I'm Danielle. I work as a Planning and Performance Coordinator for South Ayrshire Health and Social Care Partnership (HSCP). I think I'm good at raising the profile of corporate parenting through our governance processes as I'm always promoting this to ensure it goes to the right places and managers too. I believe this will improve outcomes for young people and families.

The Planning and Performance Team work in the background to support services to develop strategies, update policies and procedures, monitor how services are performing and support the governance processes of the HSCP to make sure things are done right.

**Brenda:** I am a Team Leader in Justice Services. Within my role, I really care about what impact being involved with Justice services can have on people as individuals and their families. I am committed to supporting people to get their lives back on track and to reach their full potential at times when they have made mistakes.

**Linda:** I am the Strategic Lead for Representation at Voluntary Action South Ayrshire (VASA) and I believe that a good corporate parent should have the same aspirations for a care experienced child or young person as a good parent would have for their own child. I aspires to always work with integrity, compassion and respect for others, building relationships and having impact is why I love the job that I do.

**Here are some of the other services that we think it's important to tell you about:**

### Police Scotland

Police Scotland is committed to supporting young people within our local communities.  We recognise our duties as a corporate parent and we continually look at ways to interact with care experienced young people.  Within South Ayrshire all Children's Houses have been allocated an officer to act as a single point of contact (SPOC). This officer is the point of contact for the young people and staff within each children's house. They will provide support and advice and look to develop working relationships. Also, all secondary schools and feeder primary schools in South Ayrshire have a Campus Police Officer.  Campus Officers hold a unique and important role, working alongside partner agencies to break down barriers with young people and promote positive life choices.   Police Scotland continues to work alongside other corporate parents in order to strive to improve life chances for all our young people.

### Scottish Fire and Rescue

The Scottish Fire and Rescue Service (SFRS) is a Corporate Parent who offers a range of opportunities for children and young people across Ayrshire to connect with the service at a local community level. The Fireskills program is designed for children and young people to educate, explore and understand the risks associated with fire. The Youth Volunteer scheme supports young people over three academic years to contribute to their local communities and offers opportunities

to experience a working fire station and gain skills. SFRS has become the first emergency service organisation to sign up to school-based mentoring charity MCR Pathways where fire service employees as mentors, use their experience to help young people realise their full potential. Career Ready mentoring by Scottish Fire and Rescue Service, supports young people's transition into employment.

### Children's Houses

Our Children's Houses at Cunningham Place and Sundrum View offer 13 young people a loving and caring home when they are unable to stay with parents or carers. Our houses provide a warm welcome and nurturing place for young people to help stay safe, reach their goals and be the best they can be.  It is important to us that our children's houses reflect the children and young people who live there and that they are fully involved in decision making about their house and their future.  It is also important to us that we help strengthen family relationships and support children and young people to remain at home or return home to their families where this is possible.  We also help young people prepare for the time when they feel ready to move their own place.  Maintaining contact is important to us, we want to share and celebrate in our young people's success stories and help them when they need us, as they move through adolescence into young adulthood and their first homes.
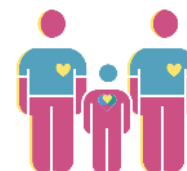
## Young Person's Support and Transitions Team

The Young People's Support and Transition Team will direct its focus towards three areas of practice:

- Vulnerable Young People
- Youth Justice
- Throughcare and Aftercare

The Team works with young people who are placing themselves at risk of significant harm. The team also support young asylum seekers.

Intervention also focus on young people who are involved in offending behaviour and who are at risk of Secure Care. The team also provide Court Services to young people under the age of 18 years.

The Team take support all young people who are in residential care / outwith authority provision and foster care with a focus on engaging young people in their My Future/My Plan and preparing them for the time they are no longer in care. The team take on care planning responsibility for young people looking to remain in care on a Continuing Care Basis. Young people can self-refer to the Team up to the age of 26 years to receive Throughcare/Aftercare Services.

As well as the services that members of our writing group work for there are also many other services that make up South Ayrshire Council and Health and Social Care Partnership and everyone who works for these organisations is a corporate parent. We all have a responsibility to look out for you, understand what's important to you and make sure you can access the services that you need when you need them. We all need to know how to uphold your rights and help you feel secure and happy.

### Key points

- Corporate parents are 'agencies and organisations of the state' who have statutory duties to collaborate with each other in upholding the rights and securing the wellbeing of 'looked after children'.
- The group who developed South Ayrshire's Parenting Promise was made up of lots of representatives from different services and organisations including Social Work, Education, Health, Housing, Employability and Skills, Champions Board, Planning, Third Sector and Police Scotland.
- Other services that would be useful for you to know about are the Children's Houses and the Young Person's Support and Transitions Team.

# Why have we developed South Ayrshire's Parenting Promise?

In 2015, the Scottish Government defined Corporate Parenting as:

**'An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted.'**

As Corporate Parents, under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of South Ayrshire's 'looked after children' and 'care leavers.'

Scotland calls the children in its 'care system' **'looked after children.'**

A **care leaver** is a young person who ceased to be looked after on, or at any time after, their sixteenth birthday

The 2014 Act places <u>six duties on us as a Corporate Parent</u> to:

- ♥ Be alert to matters which might adversely affect the wellbeing of 'looked after children and young people'
- ♥ Assess the needs of 'looked after children and young people' for the services and support we provide
- ♥ Promote the interests of 'looked after children and young people'
- ♥ Provide opportunities for 'looked after children and young people' to participate in activities designed to promote their wellbeing
- ♥ Take appropriate action to ensure 'looked after children and young people' access these opportunities and make use of our services and support
- ♥ Take any other action appropriate to improve our functions to meet the needs of 'looked after children and young people.'

These corporate parenting duties apply equally to all 'looked after children' and 'care leavers'. Also, these duties are not the responsibility of an individual or service and should be delivered jointly as a Community Planning Partnership, embedded into the way we all work together.

## The Promise

On 5 February 2020, the Care Review published seven reports, with 'The Promise' narrating a vision for Scotland, built on five foundations. With cross-party support and broad commitment to **#KeepThePromise**, Scotland, its statutory agencies, local authorities, third sector and thousands of children and families knew that much needed to change to make sure that all Scotland's children grow up **"loved, safe and respected so they can fulfil their potential."** The five foundations which underpin The Promise are:



**Voice** — Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focused on children and those they trust.

**People** — The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.

**Family** — Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties that get in the way.

**Scaffolding** — Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

**Care** — Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

The Promise foundations gave a clear and simple starting point: where children are safe in their families and feel loved they must stay – and families must be given support together, to nurture that love and overcome the difficulties they encounter.

The Promise states that children staying where they feel loved and are safe must become the standard while the ways in which families are supported, and children are cared for, is put right. Only once this option has been exhausted can it be determined that it is not possible for children to live with their families. If this is determined, it must be done in a time frame which meets children's needs for safe, loving care.

Children must feel they belong in a loving home, stay with their brothers and sisters where safe to do so, feel loved by their carers or adoptive parents, and be given all the support they need to thrive.

Work to #KeepThePromise between 2021 and 2030 will be shaped by a series of three Plans, each lasting for three years and outlining the priorities and action across that period.

We feel passionate about making sure South Ayrshire can implement The Promise at a local level. South Ayrshire's Parenting Promise will follow the same timeline as The Promise starting with the Plan 21-24.

Each Plan will build on the progress made by the one before it to make sure transformational change happens across all the Care Review's conclusions. Plan 21-24 focuses on the period

from 1 April 2021 until 31 March 2024. It outlines a set of outcomes that should be concluded by 2024.
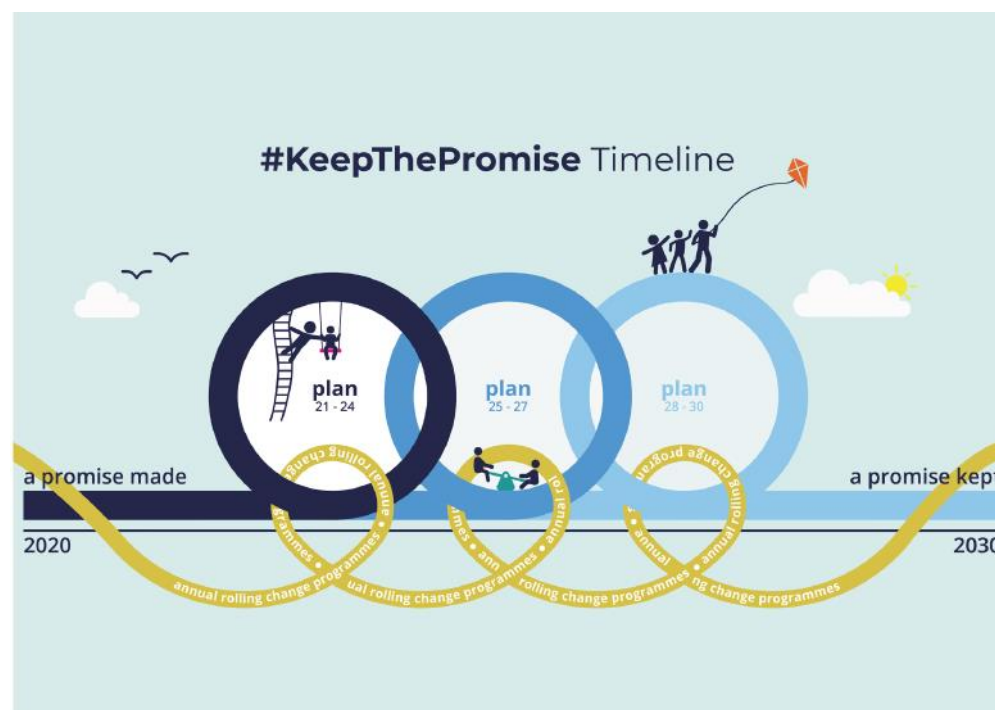
The Promise's Plan 21-24 has identified five priority areas for 2021-2024 focus on making significant and substantive changes to the lives of care experienced children, families, and young people:

**1. A Good Childhood:** Children who have been removed from their family of origin and live in and around the 'care system' will have a good, loving childhood. Ensuring that children in Scotland's 'care system' feel loved, their needs are met, and their rights are upheld is a priority for 21-24. This change is urgent, it must be a focus for all organisations that have responsibility towards care experienced children and young people.

**2. Whole Family Support**: All families need support at different times of their lives and family support is a crucial emphasis for 21-24. The United Nation Convention on the Rights of the Child recognises family as the fundamental group in society and the natural environment for growth and wellbeing. Supporting families is a children's rights imperative.

'Families' means all families including families of origin, kinship, foster and adoptive families. Support will not be predicated on the setting of care. Supporting families to stay together and thrive was an imperative before the pandemic and is of even greater importance now.

**3. Planning**: There needs be a different approach to investment and planning.

Children and families live in local communities and use local services. It is important that their experiences and outcomes are not determined simply by which local community they live in or local service they use. Planning and investment should be nationally coordinated to ensure that children and families get what they need.

**4. Supporting the Workforce**: Children experience the 'care system' through people. Support for people who care and continue to care if times get tough, will improve. There will be consistency of approach, values and understanding across Scotland's workforce.

**5. Building Capacity**: Over the next 3 year, there will be a focus on work that ensures that the structural underpinning of the 'care system' is orientated to the needs of children and families. This work to build capacity and coherence reflects the planned obsolescence of The Promise Scotland. It will not always be there to provide oversight and accountability and the structures need to move to ensure that the scaffolding around the 'care system' facilitates and upholds children's rights.

The fundamentals underpinning the priority areas in the Plan 21-24 are:

♥ **What matters to children and families**

At all stages in the process of change, what matters to children and families must be the focus. Organisations will be able to demonstrate that they are operating from their perspective rather than the perspective internal to the 'system'.

♥ **Listening**

Organisations that have responsibilities towards care experienced children and families, and those on the edge of care will be able to demonstrate that they are embedding what they have heard from children and families into the work that they are doing to #KeepThePromise.

♥ **Poverty**

Scotland will have made consistent improvement in reducing poverty, in line with the definitions and targets in the Child Poverty (Scotland) Act 2017. Organisations will be able to demonstrate how they are ensuring that they play their part in mitigating the impacts of poverty.

♥ **Children's Rights**

Organisations that have responsibilities towards care experienced children will be able to demonstrate that their rights under the UNCRC are being consistently upheld.

♥ **Language**

Organisations that have responsibilities towards care experienced children and young people will be able to demonstrate that they are embedding destigmatising language and practices across the way they work.

**Locally**, Community Planning Partners work together to deliver the priorities set out in the Local Outcomes Improvement Plan. A key priority is to 'Improve outcomes for young people who are care experienced and are care leavers.'

The Children's Services Planning Group reports to the Strategic Delivery Partnership Chairs Executive with regular updates provided to the Community Planning Board. The group has developed the Children's Services Plan 2020-2023 and has identified 'Love and Support for our Care Experienced Young People and Young Carers' as a key priority. There is a commitment in our Children's Services Plan to implement 'The Promise.'

We will use South Ayrshire's Parenting Promise to set out our actions to deliver 'The Promise.'

## Information about you

We collect lots of information about South Ayrshire's 'looked after children.' A snapshot of this information is taken on 31st July each year.

## Social Work

On 31st July 2020, there were 300 'looked after children' in South Ayrshire. The information also told us that 51 'looked after children' have a disability.

We know that most of our 'looked after children' were living with foster carers (125 young people); 60 were living at home with their parents, 74 were living with friends or relatives and 11 were living with people who may go on to adopt them. Some 'looked after children' live in residential accommodation such as our Children's Houses or a residential school. There has been no young people in secure care since May 2019

## Employability and Skills

Employability & Skills provided support, in partnership with Skills Development Scotland, to care experienced summer 2020 leavers with 95.7% of leavers progressing to a positive destination.

From August 2020, 95 care experienced young people who are in their senior phase at school have been met by Employability & Skills and Skills Development Scotland to offer early transition support prior to leaving school.

Employability & Skills supported 43 care experienced young people to progress to Ayrshire College in September 2020.

Employability & Skills continued to provide support to these young people and 17 young people withdrew from their course. Officers re-engaged 15 of these young people.

Employability & Skills have been delivering driving theory support, 8 care experienced young people have been participating in the group with the hope to progress driving lessons.

## Education

The Virtual School team have directly supported 42 young people. There has been 5 young people supported in returning to South Ayrshire and 3 SAC young people are supported that attend an out-with education prevision

42% of young people supported have had Compulsory Supervision Orders terminated since start of work. There has been 5 families returned home to care of parents from foster placements.

There has been 10 young people signed up for Duke of Edinburgh/outdoor activity evening group

Over 80% increase in attendance for looked after at home children between P6 and S2

## Housing

There has been 16 young people allocated a Short Scottish Secure Tenancy after leaving care since November 2018.

The number of young people being reviewed by the Youth Housing Support Group (YHSG) - 88 in total (46 were Care Leavers).

During 2019/20, there were 846 Homelessness Applications in South Ayrshire. Of the 846 applications, 28% were from young people/households where the main applicant was aged between 16-25yrs old.

Of the 846 applications 4.7% (40) of applicants declared that they had been looked after as a child by the local authority, 3% less than 5 years ago.

Of the 40 applicants declaring they were previously looked after by the Local Authority 65% (26) were looked after less than 5 years ago.

Of the 40 applicants declaring they were previously looked after by the Local Authority 35% (14) were looked after 5 years ago or more

**We know this information does not tell us the full story about what matters to you and your families or what is going on in your lives. The information also doesn't tell us how being in the 'care system' makes you feel. We will make sure that we are collecting broader information on the things that are important to you and how you and are feeling are feeling about what you are experiencing.**

**Key points**

- The Children and Young People (Scotland) Act 2014 made it our role to make sure that our attention and resources are focused on upholding your rights, safeguarding and promoting your wellbeing.
- The 2014 Act places six duties on us as Corporate Parents.
- On 5 February 2020, the Care Review published seven reports, with The Promise narrating a vision for Scotland, built on five foundations: Voice, Family, Care, People and Scaffolding.
- Work to #KeepThePromise between 2021 and 2030 will be shaped by a series of three Plans, each lasting for three years and outlining the priorities and action across that period.
- Plan 21-24 focuses on the period from 1 April 2021 until 31 March 2024 and has five priority areas: a good childhood, whole family support, planning, supporting the workforce and building capacity. Plan 21-24 is based on five fundamentals: what matters to children and families, listening, poverty, children's rights and language. We will make sure we align with The Promise.
- Our local plans prioritise support and love for you as care experienced young people.
- We collect lots of information about you, but we know it doesn't tell us the full story about your experiences and how they make you feel. We will work to make that better.

# What will South Ayrshire's Parenting Promise do?

South Ayrshire's Parenting Promise will focus on the five priority areas set out in The Promise's Plan 21-24:

a. A good childhood
b. Whole family support
c. Supporting the workforce
d. Building capacity
e. Planning

## A Good Childhood

Children who have been removed from their family of origin and live in and around the 'care system' will have a good, loving childhood.

Ensuring that children in the 'care system' feel loved, their needs are met, and their rights are upheld is a priority for 2021-24.

### Support

- Every child that is 'in care' in South Ayrshire will have access to intensive support that ensures your educational and health needs are fully met.
- South Ayrshire Health and Social Care Partnership and South Ayrshire Council will take active responsibility towards you whatever your setting of care, so you have what you need to thrive.

### Right to education

- You will receive all you need to thrive at school. There will be no barriers to your engagement with education and schools will know and cherish you.
- Schools will value and recognise the needs of their care experienced pupils with robust tracking of attendance and attainment so that support can be given early.
- You will be actively participating in all subjects and extra-curricular activities in schools.
- The formal and informal exclusion of care experienced children from education will end.
- Schools will support and ensure you go on to genuinely positive destinations, such as further education or employment.

## Relationships

- All children living in and around South Ayrshire's 'care system' will be maintaining safe, loving relationships that are important to them.
- There will be no barriers to family time and you will be supported to have time with people they care about.

## Brothers and sisters

- South Ayrshire will stop the practice of separating brothers and sisters, unless for reasons of safety.
- Relationships between brothers and sisters will be cherished and protected across decision making and through the culture and values of the people who care for them.

## Youth justice

- There will be sufficient community-based alternatives so that detention is a last resort.

## Advocacy

- You and your family will have access to independent advocacy at all stages of their experience of care.
- Advocacy provision will follow the principles set out in The Promise.

## Moving on

- Decisions about transitions for you as you move onto independent living or need to return to a caring environment, will be made based on individual need.
- You will experience your transition as consistent, caring, integrated and focussed on their needs, not on 'age of services' criteria.
- Housing pathways for care experienced young people will include a range of affordable options that are specifically tailored to their needs and preferences. Youth homelessness in South Ayrshire will be eradicated.

## Physical intervention

- You, wherever you live, will be protected from violence and experience the safeguard of equal protection legislation.
- Restraint will always be pain free, will be used rarely, and only when required to keep a child safe.
- There will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation.
- The workforce will feel supported to respond to behaviour in a trauma informed way that reflects a deep understanding of the children in their care.

## Whole Family Support

**All families need support at different times of their lives and family support is a crucial emphasis for 21-24.**

**Supporting families is a children's rights imperative. 'Families' means all families including families of origin, kinship, foster and adoptive families. Support will not be predicated on the setting of care.**

<u>By 2024:</u>

### Family support

- The 10 principles of intensive family support will be embedded into the practice (planning, commissioning and delivery) of all organisations that support children and their families, directly or indirectly.

**10 Family Support principles:**

- ♥ Holistic and relational
- ♥ Therapeutic
- ♥ Non-stigmatising
- ♥ Patient and persistent
- ♥ Underpinned by children's rights
- ♥ Community-based
- ♥ Responsive and timely
- ♥ Work with family assets
- ♥ Empowerment and agency
- ♥ Flexible

### Peer and community support:

- There will be a consistent approach to ensure there are places in every community for parents of young children to meet other local parents, to stay and play with their children, and get support and advice.
- We will ensure appropriate support is available for all age groups, all sizes of families and is accessible for families in rural areas.
- We will make sure all services and organisations in South Ayrshire are aware of services available to parents and families.

### Service integration:

- South Ayrshire's family support services will feel and be experienced as integrated to those who use them.

### Family therapies:

- All families will have direct and clear access to family therapies and specific support across a range of issues, so that accessing support is seen as something that a range of families may need throughout life.

## Supporting the Workforce

Children experience the 'care system' through people. Over 2021-24, support for people who care and continue to care if times get tough, will improve. There will be consistency of approach, values and understanding across South Ayrshire's workforce.

By 2024:

### Trauma-informed

- South Ayrshire's organisations and services will be able to demonstrate that they are embedding trauma informed practice across their work and within their workforce.

### Parenting

- Services and organisations in South Ayrshire will be aware of their corporate parenting duties and opportunities will be available for corporate parents to engage with you.

### Support

- People working in South Ayrshire will be encouraged and supported to build meaningful relationships with you and your families.
- South Ayrshire's organisations and services will be able to demonstrate that they are always reflecting and learning from their practice and peers.

## Planning

There needs be a different approach to investment and planning.

Children and families live in local communities and use local services. It is important that their experiences and outcomes are not determined simply by which local community they live in or local service they use.

By 2024:

### Planning

- Services in South Ayrshire will explore opportunities for joint commissioning.
- South Ayrshire Council and South Ayrshire Health and Social Care Partnership will identify care experience as a protected characteristic.

### Investment

- Investment in the lives of children and families will be considered strategically and holistically in the context of their experiences.

### Information sharing

- Organisations, in South Ayrshire, with responsibilities towards you will be confident about when, where, why and how to share information with partners.
- Information sharing will not be a barrier to supporting you and your family.

## Building Capacity

Over the next 3 years, there will be a focus on work that ensures that the structural underpinning of the 'care system' is orientated to the needs of children and families.

By 2024:

### Policy Coherence

- There will be cohesive alignment in the policy initiatives and frameworks across South Ayrshire. Policy development across South Ayrshire will reflect the realities of people's lives and create a coherent policy environment.

### Data mapping and collection

- South Ayrshire will have a cohesive picture of all data on the processes and systems that directly and indirectly impact on you and your family.
- The data picture will have been used to fully align data systems, collection and analysis methodologies to what matters to you and your family, and the needs of those who take decisions on how best to support you.

### Governance structures

- The governance landscape around the various Boards, networks and groups that sit around the 'care system' will be rationalised to enable effective and accountable shared working around the lives of children and families.

The **five fundamentals** will form a solid core around which everything operates. The fundamentals will be embedded across the work of South Ayrshire's organisations.

### 1. What matters to children and families

- We will ensure you and your family contribute to developing and reviewing services.
- Reports will be prepared in plenty of time prior to meetings and will be discussed with you and your family.

### 2. Listening

- We will ensure you and your family are supported to fully participate in decisions which impact them.
- We will provide platforms for you to influence change.
- We will carry out life story work with you so you have ownership over your own stories and you can understand and influence how your stories are shared.

### 3. Poverty

- We will ensure South Ayrshire's Child Poverty Action Plan reflects the priorities of South Ayrshire's Parenting Promise.
- We will continue to lobby for access to community-based Wi-Fi.
- Independent advice for energy efficiency and fuel poverty will be easily accessible to all families.
- Housing support and budgeting advice will be available for families who are at risk of or have rent arrears.

- We will support families to maximise their incomes.

## 4. Children's Rights

- We will take account of the diversity of experiences represented within the 'care community' and careful attention will be paid to the experiences of every child and care experienced adult.
- South Ayrshire Council and South Ayrshire Health and Social Care Partnership will carry out Children's Rights Impact Assessments on all decisions to champion and defend the rights of children.

## 5. Language

- You will be supported to ensure professionals use the terms, names and words that the you prefer, when describing issues that relate to your lives and experiences.
- Information will be written in care-based language to ensure it is easily understood and non-stigmatising to you and your family. For example, we will not describe families using stigmatising language such as vulnerable. We will use language such as under-supported.
- When there are times when statutory language needs to be used, this will be done sparingly and will be explained clearly to you and your family.
- South Ayrshire's organisations will stop using acronyms.

We have a detailed Action Plan which contains all of the actions we will take forward to implement The Promise and Plan 21-24 in South Ayrshire. Some actions will take longer than others to implement than others. There are specific actions which we will need to complete by April 2024 to make sure we are in time with the Plan 21-24. This will be updated and reviewed regularly to make sure we are on track.

**Key points**

- South Ayrshire's Parenting Promise will focus on the five priority areas set out in The Promise's Plan 21-24. Actions have been identified under each priority area for us to take forward.
- We will also take forward actions to make sure we embed the fundamentals of the Plan 21-24. This is really important as we need to make sure we are finding out what matters to you and your families by listening to what you tell us. We also need to work hard to reduce the impact of poverty for families in South Ayrshire. We need to make sure we are doing everything we can to promote your rights and we also need to change some of the language we use.
- We have a detailed Action Plan which contains all of the actions we will take forward to implement The Promise and Plan 21-24 in South Ayrshire. This will be updated and reviewed regularly to make sure we are on track.

# How will we know this Plan is making a difference?

The Promise tells us that to **#KeepThePromise**, the number of children in care should decrease and the resource and opportunities for families to access support if, and when they need it, should increase.

We have set a number of actions and key performance indicators which will tell us if we are making progress to achieving our goals. South Ayrshire's Parenting Promise cannot be delivered in isolation. Meaningful change will only be achieved if organisations and services work together and we are committed to doing that.

The **Corporate Parenting Executive Group** will have direct oversight of this Plan and will support services to make progress towards achieving their goals. The Group will also make sure that any developments or publications from 'The Promise' are included in South Ayrshire's Parenting Promise.

Reports on the progress of South Ayrshire's Parenting Promise will be presented to the **Children's Services Planning Group**, other governance groups and to South Ayrshire's elected members to ensure services and organisations can share the progress they are making and identify areas where services can work together.

Most importantly, we will continue to listen to you on what is working for you and what you would like to change. Implementing South Ayrshire's Parenting Promise will be an ongoing and ever-changing process. We will flexible to your needs and be there when you need us. We hope our Parenting Promise will show this.

## Key points

- We have set a number of actions and key performance indicators which will tell us if we are making progress to achieving our goals.
- South Ayrshire's Parenting Promise cannot be delivered in isolation. Meaningful change will only be achieved if organisations and services work collaboratively and we are committed to doing that.
- We will track and report our progress regularly making sure we are being held to account to deliver our actions.
- We continue to listen to you when you tell us what is working and what is not and we will update our actions accordingly.

# What will we do next?

We will work really hard to get your views on South Ayrshire's Parenting Promise. We will be speaking to lots of you over the summer of 2021 and we'll also be speaking to families, staff and other stakeholders to get their feedback on the Plan.

Once we have gathered all of this information, we will make sure the final version represents the views of people who gave feedback.

We will then present the final version of South Ayrshire's Parenting Promise to the Community Planning Partnership Board for approval.

## Equalities Impact Assessment

A full Equalities Impact Assessment has been started and will be completed alongside the final version of South Ayrshire's Parenting Promise. This will ensure that we have considered how we will carry out the Public Sector Equality Duty by advancing equality of opportunity, fostering good relations and eliminating discrimination in line with the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012. The Equalities Impact Assessment will also consider the impacts of the proposed actions in South Ayrshire's Parenting Promise on all protected characteristics and will highlight any mitigations that may be required.

## Children's Rights Impact Assessment

A Children's Rights Impact Assessment will be carried out on the final version of South Ayrshire's Parenting Promise, in accordance to the United Nation's Convention on the Rights of the Child (UNCRC).

The Assessment will consider how South Ayrshire's Parenting Promise:

- impacts on the rights of children and young people;
- promotes or inhibits the provisions of the UNCRC; and
- contributes to the achievement of national goals for children and young people.

We will track and report on our progress through:

- Quarterly reports to the Corporate Parenting Executive Group
- Reports to the IJB Performance and Audit Committee twice a year
- Reports to the Children's Services Planning Group every 6 weeks
- Briefing sessions with our Elected Members
- Reports to the Community Planning Partnership
- Reports to SAC Leadership Panel twice a year

# Appendix 1

**Action Plan**

| 1. South Ayrshire's workforce and commissioned services will have a comprehensive understanding of the promise including how to embed the promise values in their approach | | |
|---|---|---|
| | **Date** | **Responsible** |
| ♥ South Ayrshire will recruit 3 new promise staff members for 1 year. The new recruits will sit within South Ayrshires Champions Board team and will ensure the voices of those with lived experience are at the very heart of all Promise activity. | September 2022 | Corporate Parenting Lead Officer |
| ♥ 6-monthly elected members' briefings will be delivered by South Ayrshire's Promise team and Champions Board ensuring young people with care experience have a pivotal role in designing and delivering the briefings. | Ongoing | Corporate Parenting lead Officer |
| ♥ Promise information sessions and bespoke workshops will be delivered across teams and services including all relevant commissioned services those with lived experience of care will play a major role in designing and delivering all promise sessions target 1,000 participants over 12 months | Ongoing | Corporate Parenting Lead Officer |
| ♥ By March 2022 all Promise resources including local publications workshop materials and briefing notes will be readily accessible on South Ayrshires intranet. | March 2022 | Planning and Performance Officer |
| ♥ The workforce will be updated on our implementation of the promise through regular communications and briefings | Ongoing | Corporate Parenting Lead Officer |
| ♥ The Promise branding will be adopted across South Ayrshire | Ongoing | SAC & HSCP Comms |
| ♥ South Ayrshires Parenting Promise will align with The Promise and will hold and monitor the impact of all of South Ayrshires promise actions (December 2021- 2024) | December 2021 | Corporate Parenting Lead Officer |

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|---|---|---|---|

**2. Services and provision will be designed on the basis of need and with clear data, rather than on an acceptance of how the system has always operated.**

| | Date | Responsible |
|---|---|---|
| ♥ South Ayrshire will improve the quality and completeness of its data and consider the potential of data linkage to improve accountability for outcomes rather than inputs alone. We will do this by working with The Promise Data for Children Collaborative towards developing data that is:<br>   • Focused on whole life stories<br>   • Has a wide understanding of all impacts and their fit<br>   • Flexible, adaptive and interlinked<br>   • That has a use beyond reporting<br>   • Looks for impact<br>   • Focused on avoiding costs occurring<br>   • Aims to improve | July 2022 | HSCP Planning and Performance Coordinator |

**3. Decisions made across South Ayrshire are underpinned by Children's rights and there will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation**

| | Date | Responsible |
|---|---|---|
| ♥ Introduce Children's Rights training as essential for all SAC Staff to include training on completing Children's rights impact assessments as part of Equality Impact Assessment process<br><br>♥ South Ayrshire will recognise that children's rights are most often realised through relationships with loving, attentive caregivers | March 2022 | South Ayrshire Health and Social Care Partnership Practice Development team in partnership with SAC Organisational Development |

**4. Trauma informed and nurture approaches are standard and widespread practice across South Ayrshire**

| | Date | Responsible |
|---|---|---|
| ♥ Expand existing nurture and trauma informed training as part of a rights-based package and include training around care-based language | December 2023 | Service Lead – Policy, Performance and Community Planning |

## 5. South Ayrshire recognises that 'language creates realities' those with care experience must hold and own the narrative of their own lives

| | Date | Responsible |
|---|---|---|
| ♥ Information will be written in care-based language to ensure it is easily understood positive and non-stigmatising to children and families.<br>♥ When there are times when statutory language needs to be used, this will be done sparingly and will be explained clearly to children and their families.<br>♥ South Ayrshire will stop using the word 'respite' and rethink the nature of short breaks.<br>♥ Simple, caring language will be used in the writing of care files. | December 2024 | Head of Children's Health, Care and Justice Services / Quality Improvement Manager Education |

## 6. 10 principles of intensive family support are embedded into the practice (planning, commissioning and delivery) across all of South Ayrshire's directorates and commissioned services

| | Date | Responsible |
|---|---|---|
| ♥ The 10 principles of intensive family support will be reflected in the planning, commissioning and evaluation of all support provided for children and their families | December 2024 | Head of Children's Health, Care and Justice Services |
| ♥ South Ayrshire will incorporate 'quality of relationships' into local commissioning and monitoring frameworks as standard | December 2022 | HSCP Senior Manager –Planning, Performance and Commissioning |
| ♥ We will build on whole family support models introduced by South Ayrshire Alcohol and Drugs Partnership to include intensive family support principles and integrate the work of the Alcohol and Drugs partnership with our Promise activity. | March 2023 | ADP Coordinator |

## 7. There must be significant, ongoing and persistent commitment to ending poverty and mitigating its impacts for South Ayrshires children, families and communities.

| | Date | Responsible |
|---|---|---|
| ♥ We will recognise 'Care' as a protected characteristic (and map out the implications of this across services) | March 2023 | Service Lead – Policy, Performance and Community Planning |
| ♥ We will aim to secure free travel for care leavers and those with care experience (in line with young carers) | March 2023 | Corporate Parenting Lead Officer |
| ♥ Explore free community-based Wi-Fi for Ayr North and Glendoune | December 2022 | Corporate Parenting Lead Officer |
| ♥ We will strengthen the relationship between South Ayrshires child poverty activity and our Children's Health Care and Justice Services | December 2022 | Head of Children's Health, Care and Justice Services |

## 8. South Ayrshire must support the workforce to contribute to a broader understanding of risk. South Ayrshire must understand, through its people and structures, the risk of children not having loving supportive relationships and regular childhood and teenage experiences.

| | Date | Responsible |
|---|---|---|
| ♥ The Signs of Safety philosophy and approach is adopted across Children's Health Care and Justice Services and informs a Family Centred Council and Health and Social Care Partnership approach | Ongoing | Head of Children's Health, Care and Justice Services |
| ♥ We will align broadening our understanding of risk to our Child Protection activity | March 2023 | Child Protection Lead Officer |
| ♥ There will be no blanket policies or guidance within South Ayrshire that prevents the maintenance of relationships between young people and those who care for them | December 2023 | Head of Children's Health, Care and Justice Services |
| ♥ Settings of care will be able to facilitate the protection of relationships that are important to children and young people | Ongoing | Head of Children's Health, Care and Justice Services |

9. A framework of support will be in place to ensure people involved in the care of care experienced children and young people feel valued, encouraged and have supportive relationships for reflection with high quality supervision and environmental conditions.

|  | Date | Responsible |
|---|---|---|
| ♥ South Ayrshire Health and Social Care partnership will establish a standard for supervision which incorporates a range of approaches including coaching, action learning sets and peer mentoring | December 2022 | Chief Social Work Officer |
| ♥ Supervision approaches will nurture our workforce to behave and treat children in a way that is relational rather than procedural and process driven. | December 2024 | Chief Social Work Officer/Quality Improvement Manager Education |

10. Care experienced children and young people will receive all they need to thrive at school. There will be no barriers to their engagement with education and schools will know and cherish their care experienced pupils.

|  | Date | Responsible |
|---|---|---|
| ♥ All South Ayrshire School Improvement Plans will value and recognise the needs of their care experienced pupils with robust tracking of attendance and attainment so that support can be given early. | March 2023 | Quality Improvement Manager Education / Virtual School Headteacher |
| ♥ Care experienced young people actively participate in all subjects and extra-curricular activities in schools. | Ongoing |  |
| ♥ The formal and informal exclusion of care experienced children from South Ayrshires Schools will end. | January 2024 |  |
| ♥ South Ayrshire Schools will support and ensure care experienced young people go on to genuinely positive destinations, such as further education or employment. | Ongoing |  |

# Equality Impact Assessment Scoping

## 1. Proposal details

| Proposal Title | Lead Officer |
|---|---|
| South Ayrshire's Parenting Promise 2021-2030 | Corporate Parenting Lead Officer |

**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 proposal? Please indicate whether these would be positive or negative impacts.**

| Community, Groups of People or Themes | Negative Impacts | Positive impacts |
|---|---|---|
| The whole community of South Ayrshire | | X |
| People from different racial groups, ethnic or national origin. | | X |
| Women and/or men (boys and girls) | | X |
| People with disabilities | | X |
| People from particular age groups for example Older people, children and young people | | X |
| Lesbian, gay, bisexual and heterosexual people | | X |
| People who are proposing to undergo, are undergoing or have undergone a process to change sex | | X |
| Pregnant women and new mothers | | X |
| People who are married or in a civil partnership | | X |
| People who share a particular religion or belie | | X |
| Thematic Groups: Health, Human Rights, Rurality and Deprivation. | | X |

**3. Do you have evidence or reason to believe that the proposal will support the HSCP to:**

| General Duty and other Equality Themes | Level of Negative and/or Positive Impact (high, medium or low) |
|---|---|
| Eliminate discrimination and harassment faced by particular communities or groups | High |
| Promote equality of opportunity between particular communities or groups | High |
| Foster good relations between particular communities or groups | High |
| Promote positive attitudes towards different communities or groups | High |

| | |
|---|---|
| Increase participation of particular communities or groups in public life | High |
| Improve the health and wellbeing of particular communities or groups | High |
| Promote the human rights of particular communities or groups | High |
| Tackle deprivation faced by particular communities or groups | High |

**4. Summary Assessment**

| **Is a full Equality Impact Assessment required?** (A full EIA must be carried out on all high and medium impact proposals**)** | **YES** X | **NO** ☐ |
|---|---|---|
| **Rationale for decision:** South Ayrshire's Parenting Promise will have high positive impacts on people with care experience, their family and carers so a full Equality Impact Assessment is required. | | |
| Signed: | | |
| **Director of Health and Social Care Partnership** | | |
| Date: 30/11/2021 | Copy to equalities@south-ayrshire.gov.uk | |

# Equality Impact Assessment including Fairer Scotland Duty

## Section One: Proposal Details

| Name of Proposal | South Ayrshire's Parenting Promise 2021-2030 |
|---|---|
| Lead Officer (Name/Position) | Corporate Parenting Lead Officer Planning and Performance Coordinator |
| Proposal Development Team (Names/Positions) | Corporate Parenting Lead Officer Planning and Performance Coordinator Corporate Parenting Writing Group |
| Critical friend (s) | Learning Officer |

| What are the main **aims** of the proposal? | On 1 April 2015 Part 9 of the Children and Young People (Scotland) Act 2014 came into force. This made corporate parenting a legal duty for identified public bodies who are required to work together to promote the wellbeing of looked after children and care leavers in their care and enable them to achieve the best outcomes. South Ayrshire's Parenting Promise aims to go further than fulfilling our duties as corporate parents as it aims to provide a long-term vision aligned to delivering The Promise in South Ayrshire. The Parenting Promise sets out objectives and an action plan detailing how our objectives will be achieved. |
|---|---|

| What are the intended **outcomes** of the proposal? | South Ayrshire's Parenting Promise will focus on the five priority areas set out in The Promise's Plan 21-24:<br>• A good childhood<br>• Whole family support<br>• Supporting the workforce<br>• Building capacity<br>• Planning<br><br>It is hoped that the actions set against each priority area will improve outcomes for people with care experience, their families and carers. |
|---|---|

## Section Two: What are the Likely Impacts of the Proposal?

| **Will the proposal impact upon the whole population of South Ayrshire *or* particular groups within the population (please specify** | The implementation of the South Ayrshire's Parenting Promise will impact on people with care experience, their family and carers primarily. There will also be positive impacts for the whole population of South Ayrshire particularly around ensuring our communications are inclusive, promoting children's rights and developing a trauma-informed and nurture approach to our services. |
|---|---|

**Considering the following Protected Characteristics and themes, what likely impacts or issues does the proposal have for the group or community? (List any likely positive and/or negative impacts)**

| Protected Characteristics | Positive and/or Negative Impacts |
|---|---|
| **Race:** Issues relating to people of any racial group, ethnic or national origin, including gypsy travellers and migrant workers | Positive impacts will be felt by care experienced young people of any racial group as corporate parents are required to promote the wellbeing of care experienced children and young people and enable them to achieve the best outcomes. Specific needs of a care experienced young person from a racial group will be taken account of by corporate parents. For people who require the plan to be translated or produced in alternative formats, this service will be available.<br><br>Corporate parents will ensure that ongoing community engagement is as representative as possible barring the current Covid restrictions. Corporate parents will also ensure we consult with national and expert groups for them to offer their thoughts when required. |
| **Sex:** Issues specific to women or men | Positive impacts will be felt by care experienced young people of any sex as corporate parents are required to promote the wellbeing of care experienced children and young people and enable them to achieve the best outcomes. Actions within South Ayrshire's Parenting Promise will also consider issues specific sex. For example, trauma-informed approaches will consider issues faced predominantly by women and girls such as domestic abuse and sexual exploitation. |

| | |
|---|---|
| **Disability**: Issues relating to disabled people | Positive impacts will be felt by care experienced young people who have a disability as corporate parents are required to promote the wellbeing of care experienced children young people and enable them to achieve the best outcomes.<br><br>On 31st July 2020, there were 300 'looked after children' in South Ayrshire. The information also told us that 51 'looked after children' have a disability.<br>Specific needs of a care experienced young person with a disability will be taken account of by corporate parents. |
| **Age**: Issues relating to a particular age group e.g. older people or children and young people | Positive impacts will be felt by care experienced children and young people as corporate parents are required to promote the wellbeing of care experienced children and young people and enable them to achieve the best outcomes up until the age of 26. |
| **Religion or Belief**: issues relating to a person's religion or belief (including non-belief) | Positive impacts will be felt by care experienced young people of any religion or belief as corporate parents are required to promote the wellbeing of care experienced children and young people and enable them to achieve the best outcomes.<br>Specific needs of a care experienced young person, family members or carers with an issue relating to religion or belief will be taken account of by corporate parents.<br>Corporate parents will also engage with national and expert groups when required. |
| **Sexual Orientation:** Issues relating to a person's sexual orientation i.e., lesbian, gay, bi-sexual, heterosexual | South Ayrshire's Parenting Promise ensures that supports for care experienced young people are inclusive and will have positive impacts for people of all sexual orientations. |
| **Marriage and Civil Partnership:** Issues relating to people who are married or are in a civil partnership. | Employers will not discriminate against anyone on the basis of their marriage and civil partnership status. |
| **Gender Reassignment:** Issues relating to people who have proposed, started or completed a process to change his or her sex. | South Ayrshire's Parenting Promise is inclusive and will that there are positive impacts relating to people who have proposed, started or completed a process to change his or her sex. The Parenting Promise highlights the importance of support and this will be available to people of all protected characteristics. Corporate parents will consult with national and expert groups when required. |
| **Pregnancy and Maternity:** Issues relating to the condition of being pregnant or expecting a baby and the period after the birth. | South Ayrshire's Parenting Promise will have positive impacts on pregnant women and in the period after the birth by improving and focusing on the services provided and through intensive family support services and early intervention through Health Visiting and the Family Nurse Partnership. |

| Multiple / Cross Cutting Equality Issues<br>Issues relating to multiple protected characteristics. | There will be positive impacts on care experienced children and young people who have several of the protected characteristics. South Ayrshire's Parenting Promise highlights the duties of corporate parents and identifies outcomes for care experienced young people. To deliver the outcomes, actions will have to take cognisance of the multiple equality issues that care experienced young people may have. |
|---|---|
| **Equality and Diversity Themes Particularly Relevant to the Health and Social Care Partnership** | |
| **Health**<br>Issues and impacts affecting people's health | Positive impacts will be felt by care experienced young people as corporate parents are required to promote the wellbeing of care experienced children young people and enable them to achieve the best outcomes.<br>NHS Ayrshire and Arran's Corporate Parenting Plan will align closely with South Ayrshire's Parenting Promise. |
| **Human Rights:** Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections. | A strategic objective of South Ayrshire's Parenting Promise is focused on Children's Rights: *Decisions made across South Ayrshire are underpinned by Children's rights and there will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation*. Actions have been developed for corporate parents to achieve this objective. |
| **Socio-Economic Disadvantage** | |
| **Low Income/Income Poverty:**<br>Issues: cannot afford to maintain regular payments such as bills, food and clothing. | A strategic objective of South Ayrshire's Parenting Promise is focused on Children's Rights: *There must be significant, ongoing and persistent commitment to ending poverty and mitigating its impacts for South Ayrshires children, families and communities.* Actions have been developed for corporate parents to achieve this objective.<br><br>The Parenting Promise aims to strengthen the relationship between South Ayrshire's child poverty activity and our Children's Health Care and Justice Services |
| **Low and/or no wealth:** Issues: 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 | In addition to the above, financial inclusion and budgeting support is a key part of the support provided to families by local services. |
| **Material Deprivation:** Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies | In addition to the above, the Parenting Promise aims to explore free community-based Wi-Fi for Ayr North and Glendoune. |

| | |
|---|---|
| **Area Deprivation**<br>Issues: where you live (rural areas), where you work (accessibility of transport) | With the implementation of the Parenting Promise, consideration needs to be given to how accessible services are for families in rural areas.<br><br>Work will also be done to ensure that care experienced young people from deprived areas will be able to access participation and group work activities.<br><br>The Parenting Promise aims to secure free travel for care leavers and those with care experience. |
| **Deprivation**<br>Issues relating to poverty and social exclusion, and the disadvantage that results from it. | South Ayrshire's Parenting Promise recognises the social exclusion and stigma that care experienced young people can face and will look at ways of being inclusive and raising awareness of the issues young people may face. |

### Section Three: Evidence Used in Developing the Proposal

| | |
|---|---|
| **Involvement and Consultation**<br>In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation?<br>*Who* did you involve**, *when*** and ***how*?** | A number of methods were used to engage with stakeholders to inform the development of the new Strategy. Formal consultation activity on South Ayrshire's Parenting Promise took place from Tuesday 3 August to Wednesday 29 September 2021.<br><br>The draft version of South Ayrshire's Parenting Promise was made available on the South Ayrshire Health and Social Care Partnership website alongside draft versions of the summary and Easy Read documents.<br><br>A survey was launched on the Survey Monkey platform to gather feedback on the draft documents and was shared with the public, corporate parents and other partners.<br><br>The survey was promoted online through both the Council and HSCP platforms as well as the Champions Board social media accounts.<br><br>This survey was available from Tuesday 2 August to Tuesday 31 August.<br><br>Two virtual workshops were also held by Voluntary Action South Ayrshire (VASA) aimed at third sector, private sector and community partners, these were held via Microsoft Teams in August and September.<br><br>The feedback has been used to inform the final version of the Plan. A report has been produced detailing the consultation and engagement work. |

| | |
|---|---|
| **Data and Research**<br>In assessing the impact set out above what evidence has been collected from research or other data. Please specify *what* research was carried out or data collected, *when* and *how* this was done. | Research into strategic considerations and the national and local policy context has been carried out. |
| **Partners data and research**<br>In assessing the impact set out above what evidence has been provided by partners. Please specify partners | Data was provided by services across South Ayrshire such as social work, employability, education and housing. A Corporate Parenting Performance Framework is being developed to ensure performance is being monitored.<br><br>Work is also taking place with The Promise Data Collaborative, with South Ayrshire as a pilot site, to improve how we collect and use data and to ensure we are collecting what matters to children and families as directed by The Promise. |
| **Gaps and Uncertainties**<br>Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further? | The gaps and uncertainties should be addressed by our ongoing participation in The Promise Data Collaborative. |

## Section Four: Detailed Action Plan to address identified gaps in:
### a) evidence and
### b) to mitigate negative impacts

| <u>No</u> | <u>Action</u> | Lead Officer(s) | Timescale |
|---|---|---|---|
| 1 | N/A | | |

*Note: Please add more rows as required.*

### Section Five - Performance monitoring and reporting

Considering the proposal as a whole, including its equality and diversity implications:

| | |
|---|---|
| **When is the proposal intended to come into effect?** | The final Parenting Promise will come into effect in December 2021, following its approval by the Community Planning Partnership at its meeting on 03/12/2021. |

| When will the proposal be reviewed? | The Parenting Promise will be reviewed at its mid-point. |
|---|---|
| Which Scrutiny Panel will have oversight of the proposal? | Progress reports on South Ayrshire's Parenting Promise will be provided to the Community Planning Partnership, South Ayrshire Council's Leadership Panel and the Performance and Audit Committee of South Ayrshire Health and Social Care Partnership. |

**Section 6: South Ayrshire Health and Social Care Partnership**

**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Proposal**: South Ayrshire's Parenting Promise

This proposal will assist or inhibit the Partnership's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

**Eliminate discrimination**

Corporate parents through South Ayrshire's Parenting Promise will assist in the elimination of discrimination as it applies equally to people across all protected characteristics. There may be instances where this will result in favourable treatment of our care experienced young people to ensure that they are able to achieve their outcomes.

**Advance equality of opportunity**

South Ayrshire's parenting Promise will help local corporate parents to remove disadvantage and encourage increased participation of particular groups.

**Foster good relations**

South Ayrshire's Parenting Promise will tackle prejudice and promote understanding by raising awareness of the issues faced by care experienced young people.

| Summary of Action Plan to Mitigate Negative Impacts | |
|---|---|
| **Actions** | **Timescale** |
| None | |

Signed:

**Director of Health and Social Care**

**Date:    30.11.2021**

| CHILDREN'S RIGHTS IMPACT ASSESSMENT |
|---|
| **1. What impact will or might the proposal have on the rights of children and young people?** |
| The Scottish Government has put children's rights at the centre of its policy and the Children and Young People (Scotland) Act 2014 puts a duty on key public services to report on what they are doing to promote children's rights. South Ayrshire's Parenting Promise has taken a similar approach and puts the rights of children at the forefront of the Implementation Plan. |
| **2. Will the rights of one group of children in particular be affected?** |
| The rights of care experienced children and young people will be positively impacted by the actions agreed by Corporate Parents. |
| **3. Are there competing interests between the groups of children or between children and other groups?** |
| The barriers and social exclusion faced by care experienced young people has been taken account of in South Ayrshire's Parenting Promise and in some instances this may be seen as an conferring an advantage over other young people (i.e. job opportunities) but this is necessary to ensure that care experienced young people can achieve the same outcomes as other young people. |
| **4. How does the proposal relate to, promote, or inhibit the provisions of the UNCRC, other relevant international treaties and standards, or domestic law?** |
| A strategic objective of South Ayrshire's Parenting Promise is focused on Children's Rights: *Decisions made across South Ayrshire are underpinned by Children's rights and there will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation.* Actions have been developed for corporate parents to achieve this objective. |
| **5. How does the proposal contribute to the achievement of national goals for children and young people?** |
| South Ayrshire's Parenting Promise was developed in line with the guidance of Part 9 of the Children and Young People (Scotland) Act 2014 which made corporate parenting a legal duty for identified public bodies. The Parenting Promise complements the national outcome for young people to grow up loved, safe and respected so that they realise their full potential. |
| **6. What overall impact will the proposal entail other policy areas or agendas, or other professionals or groups in their work with children?** |
| South Ayrshire's Parenting Promise provides guidance and has identified actions for other corporate parents in South Ayrshire to enable partnership working across multiple agencies. |
| **7. Is follow-up evaluation/monitoring of the proposal and its implementation required?** |
| Progress reports on South Ayrshire's Parenting Promise will be provided to the Community Planning Partnership, South Ayrshire Council's Leadership Panel and the Performance and Audit Committee of South Ayrshire Health and Social Care Partnership. |
| **8. Is research required to assess the proposal's impact on children once implemented?** |
| Care experienced young people will be involved in the ongoing implementation, monitoring and evaluation of South Ayrshire's Parenting Promise. |

| Completed by: HSCP Planning and Performance Coordinator | Date: 30/11/2021 |
|---|---|

## South Ayrshire Council

## Report by Assistant Director - People
## to Leadership Panel (Special)
## of 1 March 2022

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## Subject:     Tourism and Events Strategy

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### 1.     Purpose

1.1     The purpose of this report is to provide an update on progress made with the implementation of the Interim Strategic Approach to Tourism and Events and to seek approval for the Tourism and Events Strategy.

### 2.     Recommendation

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

    **2.1.1     considers the progress made by officers in the implementation of the Interim Strategic Approach to Tourism and Events (as outlined in Appendix 1); and**

    **2.1.2     approves the Tourism and Events Strategy attached in Appendix 2.**

### 3.     Background

3.1     In June 2021, the Leadership Panel agreed, due to the ongoing uncertainty within the sector as a result of Coronavirus restrictions, to proposals for an Interim Strategic Approach to Tourism and Events, as outlined in Appendix 3.  Officers have been implementing this interim approach and an update on this is provided in Appendix 1.

### 4.     Proposals

4.1     The proposed vision for the new Tourism and Events Strategy is:

    South Ayrshire will be a premier destination of choice, with an enhanced environment through social, cultural and economic activities.

4.2     The strategy aims to:

- proactively market South Ayrshire as a destination of choice;

- align events more closely with the region's tourism assets to build events with a legacy impact;

- develop the area as a destination for holding large scale outdoor events and festivals, which will attract high levels of footfall and visitor spend into the area;

- integrate town centres into our events and festivals to ensure we are driving footfall and increasing spend;

- encourage and facilitate collaboration among providers to overcome fragmentation and offer stronger, packaged experiences, tailored to distinctive market segments through the Destination South Ayrshire approach;

- maximise quality and focus on excellent service for our visitors; and

- enhance our tourism offers and capitalise on opportunities.

4.3 The strategy will be driven by a clear focus on the following eight key offers:

- Culture and heritage, including Burns;

- Parks, open spaces, outdoor activities and natural environment;

- Sport, leisure and golf;

- Food and drink;

- Weddings, civil partnerships and business tourism;

- Digital Tourism;

- Town Centres; and

- Event and festivals.

4.4 An associated action plan will be developed which will detail timescales, lead officers and indicators of success.

4.5 Updates on progress will be reported annually to the Service and Performance Panel.

4.6 It is also proposed that that Panel adopts, and agrees to the implementation of, the South Ayrshire Council Events and Tourism Strategy attached as Appendix 2.

**5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

**6. Financial Implications**

6.1 The implementation of the strategy will be accommodated within existing tourism and events resources.

**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    The risk associated with rejecting the recommendations is that the Council misses the opportunity to build a strategic approach to tourism and events.

**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 4.

**10.     Sustainable Development Implications**

10.1    *Considering Strategic Environmental Assessment (SEA)* - An SEA has not been carried out.

**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 Commitments 4 and 6 of the Council Plan: South Ayrshire Works/ Make the most of the local economy; and A Better Place to Live/ Enhanced environment through social, cultural and economic activities.

**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 Chris Cullen, Portfolio Holder for Economy and Culture, 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 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:

| Implementation | Due date | Managed by |
|---|---|---|
| Provide a report on progress to the Service and Performance Panel regarding the implementation of the strategy | May 2023 | Coordinator - Destination Promotion and Inclusive Participation |

**Background Papers**      **Report to Leadership Panel of 26 October 2021 – Tourism and Events: Interim Strategic Approach**

**Person to Contact**      **Laura Kerr, Coordinator – Destination Promotion and Inclusive Participation**
**Carnegie Library, 12 Main Street, Ayr, KA8 8EB**
**Phone 01292 616421**
**E-mail laura.kerr4@south-ayrshire.gov.uk**

**Date:   23 February 2022**

**Interim Strategic Approach to Tourism and Events Implementation Update**

1.1     The **Destination South Ayrshire** (DSA) website  continues to be updated; there are now over 140 listings, and this will increase as more partners sign up. The site can be accessed here:  www.destinationsouthayrshire.co.uk .

1.2     **A five towns approach to Christmas** was delivered over the festive period. Officers facilitated online partnership meetings with community representatives from all five towns to encourage collaboration and a joined up approach.

1.3     **A community festive lighting fund** was distributed to groups to allow them to purchase additional lighting for their communities.

1.4     **Winter wanderland installations** and signage were installed in all five towns, along with **shop scavenger hunts and free activity packs**. A **South Ayrshire wide winter wanderland booklet** was produced and 7,000 copies were distributed throughout South Ayrshire. Income was generated from advertising space, which offset the cost of print and distribution.

1.5     South Ayrshire Council were successful in their application to the highly competitive Year of Stories Open Events Fund from EventScotland. The funding will support the delivery of **Once Upon a Time in South Ayrshire**, which is a year-long programme of events as part of Scotland's Year of Stories 2022.

1.6     The programme of events launched with the **Robert Burns Humanitarian Award** (RBHA) in January. Next up in our tales of South Ayrshire will be the launch of a walking tour with a difference, running from 23 February until the end of the year. **Shadows of the past...Ayr's Myths, Legends & History** is a thought-provoking self-led tour which explores the story of Ayr, unearthing fascinating tales of heritage, the macabre and fun. Audiences will be encouraged to explore the landscapes and myths that inspired Robert Burns at iconic locations including Brig o' Doon and Alloway Auld Kirk.

1.7     Many more events across the year are still to be revealed, however **Once Upon a Time in South Ayrshire** will include events throughout South Ayrshire, including campfire stories; character trails; family fun days; and festive delights.

1.8     Officers are working with the **Girvan Folk Festival** committee to support the delivery of their in-person event this year.

1.9     Officers continue to work with the **Ayrshire Visitor Economy Strategic Group (AVESG)** to produce an **Ayrshire Visitor Economy Strategy** and supporting action plan for Ayrshire. This will set the direction for industry, agencies and stakeholders in the region and align with work being carried out in parallel to develop and finalise the Regional Economic Strategy and support the aims of the Scotland Outlook 2030 national tourism strategy.

**Destination South Ayrshire**
**Tourism and Events Strategy**
**2022 – 2025**

## INTRODUCTION

Nestled on the south-west coast of Scotland, with its sandy beaches, beautiful parks, green spaces and rolling hills as a backdrop, South Ayrshire covers 476 square miles, from Barassie in the north, to Ballantrae in the South. The area's splendid 45-mile-long coastline is home to enviable, award-winning beaches which afford impressive views out to the Firth of Clyde and Irish Sea. Our green spaces are plentiful and four of our parks recently achieved Keep Scotland Beautiful Green Flag awards.

Home to over 112,000 people, South Ayrshire is made up of five towns and their surrounding villages and hamlets. Ayr, located just 37 miles south-west of Glasgow, is the region's county town. A university and college town, and seat of South Ayrshire Council's headquarters, Ayr has a wide range of attractions for all ages including museums, galleries, Ayr Racecourse, leisure and cultural facilities and award-winning parks.

The region attracts people from all over the world to visit the birthplace of Robert Burns at Burns Cottage in Alloway. The award-winning Robert Burns Birthplace Museum, also in Alloway, won Scotland's Best Heritage Tourism Experience at the Thistle Awards in 2020. Rich in history is Maybole, the ancient capital of Carrick, with the impressive 16th century Maybole Castle standing proudly as a prominent feature in the town's main thoroughfare. Further south, the fishing port of Girvan is the 'Gateway to Ailsa Craig', a small island formed from a volcanic plug and famous for its granite quarry – a major source of granite for curling stones world-wide.

Prestwick is the oldest recorded baronial burgh in Scotland. Its bustling high street attracts locals and tourists from afar, with its quirky, independent shops and range of eateries and in 2020 was awarded Champion High Street of the Year by the Great British High Street Awards. With its gorgeous views to Arran, Lady Isle and Ailsa Craig, Troon boasts a bustling working harbour and is home to Ayrshire's fish market. The town is known worldwide for Royal Troon golf course, one of two Open Championship courses in the area – the other being at Turnberry.

To support a 21st century tourist market and our local communities, South Ayrshire will need to respond to the changing tastes of tourists, who are becoming more sophisticated in their search for experiences. As well as supporting our local communities who are demanding more, to ensure they have a sense of place and belonging and to be proud of where they live.

The outbreak of Coronavirus has presented an unprecedented challenge. Restrictions have meant that the tourism and events sector has largely been closed and travel restrictions have been in place for extended periods of time. As a result of the easing of restrictions we are now able to begin recovery. South Ayrshire is well placed to deliver a strong tourism offer which supports recovery and ensures we are a premier destination of choice. This strategy will be driven by a clear focus on the following eight key offers:

1. Culture and heritage, including Burns
2. Parks, open spaces, outdoor activities and natural environment
3. Sport, leisure and golf
4. Food and drink

5. Weddings, civil partnerships and business tourism
6. Digital Tourism
7. Town Centres
8. Event and festivals

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## STRATEGIC CONTEXT

Our Destination South Ayrshire Tourism and Events Strategy sets out a plan for South Ayrshire Council. It is informed by The Council Plan: Our People Our Place. It contributes to our vision to serve South Ayrshire by 'making a difference every day' and the following commitments:

**South Ayrshire Works**

**Commitment 4**
Make the most of the local economy

**Stand up for South Ayrshire**

**Commitment 5**
Increase the profile and reputation of South Ayrshire and the Council

**A Better Place to Live**

**Commitment 6**
Enhanced environment through social, cultural and economic activities

This strategy does not sit in isolation; it integrates with other local, regional, and national plans and strategies. It supports and complements a range of activity and priorities such as:

- Ayrshire Regional Economic Partnership
- South Ayrshire Strategic Economic Plan Vision 2030
- South Ayrshire Community Planning Partnership and the Local Outcomes Improvement Plan
- South Ayrshire Thriving Places

The following strategies are key priorities for alignment:

**Scotland Outlook 2030**

Scotland Outlook 2030 has been developed through an equal partnership between the Scottish Tourism Alliance, Scottish Government, VisitScotland, Scottish Enterprise, Highlands and Islands Enterprise and Skills Development Scotland.
The Vision – We will be the world leader in 21st century tourism.
The Mission – Together we will grow the value and positively enhance the benefits of tourism across Scotland by delivering the very best for our visitors, our businesses, our people, our communities and our environment.

Key Priorities – Our passionate people, our thriving places, our diverse businesses, our memorable experiences.

Our Commitments – For each of our key priorities we have an agreed set of commitments. These commitments will ensure that we deliver on our vision to be the world leader in 21st century tourism.

**Regional Visitor Economy Strategy**

The Ayrshire Visitor Economy Sub Group was formed in July 2020 in response to the impact COVID-19 had on the tourism sector. It is chaired by the Chief Executive of VisitScotland its purpose is to take forward the visitor economy workstream of the Ayrshire Regional Economic Partnership. It comprises a mix of industry leaders from a variety of sub sectors, Local Authorities, and national agencies. The group meets regularly to work on a series of priorities and work streams.

There is currently a significant piece of work underway to develop a Regional Visitor Economy Strategy which will be informed by local intelligence and national tourism thinking to ensure that Ayrshire can maximise its opportunity to secure investment to support recovery and longer-term ambitions. Strategy development has been commissioned and is overseen by the group to develop an evidence base from industry in the light of the Covid pandemic. The strategy work will set an overall framework that we can contribute to and align our individual efforts.

**VISION, AIMS AND OBJECTIVES**

**Vision**

South Ayrshire will be a premier destination of choice, with an enhanced environment through social, cultural and economic activities.

**Aims**

Our aims are to:

- proactively market South Ayrshire as a destination of choice;
- align events more closely with the region's tourism assets to build events with a legacy impact;
- develop the area as a destination for holding large scale outdoor events and festivals, which will attract high levels of footfall and visitor spend into the area;
- integrate town centres into our events and festivals to ensure we are driving footfall and increasing spend;
- encourage and facilitate collaboration among providers to overcome fragmentation and offer stronger, packaged experiences, tailored to distinctive market segments through the Destination South Ayrshire approach;
- maximise quality and focus on excellent service for our visitors; and
- enhance our tourism offers and capitalise on opportunities.

**Objectives**

There will be a range of actions and projects focused on achieving the following strategic objectives by the end of 2025 STEAM (Scottish Tourism Economic Activity):

- Increase the annual number of visitors to South Ayrshire by 5% to 1.59 million.
- Increase annual spend by visitors by 10% to £265.67 million.
- Increase employment supported by the sector by 5% to 3,730 jobs

**OUR OFFERS**

This strategy will be driven by a clear focus on eight key offers. These eight individual offers do not stand in isolation of each other; the visitor may experience a mixture of elements throughout a single visit. Collaboration and networking will play a vital part in bringing the private sector, third sector and communities together in the development and delivery of offers.

There will be a holistic approach to promoting the area, including all elements of Council activities, for example, leisure and sport facilities, events, museums and heritage sites, parks and open spaces, libraries, town centres, and golf. We will also capitalise on our unique Burns offering with the Birthplace of Robert Burns, Scotland's national poet, our permanent Burns and Alexander Goudie Tam O' Shanter exhibitions at Rozelle House and the Robert Burns Birthplace Museum.

South Ayrshire has a fantastic range of assets and these are the foundation of an already strong and vibrant tourism sector.

### 1. CULTURE & HERITAGE, INCLUDING BURNS

South Ayrshire has a rich and diverse heritage that has many aspects of international renown, most obviously Burns. Although Burns is a key attractor for many tourists, there is much, much more on offer, spanning our social, religious, military and industrial past.

There is also a vibrant and varied cultural life for visitors to enjoy and participate in, including historic attractions, museums, galleries, the Ayr Gaiety Theatre and contemporary art. There is an extensive and growing range of archives, and opportunities for access to historical sites and materials that enable the visitor to walk in the footsteps of their ancestors.

In recent years, Rozelle House has been the only venue in Scotland to offer a range of high profile exhibitions such as the V&A Pirates, Tattoo: British Tattoo Art Revealed and Ladybird Books. These exhibitions brought in audiences from through Scotland and northern England. Additional support was provided to increase participation by local communities.

We will seek to raise the profile and the quality of presentation of our offerings in this category, making it easier for visitors to enjoy connected experiences in heritage, culture and ancestry, alongside complementary aspects such as food and drink.

**Areas of action:**

- Develop more joined-up offerings that will sell unique experiences.
- Continue to attract unique cultural exhibitions and widen access to the arts and culture for our communities.
- Improve product awareness and develop cross-selling practices.
- Develop the events/festivals offering, including a contemporary angle that strengthens the appeal of Burns and other areas of heritage to a younger consumer.
- Build and exploit links to appealing social and cultural themes.

- Undertake further assessment of the most significant culture and heritage offerings, from the perspective of market potential.
- Explore scope for improved packaging and promotion to niche customer groups.
- Identify the most important related offers, such as golf, for further integration with cultural or heritage offerings.


## 2. PARKS, OPEN SPACES, OUTDOOR ACTIVITIES & NATURAL ENVIRONMENT

South Ayrshire has a varied and accessible natural environment. The countryside, coastline and seas offer a rich variety of landscapes, wildlife, habitats and geology for the visitor to enjoy and experience. There are distinctive offerings and opportunities, such as the development of the Galloway and Southern Ayrshire Biosphere, which is Scotland's first UNESCO Biosphere designation.

South Ayrshire boasts many beautiful parklands for residents and visitors alike to enjoy. Four of our parks, Belleisle; Rozelle, Fullarton Estate and Newton Park were presented with the prestigious Green Flag Award. This award celebrates well maintained parks and greenspaces and recognises their importance for exercise, play and mental wellbeing.

South Ayrshire also offers numerous walks for all abilities - from relaxing strolls in our parks, to more challenging trails through our beautiful countryside. Many of these walks also afford the option of delving into the history of the local area along the way, such as the Blue Bonnet Trails, which encompass two self-guided walks from Ayr Town Centre to Alloway. These interesting trails allow people to follow in the footsteps of Robert Burns' fictitious hero, Tam o'Shanter. Other notable walks include the Smugglers' Trail in Troon; the Green Knight's Trail in Prestwick; the Straiton Monument Trail near Maybole and the Devil's, Kirstie's and Fairy Knowe circular in the village of Barr by Girvan.

With one of the most memorable stretches of coastline in the UK, South Ayrshire is blessed with some of the country's best beaches. Our coastal communities are perfect for a variety of water pursuits, such as sailing, windsurfing, canoeing, wild swimming, paddle boarding and yachting.

There is great potential to develop infrastructure, facilities and build this offering in areas such as walking, cycling, horse-riding and water sports.

**Areas of action:**

- Product development for walking and cycling, to package products more effectively for particular customer profiles.
- Work in partnership with the Biosphere and associated Local Authorities to identify key priorities for delivery and support.
- Promote the Biosphere Proud Supporter and Certification schemes, which allow businesses to actively demonstrate their commitment to the Biosphere principles.
- Explore ways to attract more adventure and activity operators into the area.


## 3. SPORT, LEISURE & GOLF

Golf South Ayrshire operates eight superb courses throughout the region alongside the illustrious neighbours Royal Troon, Trump Turnberry and Old Prestwick, the birthplace of the Open.

With three fantastic links courses in Troon, three James Braid designed classics, and two family friendly parkland courses, we are confident there is a golf course that will perfectly suit everyone's needs, and budget. Each golf course boasts individual character and varying degrees of difficulty, whilst offering stunning vistas and often uninterrupted views of the Isle of Arran or even the famous Ailsa Craig.

The weather is better than the Scottish average which means our courses are often open when others are closed. We even play the courses at their full length in winter and without fairway restrictions. Visitors are welcome to make full use of the Clubhouse facilities before and after their round; all whilst sampling some of the region's finest local produce.

South Ayrshire Council's Sport and Leisure Service operates nine indoor sporting venues including leisure centres, swimming pools and activity centres. There are also a range of 3G/all-weather and grass pitches supporting the development of football, rugby and hockey. Sport and leisure provide economic benefits for South Ayrshire and hosting sporting events can attract income to South Ayrshire through additional spending, accommodation, and event fees.

South Ayrshire Council is investing South Ayrshire by developing and improving sports and leisure facilities. For example, the new £8.2m Craigie multi-sport facility, which will enable the area to host top-class national and international events. Work is ongoing with Ayrshire College and the University of the West of Scotland to provide a joined up approach to offering accommodation and access to facilities.

There are also many outdoor pursuits such as the development of the river Ayr to provide water sports and beach volleyball which attracts competitors and visitors from further afield.

This offer is already a core strength and attractor for large numbers of high-yield visitors. However, there is a growing level of competition from many other destinations and development activity is required to drive innovation in the way this offer is packaged and promoted to both domestic and international visitors.

**Areas of action:**

- Explore options to develop the linkages to other offers such as food and drink and culture and heritage and provide golf and sport based itineraries within the Destination South Ayrshire site.
- Develop golf and sport as thematic campaigns for Destination South Ayrshire marketing.
- Assess the potential to make more of golf and sports events and festivals using Destination South Ayrshire messaging to encourage return visitors.
- Increase integration of sports and golf offers to enhance our events and festivals offer.
- Raise visitor awareness of the accessibility of South Ayrshire's golf and sports experiences from Glasgow, Prestwick and Edinburgh airports.

## 4. FOOD & DRINK

South Ayrshire has a great food and drink offer, with the very best of produce available to the visitor through shops, markets and a diverse range of eating options, including some of Scotland's very best restaurants.

The food and drink offer complements other offers and plays a central role in delivering great experiences. Visitor expectations are centred on local, authentic, high quality produce, offered in ways that significantly reinforce a distinctive and enduring regional character.
It is the second largest category of expenditure for the tourist and has become a key part of the 'entertainment' purchases visitors will make.

**Areas of action:**

- Harness the potential of the area's food and drink offer as a key component of the Destination South Ayrshire marketing and developing a sense of place.
- Improve the promotion of locally-produced quality products that extends through to both local retailers and restaurants.
- Further research and development of festivals and events activities relating to food and drink.
- Improved product knowledge, awareness and recommendations to visitors from hospitality staff and local people through social media campaigns and locally developed food and drink itineraries on the Destination South Ayrshire website.
- Encourage the development of hand-on experiences in food production and cuisine as an integral part of the visitor experiences on offer and promote this through Destination South Ayrshire.
- Wider development of associated products, such as farmers' markets, for the visitor.

### 5. WEDDINGS, CIVIL PARTNERSHIPS & BUSINESS TOURISM

South Ayrshire's offer performs very well, with a great range of award-winning venues for ceremonies and receptions in close proximity to Scotland's population centres. The area also has a good range of leisure, entertainment and retail options, which are important factors in selecting wedding and business locations.

Business tourism is a relatively small market for South Ayrshire, despite the high-yield profile of business tourists. We have some excellent facilities already and will encourage further development to broaden our offer to strengthen our overall appeal in this demanding market. There is scope to utilise spare capacity within Council facilities for community or commercial use either on a seasonal, activity or geographical basis.

**Areas of action:**

- Explore scope for further product innovations that will help ensure our offerings appeal strongly to all the key market segments and compete with alternative locations.
- Within the Destination South Ayrshire approach, explore options for promotional and packaged activities to identify opportunities to up-sell elements of the wedding packages, such as florists, photographers, and taxis, to improve the overall financial benefit to the locality.
- Exploit strengths in specialist and independent retailers, linked to wedding planning activities.
- Exploit the natural environment and heritage assets to promote South Ayrshire as a wedding destination.
- Develop promotional activity through the Destination South Ayrshire approach to attract more wedding and civil partnership tourists, as well as extending guest stays and overall spend.

- Develop a co-ordinated approach to targeting opportunities within the small conference market.
- Work with existing conference and meeting venues to identify and develop cross-selling and packaging opportunities through Destination South Ayrshire.

## 6. DIGITAL TOURISM

The internet is now an essential component of the experience that almost every tourist makes when they decide to travel. It is digital support provided to travellers before, during and after the travel activity. From researching to booking, experiencing the area, posting on social media and writing reviews.

Digital tourism represents a new approach to the kind of experience that the sector can offer tourists and it can provide recommendations such as finding the appropriate accommodation to help the traveller plan their itinerary.

The Destination South Ayrshire website provides a holistic approach to digital tourist information covering accommodation, hospitality, independent retail, events and activities. Businesses can feature on the site free of charge. Visitors are able to design their own itineraries or access suggested itineraries which they can then customise where required.

Social media accounts are linked to the website, as a means of reaching out and promoting our offer and also engaging with local communities and potential visitors. Instagram is one example of digital tourism that has been a huge growth area in recent years. Research commissioned by EasyJet of tourists between 18 and 68 years old found that 55% of respondents booked their trip based exclusively on images seen on Instagram (telegraph.co.uk).

Our 'Ayr Through the Ages' app is a location-aware trail through Ayr's rich and colourful past. This trail leads local communities and visitors from the 13th to the 21st century and can be used as a guide to key locations and points of interest around the auld town. Content includes Robert Burns' hometown and the stories associated with him and other historical figures such as William Wallace. The app offers:

- Historical sites and tours
- Great stories of Auld Ayr
- Take a souvenir photo
- Discover more about Ayr, its industries and people

**Areas of action:**

- Continue to add to the Destination South Ayrshire website which has the functionality to allow visitors to produce their own downloadable interactive itineraries or select a suggested itinerary.
- Engage with businesses and support them to provide a listing on the Destination South Ayrshire website.
- Develop and support the delivery of a monthly e-newsletter.
- Maximise use of social networking media and opportunities through regularly posting high quality images and video footage, making use of hashtags, working with influencers and utilising paid for advertising.
- Add additional themes to the Ayr Through the Ages app and market the app to local communities and potential visitors from further afield.

## 7. TOWN CENTRES

Historically, town centres been a major asset for towns, both for locals and visitors alike. Over time, a number of town centre retail outlets have closed down and their role as a shopping destination has declined.

This is a situation that is being experienced in towns across the country. There is a realisation that this trend is not going to reverse, so towns should be looking at other ways to reinvent themselves to make people want to use them again.

The COVID-19 crisis has laid bare the fragilities and failings of our national and local economies and has placed new and significant pressures on our already struggling town centres. The Council has adopted the Strategic Economic Plan, Vision 2030. Vision 2030 recognises that there is an opportunity to make the aftermath of the pandemic and the economic recovery effort a reformative moment for a new kind of local economy. Community led local economic development and a place based economic strategy is a core driver in the Strategic Economic Plan. It seeks to create vibrant communities and economic growth that is inclusive, enabling as many people as possible to contribute to, and benefit from, economic growth.

We have committed to working with communities to improve 'placemaking' across South Ayrshire. Through our Thriving Places project, we aim to support our communities to identify local issues and develop plans to address these, ensuring our places are something we can all be proud of.

The Ayr Town Centre Strategy and Action Plan document looks to set out South Ayrshire Council's plan to address these issues in Ayr and bring about changes that will help improve social, cultural and economic activities that will boost the local economy, improve the visual appearance and attractiveness of Ayr as a destination and reinvigorate the historic borough town.

Ayr has much to offer people of all ages and interests through its history, culture and built heritage. It is proposed to create an area that could become the new civic and artistic heart of the town centre. An area for culture and heritage would be created at the lower end of the high street with an events/community space on the riverside site, a small museum at the Town Hall corner and a new archive/registration and community arts facilities in the old Ayr Academy. This will supplement the cultural attractions already available nearby in the Town Hall, Loudon Hall and Carnegie Library.

**Areas of action:**

- Support the development and implementation of Place Plans to support the regeneration of our town centres.
- Deliver a programme of events, tours, trails and activities from the new Ayr High Street Heritage Hub once it is open.
- Deliver a programme of events, festivals, markets and activities at the riverside site once it is open.
- Integrate all five town centres into our events and festivals to ensure we are driving footfall and increasing spend.
- Deliver an annual five towns approach to our Christmas offer to encourage people to visit all five towns and shop locally.

- Promote our five town centres through dedicated pages on the Destination South Ayrshire website and targeted marketing campaigns for each town. Ensure there is a shop local element within our messaging.
- Promote the South Ayrshire Loves Local gift cards to increase uptake from retailers and customers across all five towns.

## 8. EVENTS & FESTIVALS

Events and festivals have an important role to play as a means of showcasing the very best South Ayrshire has to offer across all areas, and as a way to encourage visits and increase visitor spend. Within the implementation of the strategy, there is a need to develop and assertively promote an annual programme of events and activities, structured to maximise spin-off benefits to the wider local economy, for example, clustering events over a weekend or several days to encourage visitors to stay in the area.

Events and activities will be designed with a 'something for everyone' focus to help establish South Ayrshire as, for example, a family friendly destination with events and activities that will suit a range of ages and interests. The activities and programme of events must be equally relevant to visitors and accessible to local individuals and families and inclusive participation is actively progressed. The Destination South Ayrshire branding emphasises the focus of 'something for everyone' through the marketing of events and activities and the wider visitor economy sector.

**Events Development Grant**

EKOS, an independent consultancy practice specialising in economic and social research, was commissioned in 2019 to carry out a study to evaluate and review the SAC Events Development Grant (EDG) funding scheme.

The evidence suggests that there are two types of events that have been supported through the EDG - smaller community based events that deliver primarily non-economic benefits to local populations and larger scale events that deliver economic benefits associated with events tourism.

Fundamentally, community based events and larger tourism based events will have different objectives and success looks different in each case. The report indicated that it was not appropriate to continue to support both types of events in the same way.

There was a recommendation that event support should be segmented into two levels: small local and community level events that deliver primarily non-economic benefits and larger regionally, nationally and internationally significant events that are drivers of economic activity within the region.
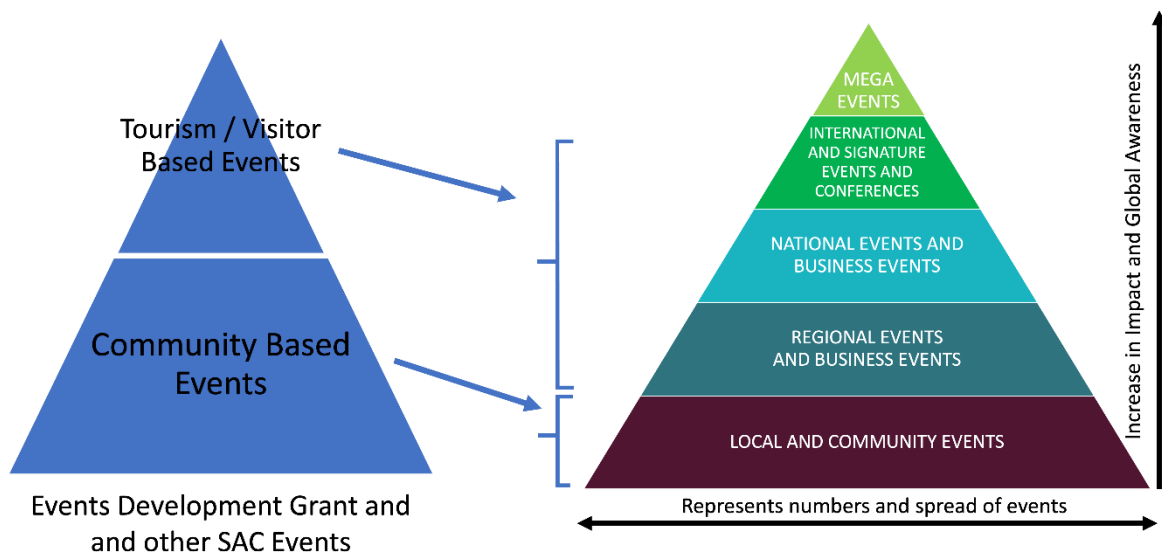
The figure above illustrates analogous segments between South Ayrshire's segmentation and that of the national strategy.

**Supporting Tourism/Visitor Based Events**

The larger tourism based events in South Ayrshire are those with regional, national or international importance within EventScotland's portfolio breakdown. These events should form the core of South Ayrshire's events offer and form its brand and image as a destination for events. The support for large events that contribute to developing thematic areas where South Ayrshire has advantages will be a priority area.

South Ayrshire will be seen as a destination for holding large scale outdoor events and festivals, which will attract high levels of footfall and visitor spend into the area.
South Ayrshire is particularly strong in key thematic areas including culture and heritage, natural environment, sport, food and drink and family friendly activities. Promoting and developing events within these themes will create the basis for a complete year-round events programme with smaller local level events filling out the calendar.

**Supporting Community Based Events**

Community events are characterised by small visitor numbers, a high proportion of which are from South Ayrshire, and focus on activities such as education, history and children's' activities. While these events may not generate significant economic impacts, they do deliver intangible benefits and are valued by local residents.

They also help to increase awareness and build expectations and knowledge of the local events offer (so they can invite friends and family for example). SAC already has some of these support mechanisms in place, for example promotion of events on the Destination South Ayrshire website and associated social media pages, the publication of an annual events calendar and the events toolkit. Therefore, support to events may only require an increase in awareness of existing SAC resources.
These community and local level events can effectively be supported through two main channels: capacity support and marketing and promotional support.

| Marketing and Promotional Support for Community Based Events | |
| --- | --- |
| **Support Activity** | **Rationale** |
| Access to SAC's media resources | Small events do not have large media or online presence |

| | |
|---|---|
| Cross event advertising | Help to increase event awareness to target audiences, linking events together |
| Informing local people | Increasing awareness, building expectations for annual events schedule |
| Reaching out to local businesses | Increase economic benefits |

**Events, Tourism, Culture and Heritage Fund**

Community led tourism, culture, and heritage initiatives have been areas of growth since the EKOS study was carried out. Therefore, a new fund will be offered to groups and organisations who are delivering events, tourism and heritage activities within the community. The existing EDG funding will be used for this purpose. This is in addition to capacity, marketing, and promotional support.

**Areas of action:**

- Develop and launch an application process for the Events, Tourism, Culture and Heritage Fund. Facilitate an assessment panel which will meet on a quarterly basis to assess and allocate funding.

- Develop, promote and implement a process for the marketing and promotional support for community based events.

- Align events more closely with the region's tourism assets to build events with a legacy impact rather than one-off single day or single weekend impacts.

- Improve co-ordination, including the development of a central events calendar within Destination South Ayrshire that assists a wide range of providers to exploit these as a means to attract more business, extend the season and improve yield for the sector as a whole.

- Develop a programme of significant events or festivals, by expanding existing localised events and developing and attracting new events to the area.

- Work with partners and promoters to deliver a range of large scale outdoor events and festivals in our open spaces.

- Refresh and relaunch the events toolkit.

- Work closely with key agencies, such as EventScotland and VisitScotland and make the most of themed years.

- Use key events to maximise consumer PR and opportunities for building sense of place and destination branding.

- Actively engage with businesses and shops, for example, offering pop-up stalls at our events which are not based in town centres.

- Identify links between Council activities, events and local businesses, for example through the Grain Exchange or during specific events such as Tamfest.

## COMMUNITIES, PEOPLE AND PLACES

*'Destinations are about people, with locals being at the heart of these assets, delivering immersive experiences and communicating that unique sense of place to Scotland's visitors.'*
**Scotland Outlook 2030**

Authenticity is high on the list of visitor demands; however, it is also important that tourism brings benefits to our local communities. We will work with communities to influence and shape our tourism messaging and offer and how this evolves over time. We will ensure that tourism leads to improved community wellbeing and nurtures thriving places across Scotland. We will listen to, and address, any tourism related concerns. A Visitor Management Group will be held during busy periods to ensure plans are in place to manage an influx of visitors and address any ongoing issues.

### Community Based Events

Many local events are driven by groups of volunteers and societies – for example, Girvan Folk Festival (a voluntary community group) demonstrates how, with some public funding, community groups can deliver a sustainable project, strengthening the tourism offer in South Ayrshire. The Events, Tourism, Culture and Heritage Fund and marketing and promotional support for community based events will provide support to facilitate these local events.

### Placemaking in South Ayrshire

We recognise that 'place' is where people, location and resources come together to create a sense of identity and purpose. Placemaking is at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live and invest in them. As part of the strategic objective "A Better Place to Live" the Council Plan commits to working with partners and communities to develop thriving places that are positive, proud and ambitious. A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone, and increased opportunities for people and communities to shape their own lives.

It's important for us to understand both the existing, and potential, strengths of our places. This can help us to make good decisions and allow us to target resources where they are needed most.

### Ayrshire Regional Work

There has been a significant amount of work carried out with regional and national partners through the Ayrshire Visitor Economy Sub Group. The main focus is currently on working with consultants on the development of an Ayrshire Visitor Economy Strategy. Once this strategy is in place, we will work in partnership to contribute to the implementation of the strategy in alignment with the priorities outlined within this strategy.

### Tourism Workforce

Tourism is an important employer in South Ayrshire, and we want to contribute to a strong, proud, and passionate tourism workforce. There can be a perception that the tourism industry offers poor conditions and low pay, and this must be challenged and addressed. For tourism to continue to grow it is imperative that the sector attracts, trains and retains quality staff.

**Areas of action:**

- Engage with communities to ensure that they influence the 'story' we are telling about their community through our Destination South Ayrshire marketing.

- Work with communities to develop authentic itineraries and experiences.

- Support the implementation of tourism and events elements within the Place Plans.

- Work in partnership with the Employability and Skills department and relevant partners to identify opportunities to provide support for people wanting to work within in the industry and for the sector to attract, train and retain quality staff.

- Encourage existing community/place development activities to integrate into wider developments linked to the tourism strategy.

- Continue to work in partnership on a regional basis and support the implementation of the Regional Visitor Economy Strategy when it is launched.

- Continue to facilitate a Visitor Management Group as and when required.

## SUSTAINABLE TOURISM

*'Scotland's tourism sector will make a full contribution to our national ambition to become a net-zero society by 2045.'*
**Scotland Outlook 2030**

Scotland is transitioning to a net-zero emissions and the climate change legislation sets a target date for net-zero emissions of all greenhouse gases by 2045.

Climate change presents the biggest threat to our society as we know it today. It is estimated that, globally, tourism contributes around 8 per cent of carbon emissions, coming from aviation, transport, accommodation, activities, the growing number of travellers, consumption and waste.

We are one of the first local authorities to produce a carbon budget to ensure we reach our environmental targets. Carbon budgets are monitored, and actions have been agreed to support the reduction in emissions produced by Council facilities and activities.
The sustainable tourism agenda filters through all of our offers and should be considered an integral part of our delivery.

**Areas of action:**

- Ensure the environmental impact is taken into consideration when delivering events and activities. For example, using alternatives to single use plastics and helium balloons.

- Managing our lets and venues to maximise the use of buildings and aim to cluster lets to save lighting and heating additional buildings.
- Including responsible tourism messaging in our campaigns.
- Encourage visitors to keep South Ayrshire clean and tidy and recycle any waste.
- Highlight more environmentally friendly transport options to get to our places and events.

## DESTINATION MARKETING

*'A destination is a place where people want to be.'*
**Hayman**

The delivery of destination marketing and communications will be focused on key market segments, highlighting the area's product strengths, and reinforcing key messages and destination brands through a range of channels and mechanisms including:
- Seasonal campaigns
- Consumer PR and communications
- Thematic marketing campaigns
- Social media and new technologies
- Events and exhibitions

We have developed a consumer-focused destination brand to position South Ayrshire within the competitive marketplace. The Destination South Ayrshire logo is used on all South Ayrshire Council tourism materials online and in print. A range of iconic images and drone footage has been compiled to reflect the best of South Ayrshire and build a strong destination brand.

A marketing and communications plan will underpin delivery of the strategy and this will focus on marketing South Ayrshire as a distinctive destination.
It is noted that COVID protection levels can change quickly, and we must ensure our messaging and plans are in line with current Government guidelines.

**Areas of Action:**

- Continue to compile high quality images and footage of South Ayrshire for marketing purposes.
- Develop and implement a marketing and communications plan to promote South Ayrshire as a strong destination brand.

## DELIVERING THE STRATEGY

The following actions have been identified within this strategy. An associated action plan will be developed which will detail timescales, lead officers and indicators of success. An update on progress will be reported annually to the South Ayrshire Council Leadership Panel.

| **Outlook 2030 alignment:** Our passionate people | • Engage with communities to ensure that they influence the 'story' we are telling about their community through our Destination South Ayrshire marketing.<br><br>• Work with communities to develop authentic itineraries and experiences.<br><br>• Support the implementation of tourism and events elements within the Place Plans.<br><br>• Work in partnership with the Employability and Skills department and relevant partners to identify opportunities to provide support for people wanting to work within in the industry and to the sector to attract, train and retain quality staff.<br><br>• Encourage existing community/place development activities to integrate into wider developments linked to the tourism strategy. |
| --- | --- |

| Outlook 2030 alignment: Our thriving places | • Product development for walking and cycling, to package products more effectively for particular customer profiles. |
|---|---|
| | • Work in partnership with the Biosphere and associated Local Authorities to identify key priorities for delivery and support. |
| | • Promote the Biosphere Proud Supporter and Certification schemes, which allow businesses to actively demonstrate their commitment to the Biosphere principles. |
| | • Through the Destination South Ayrshire approach, encourage and facilitate collaboration among providers to overcome fragmentation and offer stronger, packaged experiences, tailored to distinctive market segments. |
| | • Explore ways to attract more adventure and activity operators into the area. |
| | • Continue to add to the Destination South Ayrshire website which has the functionality to allow visitors to produce their own downloadable interactive itineraries or select a suggested itinerary. |
| | • Engage with businesses and support them to provide a listing on the Destination South Ayrshire website. |
| | • Develop and support the delivery of a monthly e-newsletter. |
| | • Maximise use of social networking media and opportunities through regularly posting high quality images and video footage, making use of hashtags, working with influencers and utilising paid for advertising. |
| | • Add additional themes to the Ayr Through the Ages app and market the app to local communities and potential visitors from further afield. |

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| | • Continue to add to the Destination South Ayrshire website which has the functionality to allow visitors to produce their own downloadable interactive itineraries or select a suggested itinerary.<br><br>• Engage with businesses and support them to provide a listing on the Destination South Ayrshire website.<br><br>• Develop and support the delivery of a monthly e-newsletter.<br><br>• Maximise use of social networking media and opportunities through regularly posting high quality images and video footage, making use of hashtags, working with influencers and utilising paid for advertising.<br><br>• Add additional themes to the Ayr Through the Ages app and market the app to local communities and potential visitors from further afield.<br><br>• Ensure the environmental impact is taken into consideration when delivering events and activities. For example, using alternatives to single use plastics and helium balloons.<br><br>• Managing our lets and venues to maximise the use of buildings and aim to cluster lets to save lighting and heating additional buildings.<br><br>• Including responsible tourism messaging in our campaigns.<br><br>• Encourage visitors to keep South Ayrshire clean and tidy and recycle any waste.<br><br>• Highlight more environmentally friendly transport options to get to our places and events.<br><br>• Continue to facilitate a Visitor Management Group as and when required. |

| Outlook 2030 alignment: Our diverse businesses | • Harness the potential of the area's food and drink offer as a key component of the Destination South Ayrshire marketing and developing a sense of place. |
|---|---|
| | • Improve the promotion of locally-produced quality products that extends through to both local retailers and restaurants. |
| | • Further research and development of festivals and events activities relating to food and drink. |
| | • Improved product knowledge, awareness and recommendations to visitors from hospitality staff and local people through social media campaigns and locally developed food and drink itineraries on the Destination South Ayrshire website. |
| | • Encourage the development of hand-on experiences in food production and cuisine as an integral part of the visitor experiences on offer and promote this through Destination South Ayrshire. |
| | • Wider development of associated products, such as farmers' markets for the visitor. |
| | • Explore scope for further product innovations that will help ensure our offerings appeal strongly to all the key market segments and compete with alternative locations. |
| | • Within the Destination South Ayrshire approach, explore options for promotional and packaged activities to identify opportunities to up-sell elements of the wedding packages, such as florists, photographers, and taxis, to improve the overall financial benefit to the locality. |
| | • Exploit strengths in specialist and independent retailers, linked to wedding planning activities. |
| | • Exploit the natural environment and heritage assets to promote South Ayrshire as a wedding destination. |
| | • Develop promotional activity through the Destination South Ayrshire approach to attract more wedding and civil partnership tourists, as well as extending guest stays and overall spend. |

| | |
|---|---|
| | • Develop a co-ordinated approach to targeting opportunities within the small conference market. |
| | • Work with existing conference and meeting venues to identify and develop cross-selling and packaging opportunities through Destination South Ayrshire. |
| | • Continue to compile high quality images and footage of South Ayrshire for marketing purposes. |
| | • Develop and implement a marketing and communications plan to promote South Ayrshire as a strong destination brand. |
| | • Continue to work in partnership on a regional basis and support the implementation of the Regional Visitor Economy Strategy when it is launched |
| **Outlook 2030 alignment:** Our memorable experiences | • Develop more joined-up offerings that will sell unique experiences. |
| | • Continue to attract unique cultural exhibitions and widen access to the arts and culture for our communities. |
| | • Improve product awareness and develop cross-selling practices. |
| | • Develop the events/festivals offering, including a contemporary angle that strengthens the appeal of Burns and other areas of heritage to a younger consumer. |
| | • Build and exploit links to appealing social and cultural themes. |
| | • Undertake further assessment of the most significant culture and heritage offerings, from the perspective of market potential. |
| | • Explore scope for improved packaging and promotion to niche customer groups. |
| | • Identify the most important related offers, such as golf, for further integration with cultural or heritage offerings. |
| | • Explore options to develop the linkages to other offers such as food and drink and |

| | |
|---|---|
| | • culture and heritage and provide golf and sport based itineraries within the Destination South Ayrshire site. |
| | • Develop golf and sport as thematic campaigns for Destination South Ayrshire marketing. |
| | • Assess the potential to make more of golf and sports events and festivals using Destination South Ayrshire messaging to encourage return visitors. |
| | • Increase integration of sports and golf offers to enhance our events and festivals offer. |
| | • Raise visitor awareness of the accessibility of South Ayrshire's golf and sports experiences from Glasgow, Prestwick and Edinburgh airports. |
| | • Develop and launch an application process for the Events, Tourism, Culture and Heritage Fund. Facilitate an assessment panel which will meet on a quarterly basis to assess and allocate funding. |
| | • Develop, promote and implement a process for the marketing and promotional support for community based events. |
| | • Align events more closely with the region's tourism assets to build events with a legacy impact rather than one-off single day or single weekend impacts. |
| | • Improve co-ordination, including the development of a central events calendar within Destination South Ayrshire that assists a wide range of providers to exploit these as a means to attract more business, extend the season and improve yield for the sector as a whole. |
| | • Develop a programme of significant events or festivals, by expanding existing localised events and developing and attracting new events to the area. |
| | • Work with partners and promoters to deliver a range of large scale outdoor events and festivals in our open spaces. |
| | • Refresh and relaunch the events toolkit. |

| | |
|---|---|
| | • Work closely with key agencies, such as EventScotland and VisitScotland and make the most of themed years.<br><br>• Use key events to maximise consumer PR and opportunities for building sense of place and destination branding.<br><br>• Actively engage with businesses and shops, for example, offering pop-up stalls at our events which are not based in town centres.<br><br>• Identify links between Council activities, events and local businesses, for example through the Grain Exchange or during specific events such as Tamfest. |

**Interim Strategic Approach to Tourism and Events**

o The focus for the next six months should be on exploring options for 'Destination South Ayrshire' branding with an associated online and social media presence;

o A holistic approach should be taken to promoting the area with a focus on attracting more local tourists and pushing our strong unique selling points in line with changing Government restrictions;

o We would continue to develop a comprehensive online visitor information platform for South Ayrshire;

o We would continue to work with the Regional Ayrshire Visitor Economy Group;

o We would support a collaborative campaign in partnership with VisitScotland to promote Ayrshire as a destination through a series of blog posts, a social media campaign, and coverage in national magazines and the Expedia website;

o We would explore options for the development of a Pan-Ayrshire Partnership or Destination Management Organisation, which would add value to what we have already;

o We would support the development of a Pan-Ayrshire Tourism Recovery and Renewal Plan which will be informed by national tourism thinking; and

o We would work with partners to deliver activities in a different way using online platforms.

**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: https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx

Further guidance is available here: https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/

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 | Tourism and Events Strategy |
|---|---|
| Lead Officer (Name/Position/Email) | Laura Kerr, Coordinator – Destination Promotion and Inclusive Participation - laura.kerr4@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 | - | Yes |
| Disability | - | Yes |
| Gender Reassignment (Trans/Transgender Identity) | - | Yes |
| Marriage or Civil Partnership | - | Yes |
| Pregnancy and Maternity | - | Yes |
| Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers | - | Yes |
| Religion or Belief (including lack of belief) | - | Yes |
| Sex – gender identity (issues specific to women & men or girls & boys) | - | Yes |
| Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight | - | Yes |
| Thematic Groups: Health, Human Rights & Children's Rights | - | Yes |

**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 | - | Yes |
| 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 | - | Yes |
| 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 | - | Yes |
| Area Deprivation – where you live (rural areas), where you work (accessibility of transport) | - | Yes |
| Socio-economic Background – social class i.e. parent's education, employment and income | - | Yes |

**4. Do you have evidence or reason to believe that the policy will support the Council to:**

| General Duty and other Equality Themes<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br><br>(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**) | **YES** ☐ |
| --- | --- |
| | **NO X** ☐ |

**Rationale for decision:**
The tourism and events will have a positive impact, however it will be a low impact and it doesn't give rise to equality considerations related to a particular protected group.

*Laura Kew*

**Signed** :                    **Coordinator**

**Date:** 10/02/22

**South Ayrshire Council**

**Report by Assistant Director - Place
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:      Waste Strategy 2021 – 2031 Progress Report**

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**1.      Purpose**

1.1      The purpose of this report is to provide Elected Members with the annual review of progress in delivering the South Ayrshire Council Waste Strategy 2021 to 2031.

**2.      Recommendation**

**2.1      It is recommended that the Panel considers the annual review of the South Ayrshire Council Waste Strategy 2021 to 2031 as shown in Appendix 1 and agrees to an annual review of the strategy to be submitted to the Service and Performance Panel.**

**3.      Background**

3.1      The Waste Management sector within the United Kingdom has been evolving rapidly over the past decade. This is due to a number of factors such as market demand in relation to recyclate, reprocessing and legislative requirements, notwithstanding the financial constraints local authorities face whilst having a legislative responsibility for the collection, disposal and reprocessing of household waste.

3.2      The Council has a statutory duty under the Environmental Protection Act 1990 to arrange for the collection and disposal of household waste and, where requested, to arrange for the collection and disposal of commercial and industrial waste.

3.3      On 24 June 2021, the Council approved the Waste Strategy 2021-2031 and associated Action Plan to:

•      Set policies and actions to meet the requirements as set out in the Environmental Protection Act (1990) and Scotland's Zero Waste Plan 2010 and align to the national Circular Economy Strategy 'Making Things Last' (February 2016);

•      Establish how to meet the ban on biodegradable waste to landfill in January 2025 as set out in the Waste (Scotland) Regulations 2012;

•      Build on the success of the Household Recycling Charter compliant service; and

- Meet the objectives set out in the Climate Change Act (2009) and the subsequent 2019/20 programme for government.

**4.     Proposals**

4.1     Since the approval of the strategy, progress has been made on a number of action points as noted in Appendix 1.

4.2     Two of the key actions within the strategy are actions 5 and 7 where the service is required to;

- Develop and build/ procure infrastructure to meet South Ayrshire Council requirements for residual waste, recycling, and garden waste treatment; and

- Consider options for Household Waste Recycling Centre provision for Ayr and Prestwick.

4.3     An initial appraisal of land has been undertaken in relation to both of these actions, with Leadership Panel of January 2022 approving purchase of the site, should it meet the required criteria. The Council are now engaging with consultants to design and cost the proposals.

4.4     Action 13 - We are currently working on a business case for the expansion of green waste  recycling as part of our proposed new waste facility. This will realise our ambition to increase our capacity and product to a commercialised operation which will treat all garden waste collected within South Ayrshire. It is anticipated the business case will be substantially complete by May 2022.

4.5     Action 17 - There was a delay in commencing the review of street cleansing due to the pandemic which has caused some concern however a project team has now been set up with a view to completing the review within the next 12 months.

4.6     Action 22 - Work has commenced in conjunction with East Ayrshire Council to procure a solution to the landfill ban in 2025. We currently have a residual waste contract out to tender for a 2 year period which will take us up to 2024 where a new treatment contract will be planned to commence.

4.7     Action 28 - The Council launched a dedicated bin app in December 2020 which has already proved to be very successful. The service has continued to promote and expand the service throughout 2021/22 with 20% of South Ayrshire households having now downloaded the app.

4.8     It is proposed that officers provide an annual update on progress of the Waste Strategy to the Service and Performance Panel.

4.9     As implementation of the strategy progresses future papers will be presented to Leadership Panel for approval as necessary for successful delivery of the Waste Strategy.

**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** A capital budget allocation of £12.150m has been approved in line with the infrastructure requirements identified within the Waste Strategy.

## 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** There are no risks from adopting the recommendations.

**8.2** *Risk Implications of Rejecting the Recommendations*

    **8.2.1** There is a risk that in rejecting the recommendations the Council will jeopardise meeting legislative requirements over the next 10 years including meeting the ban on biodegradable waste to landfill in 2025.

## 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 2.

## 10. Sustainable Development Implications

**10.1** *Considering Strategic Environmental Assessment (SEA)* It has been determined that an SEA will not be pursued as meeting the main outcomes for this strategy is part of a national plan which is aligned with relevant legislation.

## 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 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:

| *Implementation* | *Due date* | *Managed by* |
|---|---|---|
| Annual report update to the Service and Performance Panel | March 2023 | Service Lead – Neighbourhood Services |
| Waste strategy refresh and 5 year update | March 2026 | 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:**   **18 February 2022**

| Key Theme | Action | Measurable Action | Priority | Timescale | Progress | % Complete |
|-----------|--------|-------------------|----------|-----------|----------|------------|
| Waste Reduction & Prevention | 1 | Develop and initiate waste aware campaigns to minimise the use of single use plastics within South Ayrshire. | Medium | Medium Term | Working with Sustainable Development Team to develop campaigns for the reduction of single use plastics | 30% |
| | 2 | Develop a reuse plan to identify and co-ordinate reuse activities including supporting the development of partnerships with third sector organisations. | Medium | Long Term | Currently working on an initiative with Cunninghame Housing to provide re-use container for furniture at our Troon HWRC. Reuse possibilities will be included in proposals for any new waste facility | 20% |
| | 3 | Engage with partner organisations to form and encourage strategies to reduce overall waste arisings | Low | Long Term | We are in regular contact with Zero Waste Scotland and APSE to develop strategies for the reduction of waste arisings. In th3e short term the Waste Aware Team are about to commence activities externally to engage with Community Groups and Educational Facilities. | 15% |
| | 4 | Conduct composition analysis for all waste streams and participation studies in relation to food waste. | Low | Long Term | Compositional Waste Analysis commenced on 31st January. Food Waste Participation studies to be commenced in March 2022. A compositional waste analysis will be undertaken bi-annually. | 20% |
| Infrastructure and Development | 5 | Develop and build/procure infrastructure to meet South Ayrshire Council requirements for residual waste, recycling and garden waste treatment | High | Medium Term | An initial appraisal of land has been undertaken with Leadership Panel approving purchase of the site should it meet the required criteria. The Council are now engaging with consultants to design and cost the proposals. | 5% |
| Infrastructure and Development | 6 | Review service provision in line with the introduction of a deposit return scheme | Medium | Medium Term | The introduction of a deposit return scheme has been deferred by the Scottish Government and we are awaiting further clarity from Zero Waste Scotland on implementation details | 5% |
| | 7 | Consider options for Household Waste Recycling Centre provision for Ayr and Prestwick. | High | Medium Term | An initial appraisal of land has been undertaken with Leadership Panel approving purchase of the site should it meet the required criteria. The Council are now engaging with consultants to design and cost the proposals. | 5% |
| | 8 | Prepare options appraisal/business case for the separation and resale of metals/plastics and cartons stream and direct sale of other recycling streams and review contractual arrangements for recyclate materials | High | Short Term | This will form part of the proposals for a new waste facility and will depend on the capital costs of procuring a picking line. Initial discussion have taken place with East Ayrshire Council to work in partnership with their facility at Western Rd in Kilmarnock but from a business viability perspective this option will need to be assessed with the option of running our own plant at a new facility. | 15% |

| Key Theme | Action | Measurable Action | Priority | Timescale | Progress | % Complete |
|---|---|---|---|---|---|---|
| | 9 | Undertake options appraisal and business case relating to household and commercial waste bin infrastructure | Low | Long Term | Not commenced | 0% |
| | 10 | Work in partnership with the Planning service to forward plan operational requirements of new developments. | Low | Short Term | A policy paper has been prepared for discussion with the Planning service. | 80% |
| | 11 | Develop and implement a booking system for all HWRC's | High | Medium Term | The service has been developing the booking system with the supplier and ICT over the past 6 months. The system will incorporate both domestic and commercial waste bookings at our sites and has undergone initial testing of the system. Due to the pandemic we have struggled to procure the tablets for the sites however these have now arrived and we will being testing on site in the near future. | 95% |
| | 12 | Consider new digital and technological platforms in service delivery and waste reduction. | Medium | Long Term | In-Cab Technology has been installed in our refuse collection vehicles and with training programmed for March 2022 with a go live anticipated in May. | 30% |
| Commercialisation and the Circular Economy | 13 | Develop a business plan for the commercial expansion of the green waste facility following any infrastructure investment | High | Short Term | A project team has been set up to develop a business plan. Initial scoping is complete and work on the business plan has commenced. | 50% |
| | 14 | Collaborate with the Council's procurement service to maximise material and contractual opportunities | Medium | Long Term | The service has engaged with the Procurement team and are discussing and developing future contracts | 35% |
| | 15 | Review material acceptance policy at Household Waste Recycling Centre's in relation to industrial waste | Low | Medium Term | The service is currently researching Policy & Procedures in other local authority areas to appraise different approaches and successes. | 10% |
| | 16 | Develop business activity within commercial waste across South Ayrshire | Medium | Long Term | The Commercial Waste Team in engaging with our customer base and actively seeking new customers to maximise revenue. The pandemic over the past 2 years has caused significant disruption however since April last year the service has increased its customer base by 87 businesses. | 40% |
| Enhanced Environment | 17 | Conduct a service review of street cleansing with associated action plan | High | Short Term | Due to resource issues over the past year with regards to the pandemic, this review has recently commenced and should take up to 12 months to complete. A project team has been set up and a scope has been completed. | 5% |

| Key Theme | Action | Measurable Action | Priority | Timescale | Progress | % Complete |
|---|---|---|---|---|---|---|
| | 18 | Map all litter bin locations on our streets and in our parks to maximise resources and optimise routing | Low | Short Term | This process is complete from a Waste Management perspective with bin locations mapped on the GIS system. Mapping will commence within our Parks and Open spaces over the next 3 months to complete the action. | 70% |
| | 19 | Develop a strategy and programme for all Council premises to be aligned to the household recycling charter | Medium | Medium Term | A strategy has been developed and a business case is being prepared with regards to the funding required. | 25% |
| | 20 | Consider options and develop a plan for commercial bin infrastructure in our town centres | Medium | Long Term | Meeting set up with Project Implementation Team to take forward as we require to work in partnership with other departments | 15% |
| | 21 | Develop options to transfer to an electric or ultra-low emissions fleet in line with the Council's Fleet Strategy | High | Long Term | No commenced. This will look at technologies such as hydrogen fueled vehicles prior to 2030 | 0% |
| | 22 | Deliver a solution for the ban on biodegradable municipal waste to landfill in 2025 | High | Medium Term | Work has commenced in conjunction with East Ayrshire Council to procure a solution to the landfill ban in 2025. We currently have a contract out to tender for 2 years which will take us to 2024 where a new contract will commence. | 40% |
| | 23 | Develop a contamination policy for both householders and commercial properties across South Ayrshire including other Council departments | Medium | Medium Term | A contamination policy has been prepared and will be brought to the first Leadership Panel after the election in May | 90% |
| Communication & Engagement | 24 | Develop a Waste Engagement and Communications framework which outlines how and when waste management will engage with stakeholders and within the Council itself | Medium | Short Term | Work is underway to formulate a Schedule of activities | 10% |
| | 25 | Develop new communication methods for engagement with communities, businesses and partner organisations | Medium | Medium Term | Use of Social Media, MyBin App and Sky Ads being utilised to engage with communities, businesses and partners | 70% |
| | 26 | Develop an online platform for commercial customers | High | Medium Term | Research being carried out with a view to implementation following roll out of In-Cab Technology | 10% |
| | 27 | Develop educational videos and story boards for the promotion of the strategic objectives within the waste strategy | Medium | Short Term | Videos relating to the service and in particular to reduce contamination are now available on our Website. | 65% |
| | 28 | Actively promote the SAC MyBins app and continue to develop its functionality | High | Short Term | Promoted through Tenants & Residents Newsletter & SAC Live magazine and social media. Regular updates with | 100% |

| Key Theme | Action | Measurable Action | Priority | Timescale | Progress | % Complete |
|---|---|---|---|---|---|---|
|  |  |  |  |  | App provider to ensure constant development to suit user requirement needs |  |

**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 | Waste Strategy |
|---|---|
| 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 | n/a | n/a |
| 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 | n/a | n/a |
| 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 | n/a | n/a |
| Area Deprivation – where you live (rural areas), where you work (accessibility of transport) | n/a | n/a |
| Socio-economic Background – social class i.e. parent's education, employment and income | n/a | n/a |

**4. Do you have evidence or reason to believe that the policy will support the Council to:**

| General Duty and other Equality Themes<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br>(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?**<br>(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**) | ~~YES~~<br><br>NO |
|---|---|
| **Rationale for decision:**<br><br>There are no equality issues relating to the waste strategy or its potential action plan outcomes and should not affect those with protected characteristics | |

**Signed** :                                          **Service Lead**

**Date:**        12 February 2022

**South Ayrshire Council**

**Report by Director – Place
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:     South Ayrshire Council's Active Travel Strategy**

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**1.     Purpose**

1.1     The purpose of this report is to seek Members' approval of an Active Travel Strategy for South Ayrshire Council, following a three month consultation draft process.

**2.     Recommendation**

**2.1     It is recommended that the Panel approves the Active Travel Strategy included as Appendix 1.**

**3.     Background**

3.1     The Ayrshire Roads Alliance (ARA), on behalf of the Council, have been working on the development of an Active Travel Strategy – a document which ultimately is intended to be a companion document to the Council's next Local Transport Strategy. The Active Travel Strategy is intended to help identify and deliver an active travel masterplan for South Ayrshire over the forthcoming years.

3.2     A draft of the Active Travel Strategy was previously approved by members at the 24 August 2021 Leadership Panel, and was subsequently published as a consultation draft for a period of three months to allow a final round of public consultation on the contents of the strategy.

**4.     Proposals**

4.1     The Strategy identifies six key objectives which will help encourage active travel. These objectives are: Education; Connectivity; Health; Safety; Accessibility; and Place. These objectives closely align with objectives identified in the Council's Our People, Our Place Council Plan 2018-22.

4.2     The Strategy incorporates data and feedback from a number of sources which build on the objectives identified above to develop an Action Plan which is divided into the following five sections:

4.2.1     *Projects* – this section of the Action Plan identifies new or improved links between specific settlements or areas;

4.2.2     *Infrastructure* – this section looks at improvements to existing facilities such as cycle racks, crossing points, reduced speed limits, etc;

4.2.3    *Policy* – identifying ways in which adoption of specific policy measures may be able to positively encourage active travel;

4.2.4    *Education* – identifying ways to achieve positive behaviour change among all road users with respect to active travel; and

4.2.5    *Schemes* – which may include specific initiatives such as bike loans, active travel tourism, bike-to-work schemes, etc.

4.3    Following the publication of the consultation draft version, a final review of the Strategy was undertaken to ensure that cognisance was taken of all received feedback, and to prepare a final version for approval. A copy of the finalised draft is included as Appendix 1 to this report.

4.4    A summary of comments received during the final round of consultation has been included as Appendix 2 to this report. This helps to clarify where changes to the Strategy have been implemented in response to feedback received.

4.5    The intention of the Strategy would be to pursue the implementation of the items within the Action Plan over the next 10 years, with interventions funded by external grant monies as made available from funding bodies from one year to the next.

4.6    It is proposed that delivery of the Strategy objectives would be overseen by a reformed Active Travel Forum consisting of members including Elected Members previously appointed by Council and representatives from key stakeholder groups and/or Council Departments. The Forum would meet quarterly each year.

4.7    As part of the ongoing review of the Active Travel Strategy, the final meeting of the Active Travel Forum each calendar year would provide a mechanism to review the contents of the Action Plan, to help ensure both content and priority continued to reflect the wishes of the Council.

4.8    Progress reports will be submitted to Ayrshire Shared Services Joint Committee.

**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    It is anticipated that proposals within the Strategy will be funded from external grant awards within each financial year from a range of funding sources including Sustrans, SPT, CWSR, SCSP, etc.

6.2    Any requests for Council funding will be the subject of a further report.

**7.    Human Resources Implications**

7.1    Not applicable.

**8/**

## 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 The risk associated with rejecting the recommendations is that in the absence of an Active Travel Strategy external funding bodies may require greater levels of justification and supporting information to accompany future project bids.

## 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 Commitments 5 and 6 of the Council Plan: Stand up for South Ayrshire/ Increase the profile and reputation of South Ayrshire and the Council; and A Better Place to Live/ Enhanced environment through social, cultural and economic activities.

## 13. Results of Consultation

13.1 Initial stakeholder and public consultation was undertaken as part of the development of the Active Travel Strategy document. A summary of initial stakeholder and public comments was provided as an appendix in a previous paper to Panel.

13.2 Approval was granted by the Panel for the Active Travel Strategy to be published online for a period of 3 months as a consultation draft – this was to allow a final round of public and stakeholder comments. A summary of the comments is provided in Appendix 2 to this report.

13.3 Consultation has taken place with Councillor Ian Cochrane, Portfolio Holder for Environment, 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 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:

| *Implementation* | *Due date* | *Managed by* |
|---|---|---|
| Publication of the finalised Active Travel Strategy on both ARA and SAC websites, accompanied by a Council press release | Launch date of Wednesday 9 March proposed | Head of Roads |

| | |
|---|---|
| **Background Papers** | **Report to Leadership Panel of 11 June 2019 – Development of an Active Travel Strategy** |
| | **Report to Leadership Panel of 24 August 2021 – South Ayrshire Council's Active Travel Strategy** |
| | **Request for Delegated Authority Approval – ref 007** |
| **Person to Contact** | **Kevin Braidwood, Head of Roads**<br>**Opera House, John Finnie Street, Kilmarnock or**<br>**County Buildings Wellington Square Ayr**<br>**Phone 01563 503160**<br>**E-mail kevin.braidwood@ayrshireroadsalliance.org** |

**Date:  23 February 2022**

2021-2031

Appendix 1

# South Ayrshire
## Active Travel Strategy

This document has been produced by;

**SWECO**

on behalf of;

south
**AYRSHIRE**
**COUNCIL**
Comhairle Siorrachd Àir a Deas

and associated partners;

Ayrshire Roads
Alliance

TRANSPORT
SCOTLAND
CÒMHDHAIL ALBA

sustrans
JOIN THE MOVEMENT

I am delighted to present South Ayrshire's Active Travel Strategy, which sets out a clear and compelling vision for our Active Travel network over the next five years and beyond. Transport is the biggest contributor to noise and air pollution in the UK and it's a sector we need to focus on. From health and well-being to a cleaner environment and carbon saving, Active Travel is universally accepted as an important part of our future.

Most importantly, the Active Travel Strategy must reflect the priorities and requirements of our residents and be tailored specifically to meet the unique needs of South Ayrshire. Extensive public and stakeholder consultation have ensured the ambitions of our communities are heard. As a result of that feedback, there is a focus on making Active Travel a safe option for everyone and more specifically creating a friendly and accessible environment for children.

The Active Travel Strategy is not just about physical infrastructure to support the shift to walking and cycling, it's about changing behaviour and encouraging people to move away from unsustainable travel. As we move on from the pandemic, we need to champion a green recovery and ensure many of the sustainable habits adopted during the lockdown continue.

South Ayrshire has already made significant and progressive steps towards creating a greener society and ensuring residents grow well, live well and age well. Current projects include the regeneration of Ayr and Maybole high streets and more specific route projects including Dundonald to Barassie and the award-winning Loans to Troon route. South Ayrshire has also invested in Bikeability in schools and the Ayr Active Travel Hub which has a large presence within the community.

This strategy aims to build on the hard work already undertaken within South Ayrshire, and to better understand the needs of residents. Detailed throughout the Strategy are a range of infrastructure and behavioural change projects which will contribute towards achieving this goal. In addition to suggesting opportunities for new infrastructure, it will help to support and link to those currently and or recently implemented.

The strategy presents a framework and sets a direction for partnership working across the region and has consulted with key organisations currently active in this, such as the Ayr Active Travel Hub and South Ayrshire Paths Initiative. I look forward to seeing the projects outlined within the action plan being implemented and the subsequent positive impact on our communities.

*Cllr Peter Henderson*
Leader of the Council

# Chapters

OVERVIEW
01

# Overview

**South Ayrshire Active Travel Strategy** is a detailed vision for improving and supporting Active Travel in South Ayrshire. The Strategy is funded by Sustrans with the long-term goal of increasing the number of cycling, walking and wheeling journeys in South Ayrshire.  Enhancing the Active Travel network is key to reducing our emissions, improving the environment and increasing accessibility, health and well-being for residents of South Ayrshire.

This Strategy supports local, regional and national policy around Active Travel and produces a tailored approach for South Ayrshire specifically, including an action plan.  Proposed measures are based on findings from the consultation process and network audit. All measures were scored based on a range of criteria, from existing provision to social impact.

The action plan gives short, medium and long term projects for the area, highlighting areas of priority to improve the network and increase the accessibility of Active Travel for all residents in South Ayrshire.  As well as evaluating infrastructure and physical measures, it also reviews sug-gested soft  measures and behaviour change, aiming  to promote more sustainable modes of travel, replacing single occupancy car use.

This Strategy has also set out a Monitoring Plan which will give an indication of the impact of the strategy and measures, as well as ensuring the situation is continually reviewed and plans adapted based on changing circumstance.

**Active Travel is the use of any form of transport that involves physical activity. Although commuting and journeys to key amenities are prioritised in this re port, it also takes into account the availability and benefit of leisure routes for community health and well-being, and tourism.**
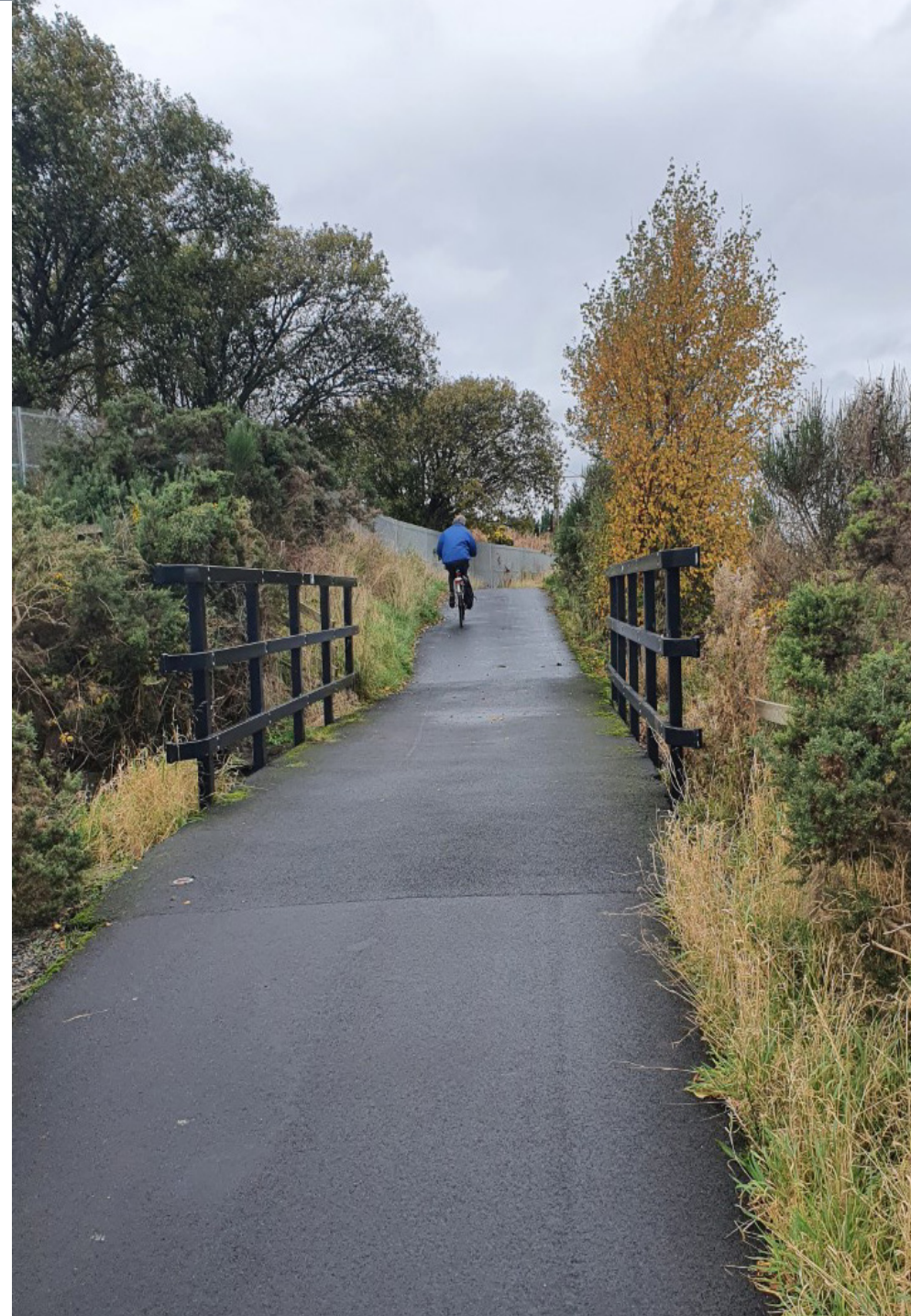
# Process

The strategy has been produced to ensure the local demands, needs and priorities have been realised. Achieved through engagement with Key Stakeholders and the public and through network audits.  The process of preparing the strategy is shown below:

| | |
|---|---|
| **Policy Review** | In-depth review of local, regional and national policy relating to travel, transport and well-being |
| **Route Audits** | Physical and digital review of Active Travel infrastructure and facilities within South Ayrshire |
| **Consultation** | Series of consultations held with stakeholders and the public via one-to-one meetings, online surveys and workshops |
| **Objectives** | Clear objectives for the strategy were set, informed by consultation, local policy and South Ayrshire Council's view for the future |
| **Action Plan** | Analysis of findings to highlight key projects to take forward, both infrastructural and behavioural |
| **Draft Consultation** | Findings and recommendations are put forward to stakeholders and the public for review |
| **Published Strategy** | After feedback is reviewed and actioned, the South Ayrshire Active Travel Strategy is published and passed to the council to begin implementation |
| **Monitor & Evaluate** | Ongoing review of projects and changing needs of the population |

# Direction

A network audit and consultation were undertaken with key stakeholders and members of the public from which 3 key themes emerged:

- **Safety**
- **Connectivity**
- **Education**

Analysis was undertaken from the survey feedback and the points plotted on an interactive mapping tool. Feedback ranged from site specific issues, such as steps along a section of cycle route, to broad issues such as conflict between users or lack of awareness of existing facilities.

When asked, those involved stated that the main barrier to increasing rates of Active Travel in the area was a **lack of safe and convenient routes.**

With this in mind, the creation and improvement of routes for those walking, wheeling or cycling became a priority. However, feedback also made clear that the community wanted to see **behaviour change measures** and improved routes of **communication** between organisations and with the public. Transparency around decision making and council expenditure was mentioned, and individuals wanted to be involved in helping shape their community.

Stakeholder and the public wanted to see measures introduced that were **accessible** to a broad cope of individuals, that would make Active Travel a feasible and enjoyable option for the many.

The Strategy sets out the actions for the next 10 years, with review due after 5years. The following section outlines the action plan and how measures were selected and ranked in terms of priority.

# OBJECTIVES
## 02

# Objectives

Through policy review and the consultation process, 6 key objectives were developed. Each objective had a clear reasoning behind it and several are linked, such as Place and Accessibility.

## Education

Raise awareness of the network and the benefits of Active Travel. Crucial to improving community health and well-being and reducing conflict between users.

## Connectivity

Connect main towns and villages via a coherent and joined-up network. Ensuring quality public transport and Active Travel routes to amenities, education and employment increases social equality.

## Health

Reduce air pollution and increase activity levels by encouraging modal shift away from private car journeys.

## Safety

Improve actual and perceived safety for those walking, wheeling and cycling, and create safe routes to schools. In line with government guidelines, all Active Travel routes should be safe for adults and children of varying ability.

## Accessibility

Accessible Active Travel for all, including those with disabilities or living in areas of deprivation. Enabling all, including vulnerable road users, to access Active Travel.

## Place

Rest stops and toilets, improved green space and reduced congestion aim to improve accessibility, safety and the local economy.

# ACTION PLAN DEVELOPMENT
## 03

# Selection Process

To ensure that the Action Plan was reflective of the needs and wants of South Ayrshire communities, all proposed projects and measures went through a selection process, outlined below. Scoring was undertaken to provide projects with an overall rank of Green, Yellow or Orange depending on what percentile they scored in. Scores were a collaboration between Sweco, ARA and Sustrans.



**Figure 3.1: Aspirational Network**

legend:
- firth of clyde
- river ayr
- destination
- existing routes
- aspirational routes

**CONSULTATION**
Project is raised during public or stakeholder consultation

**OBJECTIVES**
Project meets one of the 6 strategy objectives

**CRITERIA**
Project is ranked against 9 project criteria

**ACTION PLAN**
Project is added to Action Plan as it has met at least one objective and has ranked well against 9 criteria

# Selection Process Scoring

Proposed measures were scored against the following **9 criteria**, with a maximum of 5 points available per criteria. This method of ranking measures was selected so as not to favour solely projects that were in densely populated areas or that had no existing infrastructure.

The final rank received by a proposed measure was based on the total score from the 9 criteria. Certain categories of measures, such as policy, had criteria that were not applicable, in these instances the rankings were adjusted accordingly.

Measures were assigned green, yellow or orange, depending on their score. Green indicates a very high score, yellow a high score and orange a medium score. Low scoring measures were removed from the action plan

The aim of ranking was to create an Action Plan that would prioritise projects that deliver the greatest benefit. However, interventions not raised may have indirect benefit, for instance interactive pieces or art along routes can generate walking and cycling trips.

| Criteria | High - 5 | Medium - 3 | Low - 1 |
|---|---|---|---|
| Demand (Sweco Team, South Ayrshire Council, ARA, the public or Stakeholders) | This project has been highlighted through several streams. | This project has been highlighted through at least two streams | This project has been highlighted by one group |
| Volume of potential users | The project is accessible to a large proportion of wards population | Project is accessible to a fair percentage of the wards population | Project has a low number of potential users |
| Existing scenario | There is no scheme or similar that exist, or for routes that do exist, they are inappropriate with several barriers and safety concerns | There is an existing scheme or infrastructure that should be expanded or continued. For routes, the existing route can be used however presents barriers for many users. | There is a similar scheme/infrastructure in place. For routes, the existing route can be used for Active Travel successfully by many users but certain areas can be improved. |
| Anticipated modal shift | Likely to have a large impact in enabling/encouraging cycling or for routes, connects to many key facilities and/or employment areas | Expected to be a considerable shift. For routes, the route connects to facilities and employment but those with lower/sporadic usage | Some change but not large. For routes, it has connections with fewer facilities but provides a local route |
| Links | Links directly with major transport hub such as railway/bus station or with other key cycle routes | Links with smaller transport hubs or local Active Travel routes | Does not link with transport hubs or other Active Travel routes |
| Societal Impact | Project benefits populations living in areas of socio-economic deprivation or minority groups | Project benefits populations living in areas of medium socio-economic deprivation or minority groups | Project benefits populations living in areas of relative affluence and ability |
| Cost | Likely to be under £500,000 | Likely to be between £500,000 - £2M | Likely to be over £2M |
| Funding | Likely that grant funding of at least 50% is available | Possibility that grant funding of at least 50% is available | Unlikely to get grant funding, must be Council/ARA funded |
| Deliverability | Easy to implement, e.g. Council land ownership and limited constraints | May have some constraints and/or possible private land ownership issues | Hard to deliver and implement or Involves much privately owned land |

# Actions

The selection process resulted in a final **82** actions, ranging from short term to long term, falling into the following categories:

- **Projects**
- **Infrastructure**
- **Policy**
- **Education**
- **Campaigns**

Short term projects should take no longer than 2 years to implement, medium term is ~5 years and long term is ~10years.

Actions ranged from specific routes or connections, to broader changes in approach to active travel delivery. For instance, stakeholders and members of the public raised issues around accessibility throughout South Ayrshire, this resulted in the introduction of a new policy of regular accessibility audits to be undertaken to capture issues.

All of the final actions related to at least one of the three key themes that were raised in consultation:

- **Safety**
- **Connectivity**
- **Education**

It is anticipated that as the action plan is implemented, further suggestions will be raised as demand and need change over time. This makes the monitoring and evaluation of plans crucial, to ensure that actions are relevant and adaptable. The ultimate responsibility of ensuring the implementation of the action plan lies with the South Ayrshire Council/ARA. However, certain actions can and should be delegated to groups such as The Ayr Travel Hub.

The Monitoring and Evaluation plan can be viewed in Chapter 11.
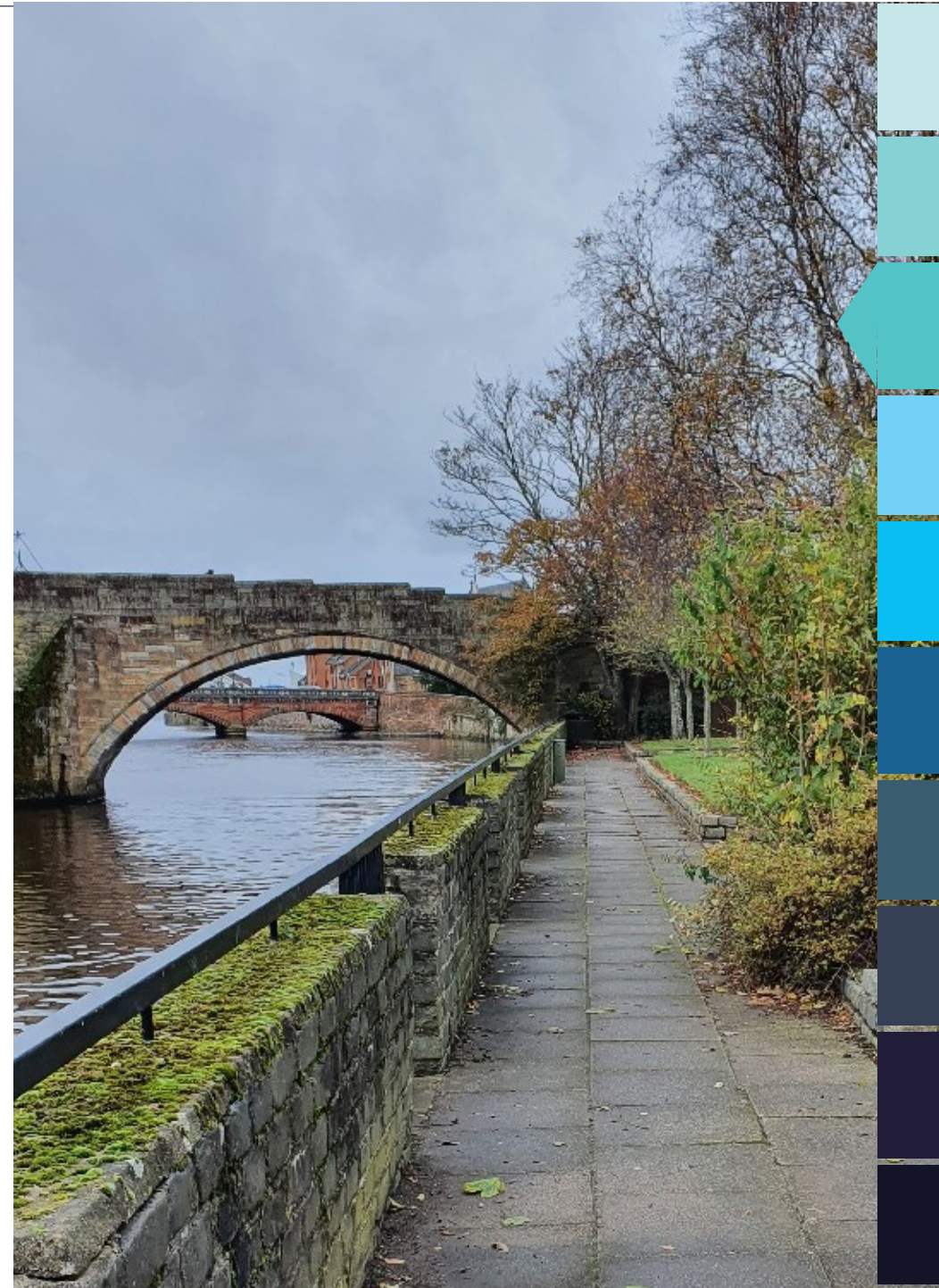
# ACTION PLAN
## 04

# Projects

| Code | Title | Description | Ward | Demand | Potential users | Existing Provision | Modal shift | Links | Impact | Cost | Funding | Delivera-bility | Total | Rank | Timeline |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Pro-1 | Ayr Station Link | Link between NCR7 and Ayr Train Station for those on cycles | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 43 | | Medium |
| Pro-2 | Accessible Ayr | A series of infrastructure measures to make Ayr town centre accessible for walking, wheeling and cycling | 3, 4, 5 | 5 | 5 | 3 | 5 | 5 | 5 | 1 | 5 | 5 | 39 | | Long |
| Pro-3 | Troon Cycle Friendly Toon | A series of infrastructure measures to make Troon town centre accessible for walking, wheeling and cycling | 1 | 5 | 5 | 3 | 5 | 5 | 3 | 3 | 5 | 5 | 39 | | Long |
| Pro-4 | Maybole Cycle Friendly Project | A series of infrastructure measures to Maybole accessible for walking, wheeling and cycling | 7 | 5 | 3 | 3 | 3 | 5 | 3 | 3 | 5 | 5 | 35 | | Long |
| Pro-5 | Ayr NCR7 | Create a segregated cycle lane along N. Harbour to replace the on road section of NCR7 on Main St. | 3, 5 | 3 | 5 | 1 | 3 | 5 | 5 | 5 | 3 | 5 | 35 | | Short |
| Pro-6 | Hospital Link | Cycle and walking route from Ayr Train Station to Ailsa Hospital | 5, 7 | 5 | 5 | 3 | 3 | 5 | 3 | 3 | 3 | 5 | 35 | | Medium |
| Pro-7 | Ayr Sea Front | Segregated walking and cycling route from Millennium Bridge to Esplanade | 5 | 3 | 5 | 3 | 3 | 5 | 5 | 5 | 1 | 3 | 33 | | Short |
| Pro-8 | Marr College | Upgrade desire line path by Marr College | 1 | 3 | 5 | 1 | 3 | 5 | 3 | 5 | 1 | 5 | 31 | | Short |
| Pro-9 | Ayr Academy 1 | Formalise link from Ayr academy to Ayr river walk | 3,5 | 5 | 3 | 1 | 3 | 5 | 3 | 5 | 1 | 5 | 31 | | Short |
| Pro-10 | Healthfield Ind. Estate | Create route through Heathfield Industrial estate for Active Travel | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | 1 | 5 | 31 | | Short |
| Pro-11 | Ayr Academy 2 | Create Active Travel route from Dalmilling Primary to sports centre by Ayr Academy | 3, 5 | 3 | 3 | 3 | 3 | 1 | 5 | 5 | 3 | 5 | 31 | | Short |
| Pro-12 | Dundonald to Barassie | Segregate Active Travel route from Dundonald to Barassie | 1, 6 | 5 | 3 | 5 | 1 | 3 | 3 | 3 | 5 | 1 | 29 | | Medium |
| Pro-13 | Culzean Way | Long distance Active Travel route along Ayrshire coast | 5, 7, 8 | 5 | 5 | 5 | 3 | 3 | 1 | 1 | 3 | 1 | 27 | | Long |
| Pro-14 | Holmston Roundabout | Create link to the underpass to avoid busy road and ensure it is well lit and safe | 4,5 | 5 | 5 | 3 | 3 | 3 | 1 | 3 | 1 | 3 | 27 | | Medium |
| Pro-15 | Bellrock Road | Golf course link at Bellrock Rd to continue cycle route more directly | 2 | 3 | 5 | 3 | 3 | 1 | 1 | 5 | 1 | 5 | 27 | | Medium |

| Code | Title | Description | Ward | Demand | Potential | Existing | Modal | Links | Impact | Cost | Funding | Delivera- | Total | Rank | Timeline |
|------|-------|-------------|------|--------|-----------|----------|-------|-------|--------|------|---------|-----------|-------|------|----------|
| Pro-16 | Stepping Stones | Formalise Active Travel route along A70 connecting Dobbies and A77 | 7 | 3 | 3 | 3 | 3 | 3 | 1 | 5 | 3 | 3 | 27 | | Medium |
| Pro-17 | Coylton to Mossblown | Connecting Coylton/Joppa to Mossblown, current B742 has no footpaths and is fast moving traffic | 7 | 3 | 3 | 5 | 1 | 1 | 3 | 3 | 3 | 3 | 25 | | Medium |
| Pro-18 | Struthers Primary School | Link between Struthers PS and Loans residential area | 6 | 5 | 3 | 1 | 3 | 1 | 1 | 5 | 3 | 3 | 25 | | Short |
| Pro-19 | Girvan to Ballantrae | As part of the Culzean Way, a section of Active Travel route joining Girvan and Ballantrae | 8 | 3 | 3 | 5 | 1 | 3 | 5 | 1 | 3 | 1 | 25 | | Medium |
| Pro-20 | Fisherton to Craig Tara | As part of the Culzean Way, a section of Active Travel route joining Fisherton and Craig Tara | 7 | 3 | 3 | 5 | 3 | 3 | 3 | 1 | 3 | 1 | 25 | | Short |
| Pro-21 | Loans to Barassie | Improving walking infrastructure along main street and cycle route through Struthers | 1, 6 | 3 | 3 | 1 | 3 | 3 | 1 | 3 | 5 | 3 | 25 | | Medium |
| Pro-22 | Dunure to Fisherton | As Part of the Culzean Way, a section of Active Travel route joining Dunure to Fisherton | 7 | 5 | 1 | 3 | 1 | 1 | 3 | 3 | 5 | 1 | 23 | | Medium |
| Pro-23 | River Ayr | Upgrade and formalise route along river Ayr | 5 | 3 | 5 | 1 | 1 | 3 | 1 | 5 | 1 | 3 | 23 | | Medium |
| Pro-24 | Annbank/ Coylton Loop | Loop of Active Travel route connecting the 3 towns and linking to the route from Mossblown | 7 | 5 | 3 | 5 | 1 | 1 | | 3 | 3 | 1 | 22 | | Medium |
| Pro-25 | St Quivox Loop | St Quivox, Auchincruivie and Heathfield loop of Active Travel route | 7 | 3 | 3 | 1 | 1 | 1 | 1 | 5 | 3 | 3 | 21 | | Medium |
| Pro-26 | Prestwick Sainsburys | Formal pedestrian access to rear of Sainsburys at Nursery Ave. | 2 | 1 | 1 | 3 | 1 | 1 | 5 | 5 | 1 | 3 | 21 | | Short |
| Pro-27 | Whitletts Roundabout | Active Travel route from Mossblown to Whitletts roundabout, making use of underpass. | 4, 7 | 1 | 3 | 5 | 3 | 1 | 1 | 5 | 1 | 1 | 21 | | Medium |
| Pro-28 | Ballantrae to Cairn Ryan | As part of the Culzean Way, a section of Active Travel route that would link South Ayrshire to Dumfries and Galloway | 8 | 1 | 1 | 5 | 1 | 3 | 3 | 1 | 3 | 1 | 19 | | Medium |
| Pro-29 | Joppa to Alloway | Linking to the existing Ayr River Walk and passing Ailsa Hospital | 5, 7 | 1 | 3 | 3 | 1 | 1 | 1 | 3 | 3 | 3 | 19 | | Medium |
| Pro-30 | Dutchhouse Underpass | Improve accessibility of underpass to avoid busy junction | 2 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 3 | 17 | | Medium |

| Code | Title | Description | Ward | Demand | Potential users | Existing Provision | Modal shift | Links | Impact | Cost | Funding | Deliver-ability | Total | Rank | Timeline |
|------|-------|-------------|------|--------|-----------------|--------------------|-------------|-------|--------|------|---------|-----------------|-------|------|----------|
| Inf-1 | Cycle Racks | Install cycle racks at key transport interchanges and end destinations e.g. Train Stations and promenades | NA | 5 | 3 | 5 | 3 | N/A | 3 | 5 | 5 | 5 | 34 | | Medium |
| Inf-2 | A77 Crossings | Create crossings along A77, particularly at roundabouts | NA | 5 | 5 | 5 | 5 | N/A | 3 | 3 | 3 | 5 | 34 | | Long |
| Inf-3 | Multi-modal Hub | Multi-modal hub locating train, bus, walking and cycling services in same area, near existing Ayr Train Station | NA | 5 | 5 | 5 | 5 | N/A | 3 | 3 | 5 | 3 | 34 | | Long |
| Inf-4 | Flats Storage | Secure storage for residents living in flats, e.g. Cycle-hoop | NA | 3 | 1 | 5 | 3 | N/A | 5 | 5 | 5 | 5 | 32 | | Medium |
| Inf-5 | School Streets | Roll out of School Streets | NA | 3 | 3 | 3 | 5 | N/A | 5 | 5 | 3 | 5 | 32 | | Short |
| Inf-6 | Signage | Install signage along routes with timings and directions, consider dementia friendly & shared-use etiquette signs | NA | 3 | 3 | 3 | 3 | N/A | 3 | 5 | 5 | 5 | 30 | | Short |
| Inf-7 | Adapted Parking | Install adapted bike parking spaces at key locations for those with trikes, cargo bikes or bikes as mobility aids | NA | 1 | 1 | 5 | 1 | N/A | 5 | 5 | 5 | 5 | 28 | | Short |
| Inf-8 | Traffic Control | Use built infrastructure to manage speeds, road covering, raised tables and curvature of road | NA | 3 | 5 | 3 | 3 | N/A | 3 | 5 | 1 | 5 | 28 | | Long |
| Inf-9 | 20mph Zones | Continue roll out of 20mph zones in communities | NA | 3 | 5 | 3 | 3 | N/A | 3 | 5 | 1 | 5 | 28 | | Short |
| Inf-10 | Priority Crossings | Create pedestrian/cyclists priority at crossings, traffic light timings will favour those on foot or cycle. | NA | 5 | 5 | 3 | 3 | N/A | 1 | 3 | 3 | 5 | 28 | | Short |
| Inf-11 | Lighting | Install quality lighting along routes, consider brightness, vegetation cover, biodiversity impact and reporting faults | NA | 5 | 5 | 3 | 3 | N/A | 5 | 1 | 1 | 5 | 28 | | Medium |

# Infrastructure

| Code | Title | Description | Ward | Demand | Potential | Existing | Modal | Links | Impact | Cost | Funding | Deliver- | Total | Rank | Timeline |
|------|-------|-------------|------|--------|-----------|----------|-------|-------|--------|------|---------|----------|-------|------|----------|
| Inf-12 | Dropped Kerbs | Install dropped kerbs at start/ end of routes | NA | 3 | 3 | 3 | 1 | N/A | 5 | 5 | 3 | 5 | 28 | | Medium |
| Inf-13 | Park & Choose | Modify Park and Ride model to incorporate bike hire and safe Active Travel routes from the parking site. | NA | 3 | 3 | 5 | 5 | N/A | 3 | 3 | 3 | 3 | 28 | | Long |
| Inf-14 | Rest Stops | Provide sheltered rest stops and toilets along major Active Travel routes | NA | 3 | 3 | 3 | 1 | N/A | 5 | 5 | 1 | 5 | 26 | | Long |
| Inf-15 | Route names | Create route names or identifiers for Active Travel routes similar to street names | NA | 1 | 3 | 5 | 1 | N/A | 1 | 5 | 5 | 5 | 26 | | Short |
| Inf-16 | Gates | Remove kissing gates and anti motorbike infrastructure | NA | 3 | 3 | 3 | 1 | N/A | 5 | 5 | 1 | 5 | 26 | | Short |
| Inf-17 | Path Clutter | Reduce path clutter e.g. poorly placed bins & signage | NA | 3 | 3 | 3 | 1 | N/A | 5 | 5 | 1 | 5 | 26 | | Short |

| Code | Title | Description | Ward | Demand | Potential Users | Existing Provisions | Modal Shift | Links | Impact | Funding | Cost | Deliver-bility | Score | Rank |
|------|-------|-------------|------|--------|-----------------|---------------------|-------------|-------|--------|---------|------|----------------|-------|------|
| Pol-1 | Planning Regulations | Planning requirements to prioritise cyclists and pedestrians | NA | 5 | NA | NA | 5 | NA | NA | NA | NA | 5 | 15 | |
| Pol-2 | Public Consultation | Improve public consultation protocols e.g. jury style recruitment | NA | 5 | NA | NA | 5 | NA | NA | NA | NA | 5 | 15 | |
| Pol-3 | Active Travel Strategy | Revisit the Active Travel Strategy yearly to re-evaluate position | NA | 5 | NA | NA | 5 | NA | NA | NA | NA | 5 | 15 | |
| Pol-4 | 20-minute neighbourhoods | Implement the 20-minute neighbourhood guidelines | NA | 3 | NA | NA | 5 | NA | NA | NA | NA | 5 | 13 | |
| Pol-5 | Maintenance | Create an maintenance plan and designated budget for Active Travel infrastructure | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 5 | 13 | |
| Pol-6 | Bikeability | Ensure all primary schools offer Bikeability via an opt-out system | NA | 3 | NA | NA | 5 | NA | NA | NA | NA | 5 | 13 | |
| Pol-7 | Design Standards | Introduce strict local design standards e.g. accessibility | NA | 3 | NA | NA | 5 | NA | NA | NA | NA | 5 | 13 | |
| Pol-8 | Condition Audit | Carry out condition audit along all routes, to monitor quality | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 5 | 13 | |
| Pol-9 | Lighting Audit | Carry out lighting audit along all routes | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 5 | 13 | |
| Pol-10 | Accessibility Audit | Carry out accessibility audit along all routes, seek advice from accessibility charities and groups | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 5 | 13 | |
| Pol-11 | Partnership Working | Supported partnership working between public transport organisations and council | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 3 | 11 | |
| Pol-12 | Collaborative Working | Improve collaborative work between organisations and within council | NA | 5 | NA | NA | 3 | NA | NA | NA | NA | 3 | 11 | |
| Pol-13 | Wayfinding Audit | Carry out wayfinding audit along all routes to plan for signage | NA | 3 | NA | NA | 3 | NA | NA | NA | NA | 5 | 11 | |

| Code | Title | Description | Ward | Demand | Potential | Existing | Modal | Links | Impact | Funding | Cost | Deliver-ability | Score | Rank |
|------|-------|-------------|------|--------|-----------|----------|-------|-------|--------|---------|------|-----------------|-------|------|
| Pol-14 | Parking | Limit vehicle parking in areas with AT and PT services and implement measures to reduce illegal parking | NA | 1 | NA | NA | 5 | NA | NA | NA | NA | 3 | 9 | |
| Pol-15 | Developer Contributions | Enforce developer contributions designated for Active Travel measures | NA | 3 | NA | NA | 3 | NA | NA | NA | NA | 3 | 9 | |
| Pol-16 | Wording | Create policy around positive/inclusive wording to be used for Active Travel | NA | 3 | NA | NA | 1 | NA | NA | NA | NA | 5 | 9 | |

# Education

| Code | Title | Description | Ward | Demand | Potential Users | Existing Provision | Modal shift | Links | Impact | Cost | Funding | Deliver-ability | Total | Rank |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Edu-1 | Business Promotion | Promote benefits of Active Travel to local business users and introduce incentives for shopping locally | NA | 5 | NA | 5 | 3 | NA | NA | 5 | 3 | 5 | 26 | |
| Edu-2 | Infrastructure Promotion | Promote existing infrastructure through employers and education centres. | NA | 5 | NA | 5 | 3 | NA | NA | 5 | 3 | 3 | 24 | |
| Edu-3 | Commercial Driver Training | Support training for HGV and Public Transport drivers around Active Travel | NA | 5 | NA | 5 | 3 | NA | NA | 5 | 3 | 3 | 24 | |
| Edu-4 | Mapping | Provide maps highlighting accessible routes and links to other transport. | NA | 3 | NA | 3 | 1 | NA | NA | 5 | 5 | 5 | 22 | |
| Edu-5 | Behaviour Change | Run cycle behaviour campaigns in schools, groups and workplaces e.g.Bikeability & essential cycle skills | NA | 3 | NA | 3 | 3 | NA | NA | 5 | 3 | 5 | 22 | |
| Edu-6 | Private Training for Car Drivers | Run Driver Education campaign in collaboration with British Transport Police. | NA | 5 | NA | 3 | 3 | NA | NA | 5 | 3 | 3 | 22 | |

# Campaigns

| Code | Title | Description | Ward | Demand | Potential users | Existing Provision | Modal shift | Links | Impact | Cost | Funding | Deliver ability | Total | Rank |
|------|-------|-------------|------|--------|-----------------|--------------------|-------------|-------|--------|------|---------|-----------------|-------|------|
| Sch-1 | Ayr Active Travel Hub | Continued support of Ayr Active Travel Hub and creation of further hubs | NA | 5 | 5 | 3 | 3 | NA | 5 | 5 | 5 | 5 | 36 | |
| Sch-2 | Cycle Hire | Introduce Bike Hire/loan Scheme (Local scheme) | NA | 5 | 3 | 5 | 3 | NA | 5 | 5 | 3 | 3 | 32 | |
| Sch-3 | Cycle Access | Link community with organisations providing access to bikes | NA | 3 | 3 | 3 | 3 | NA | 5 | 5 | 5 | 5 | 32 | |
| Sch-4 | Reporting App | Establish issue reporting app for public on AT network | NA | 5 | 5 | 5 | 3 | NA | 3 | 5 | 1 | 5 | 32 | |
| Sch-5 | Tourism | Link AT to tourism promotion | NA | 3 | 5 | 5 | 3 | NA | 1 | 5 | 3 | 5 | 30 | |
| Sch-6 | Bike Buses | Spaces for bikes programme on public transport | NA | 5 | 5 | 3 | 3 | NA | 3 | 3 | 3 | 3 | 28 | |
| Sch-7 | Annual Events | Support annual Active Travel events such as the Ayr Womens Cycling Festival or Ayr Alps | NA | 3 | 3 | 3 | 3 | NA | 1 | 5 | 5 | 5 | 28 | |
| Sch-8 | Active Travel Champions | Introduce Active Travel Champions within workplaces to ensure AT is represented | NA | 3 | 5 | 3 | 3 | NA | 3 | 5 | 3 | 3 | 28 | |
| Sch-9 | Bike Shop Discounts | Subsidised local bike shops for AT users | NA | 3 | 5 | 5 | 3 | NA | 5 | 5 | 1 | 1 | 28 | |
| Sch-10 | Bike-to-work | Promotion of bike-to-work scheme to employers | NA | 3 | 5 | 3 | 3 | NA | 3 | 5 | 3 | 3 | 28 | |
| Sch-11 | Blue Badge scheme | Trial 'Blue Badge' scheme for disabled cyclists | NA | 1 | 1 | 5 | 1 | NA | 5 | 5 | 3 | 5 | 26 | |
| Sch-12 | Close Passes | Run Operation Close pass in collaboration with BTP | NA | 3 | 5 | 1 | 3 | NA | 3 | 5 | 3 | 3 | 26 | |
| Sch-13 | Speed Limits | Introduce speed limit on narrow Active Travel routes | NA | 1 | 1 | 1 | 3 | NA | 1 | 5 | 1 | 5 | 18 | |

# POLICY REVIEW
# 05

# Policy Review: Local

1.Local Transport Strategy 2009-2014 (LTS)
2.South Ayrshire Council Parking Strategy 2020-2024
3. South Ayrshire Physical Activity and Sport Strategy
4.Sustainable Development and Climate Change Strategy
5. Local Development Plan

The LTS aimed to increase levels of cycling in South Ayrshire by primarily targeting journeys of less than 5km, this links with the benefits of the Physical Activity and Sport Strategy.

The core objectives of the strategy were:
- Environment
- Accessibility
- Social Inclusion
- Integrated Transport
- Safety
- Economy

It highlights the key deterrents to cycling as 'perceived risk' and 'parking issues'. Fatal road collisions, conflict points between vulnerable road users and a lack of suitable cycle parking where all stressed as deterrents. Congestion was also a crucial barrier to further uptake. The LTS vowed to tackle congestion through the following methods:

- Expand existing quiet transport corridors;
- Additional Park-&-Ride facilities;
- Improved Cycle Network development, focused at strategic roads and junctions leading into Ayr;
- Improve cycle facilities at key locations (e.g. shopping area, train stations, tourist attractions);
- Improve lighting and CCTV on walking routes; and
- Create pedestrian priority schemes and improve streetscape/ placemaking.

The 2020-2024 Parking Strategy aims to address traffic management, parking limitations and vehicle emissions. Through improved parking practices they aim to reduce pedestrian endangerment, increase shop visits and manage congestion, linking to the LDP and Sustainable Development & Climate Change Strategy. One of the key objectives of the parking strategy is:

**"Reinforce business and visitor confidence in available modern parking options whilst also promoting walking, cycling and the use of public transport".**

## POLICY REVIEW

**National**
- National Transport Strategy
- Cleaner Air for Scotland
- A long-term vision for Active Travel in Scotland
- Cycling Action Plan for Scotland
- Climate Change action Plan
- SCOTS National Development Guide

**Regional**
- Regional Transport Strategy
- Strategic Transport Project Review 2
- Ayrshire & Arran Tourism Strategy

**Local**
- Local Transport Strategy
- South Ayrshire Council Parking Strategy
- South Ayrshire Physical Activity and Sport Strategy
- Sustainable Development & Climate Change Strategy
- Local Development Plan

**1.Regional Transport Strategy: A Catalyst for Change 2008-2021  (RTS)**
**2.Strategic Transport Project Review 2: South West Scotland Region**
**3.Ayrshire & Arran Tourism Strategy**

Regional Transport Strategies (RTS) are required by all regional Transport Partnerships in Scotland. It aims to deliver a world class sustainable transport system that supports improved quality of life, its 4 key outcomes are:

- Attractive, Seamless, Reliable Travel
- Access for All
- Reduced Emission
- Improved Connectivity

Strathclyde Partnership for Transport (SPT) highlight the key objectives for the area  will be to improve connectivity within the area and with the rest of Scotland  and beyond.

The Strategic Transport Project Review report, created by Transport Scotland, aims to inform the Governments transport investment programme for    the next 20 year. The report has highlighted its objectives to improve journey quality and connectivity in Active Travel.

The Tourism Strategy highlights the importance of convenient transport options and the development of links between attractions and arrival points.

'The 67p'

The value added to society by cycling a mile instead of driving

Source: Sustrans Value of Cycling Blog

1. **National Transport Strategy 2020-2040 (NTS2)**
2. **Cleaner Air for Scotland: The Road to a Healthy Future 2015**
3. **A Long-Term Vision For Active Travel in Scotland 2030**
4. **Cycling Action Plan for Scotland 2017**
5. **Climate Change Action Plan: Securing a Green Recovery on a Path to Net Zero 2018-2032**
6. **SCOTS National Roads Development Guide**

**"Our vision is for a sustainable, inclusive, safe and accessible transport system helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors" NTS2**

Together the policies aim to reduce GHG emissions by **75%** by 2030 (of 1990 levels) and to reach **net zero** by 2045, reduce reliance on private car by ensuring it is no longer the most cost effective and convenient option in the future, reordering the transport hierarchy to place Active Travel at the top. They also state that versatile support is required to enable the shift to Active Travel for the majority of short journeys, with specification for the travel needs of rural communities.

Cleaner Air for Scotland sets the ambition of achieving the **"Cleanest air in Europe"**. A target that will benefit individual health and the wider environment. One of the methods of achieving this accolade is to introduce Low Emission Zones to all Air Quality Management Zones by 2023.

A Long-Term Vision For Active Travel in Scotland 2030s key aim is that:

**"Scotland's communities are shaped around people, with walking or cycling the most popular choice for shorter everyday journeys". This will help create healthier, more inclusive, equal and prosperous communities".**

And their key objectives are:
- Better Health and safer travel for all;
- Reduced Inequalities;
- Reduced Carbon Emissions and other pollutants;
- Liveable, pleasant communities; and
- Sustainable economic growth.

The Governments Climate Change Action Plan highlights the following, in relation to transport:
- Additional funding of £120 million for zero emission buses;
- £50 million to support the creation of Active Freeways;
- Reducing the number of kilometres travelled by car by 20% by 2030; and
- Phasing out the need for new petrol and diesel cars and vans by 2030.

The SCOTS Guide works in collaboration with the Designing Streets Guide to ensure continuity in transport design and quality.



**Walk, Wheel or Cycle journeys less than 5km**

# Network Audit

## 06

# Network Review

To gain insight into the existing infrastructure and network for walking and cycling in South Ayrshire, a route audit was commissioned. Carried out in October 2020 by the Sweco team and by volunteers at South Ayrshire Paths Initiative (SAPI), an in depth review of the quality of routes  was created.

Routes were rated on 6 key considerations, as shown below.
Points ranged from inconveniences, such as pooling of water on paths, to barriers to accessibility such as uneven surfaces and potholes.

Of all the points noted by the Sweco team, 43% were recorded as notice-able barriers. This points to issues around maintenance and consistency of routes.

## Route Considerations

- **Width**
- **Material**
- **Quality**
- **Barriers**
- **Vegetation**
- **Lighting**

**391 Points mapped during Audits**
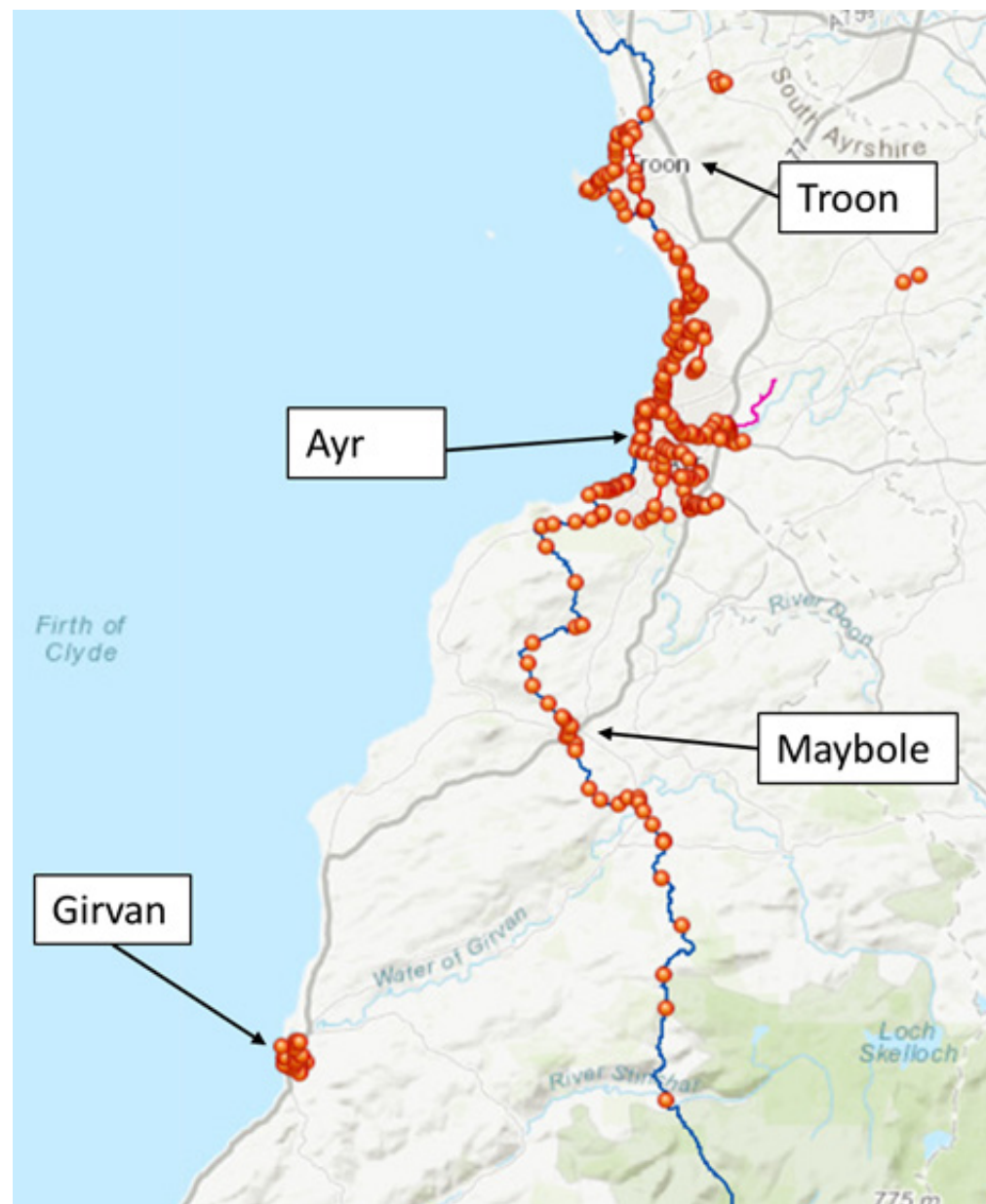


Figure 6.1: Plotted Points of Interest

# Network Review

On street parking was the most commonly mapped barrier in the audit, accounting for **35%** of all barriers. Vehicles parked on roads or in advisory cycle lanes poses several risks, people on cycles need to move into the centre of the road to avoid them and are at risk of being 'car doored'. It was particularly problematic on residential streets with cycle lanes such as Castlehill, Ayr where there are advisory cycle lanes on both sides of the road and both sides were obstructed by parked vehicles.

Enforcing no parking in cycle lanes, promoting the **'Dutch Reach'** to car users and using inverted parking spaces can all make cycling safer on streets that require car parking.



THE DUTCH REACH

40% of the routes audited did not have adequate street lighting, this reduced visibility of, and for, those travelling actively. It also reduces the perceived safety of routes, particularly in winter months when it is dark earlier.
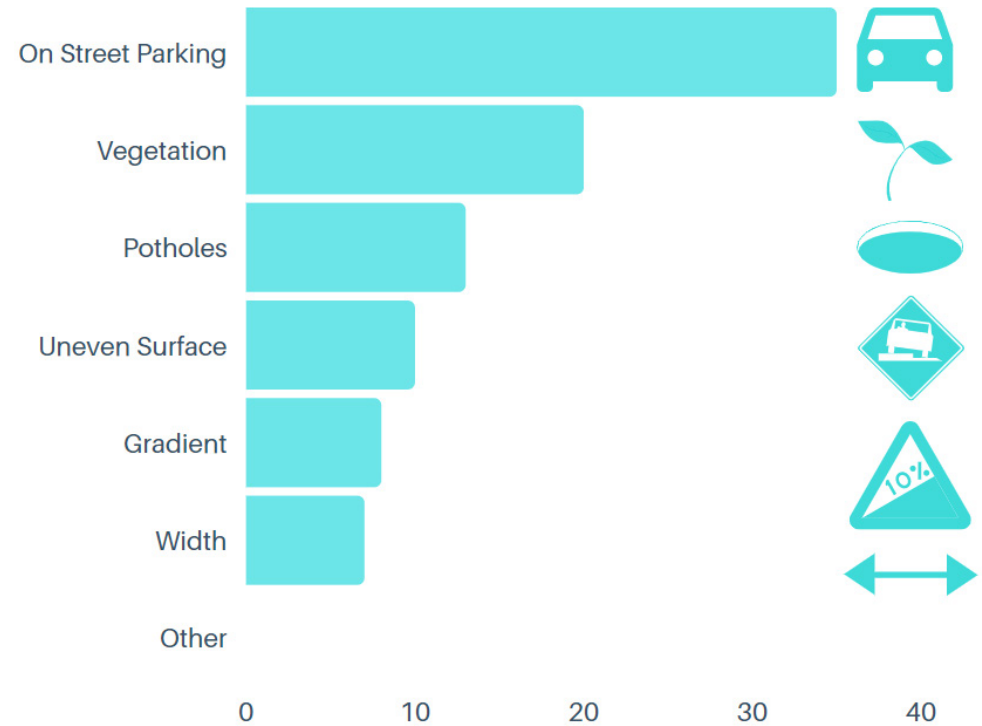


Figure 6.2: Barriers Plotted


Cycle lane obstructions


Overgrown vegetation


Unlit sections

# South Ayrshire Paths Initiative

South Ayrshire Paths Initiative (SAPI) are a volunteer community group dedicated to the development and promotion of a network of safe and attractive walking and cycling paths and routes in South Ayrshire. Their enthusiasm and in-depth local knowledge was a valuable resource and they were therefore included at each stage of the process as a Key Stakeholder.

The main project SAPI discussed was the proposed Culzean Way, which is potential long distance route using former railway lines along the coast from Ayr to Girvan. Several other projects were proposed, as a result of engagement with SAPI and are included in the Strategy Action Plan.

Community Buy-In

Education

Public involvement in new proposals and education around the process, Active Travel and use of paths

More Infrastructure such as: connecting existing routes and secure cycle parking at transport hubs

Transport Hubs

Path Maintenance

Missing Links

Council Working Group

More Collaboration within councils and transport organisations as well as additional funding and staff dedicated to Active Travel

CONSULTATION
07

# Method

**1 — Stakeholder Surveys & Mapping Tool**

- Live for 12 weeks
- 113 Barriers and Opportunities Mapped
- 42 Survey Responses

**2 — Stakeholder Meetings**

- 24 Stakeholders Attended
- Including representatives from:
  - NHS Ayr and Arran
  - South Ayrshire Council
  - Sustrans
  - Ayr Active Travel Hub
  - Police Scotland

**3 — Public Surveys & Mapping Tool**

- Live for 6 weeks
- 176 Barriers and Opportunities Mapped
- 322 Survey Responses

**4 — Stakeholder Workshops**

- 23 Attended
- Held 2 sessions
- Key themes:
  - Safety
  - Connectivity
  - Education

**5 — Draft Strategy Consultation**

- Circulated to Key Stakeholder
- Presented for public feedback via virtual exhibition room

Deductive analysis was used to collect findings into specific categories such infrastructural issues, maintenance issues or potential solutions. From this, subcategories were established that highlighted more specific issues such as the A77, speeding, conflict between users and road surface.

It was found that safety was the key recurring theme and that it was interlinked with the other themes of connectivity and education. Busy, fast moving roads were seen as unsafe and so created disconnected routes and lack of education caused feelings of being unsafe or caused dangerous behaviours.

From both the Public and Stakeholder Consultation 3 key themes were highlighted as barriers and potential opportunities to Active Travel:

- **Perceived Safety**
- **Connectivity**
- **Education**

The following action plan and proposed measures all relate back to these 3 key themes.

Key findings are based on the stakeholder survey, one-to-one meetings and mapping tool. There were a total of 42 Stakeholders involved, representing    all eight of the South Ayrshire Wards, 28% represented the whole of South   Ayrshire. Segregated and direct cycle and walking ways were the recurring theme to increasing rates, and perceived safety of Active Travel.

71% of stakeholder groups represented the public sector, 23% represented the  3rd sector and 7% represented the private sector.

**40%** of Stakeholders stated that the key barrier to the uptake of Active Travel   was the lack of a safe route. Only **11%** stated that they felt safe  cycling on both roads and cycle paths.

No Stakeholders stated cyclist education would be the most effective method  to make Active Travel feel safer. However **28%** thought driver education would.

Only **11%** of stakeholders said they felt the public had a positive view of Active Travel. Reasons were rural settings, convenience of the car,  lack of  safe routes  and  poor  representation  of  Active  Travel  in  the  media.

## WHAT ARE THE MAIN BARRIERS TO ACTIVE TRAVEL?

| Barrier | % |
|---|---|
| PERCEPTION | 3% |
| ON STREET PARKING | 6% |
| LACK OF SECURE STORAGE | 3% |
| LACK OF CONVIENIENT ROUTES | 53% |
| COST | 3% |
| TIME | 12% |
| UNSAFE | 18% |
| ROAD SURFACE | 18% |
| LACK OF CROSSINGS | 6% |
| TRAFFIC | 41% |
| WEATHER | 12% |
| A77 | 9% |

Ward 1: Troon
Ward 2: Prestwick
Ward 3: Ayr North
Ward 4: Ayr East
Ward 5: Ayr West
Ward 6: Kyle
Ward 7: Maybole, N Carrick & Coylton
Ward 8: Girvan & S Carrick

**Figure 7.1: South Ayrshire Wards**

# Key Stakeholder Consultation

Only **11%** of all stakeholders felt safe the majority of the time when cycling. Traffic free routes, improved road surface and education were seen as solutions to lack of perceived safety.

Poor transport integration was cited as another barrier to Active Travel. **36%** of responses made mention of indirect or convoluted cycle and walking routes and more than a quarter felt that rural communities were isolated in terms of public transport and Active Travel services.

Several stakeholders mentioned the importance of changing attitudes to Active Travel, both by the public and council, in order to create a culture of cycling and walking within South Ayrshire. They mentioned a more equal approach to Active Travel infrastructure, ensuring it was accessible to all age groups and didn't purely focus on cycling as a sport but as a mode of transport.

Concerns over access to funding for maintenance of existing or proposed projects was raised by stakeholders, particularly in relation to infrastructure.

The following pie charts display stakeholders feedback to key questions.
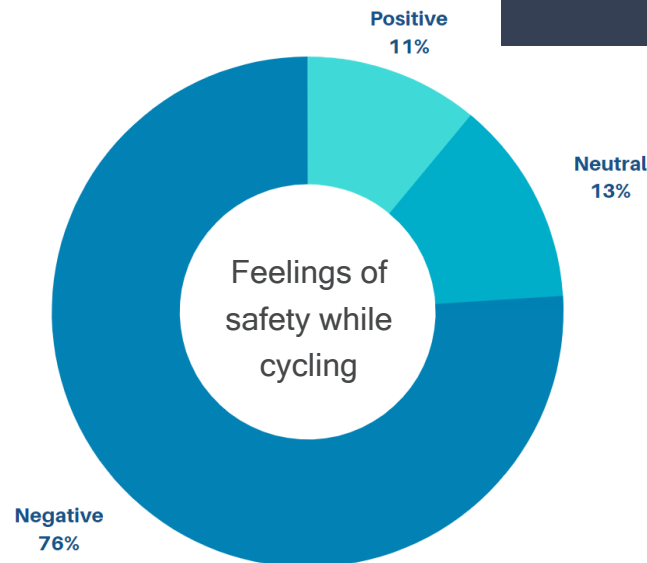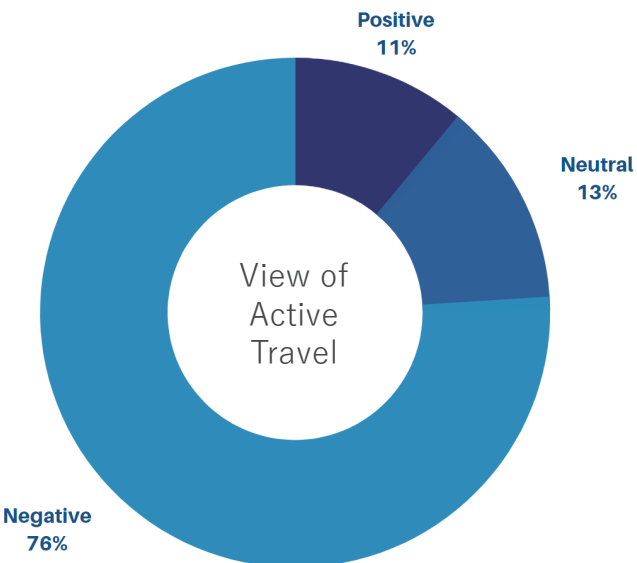
## DESIRED OUTCOMES OF STRATEGY

■ %

| Outcome | % |
| --- | --- |
| IMPROVE CYCLE/WALKING ROUTES | 68% |
| LOWER SPEED LIMITS | 5% |
| REDUCED CAR USE | 16% |
| BETTER SIGNAGE | 5% |
| CONNECTIVITY BETWEEN PT AND AT | 16% |
| EVIDENCE BASED | 8% |
| EDUCATION | 5% |
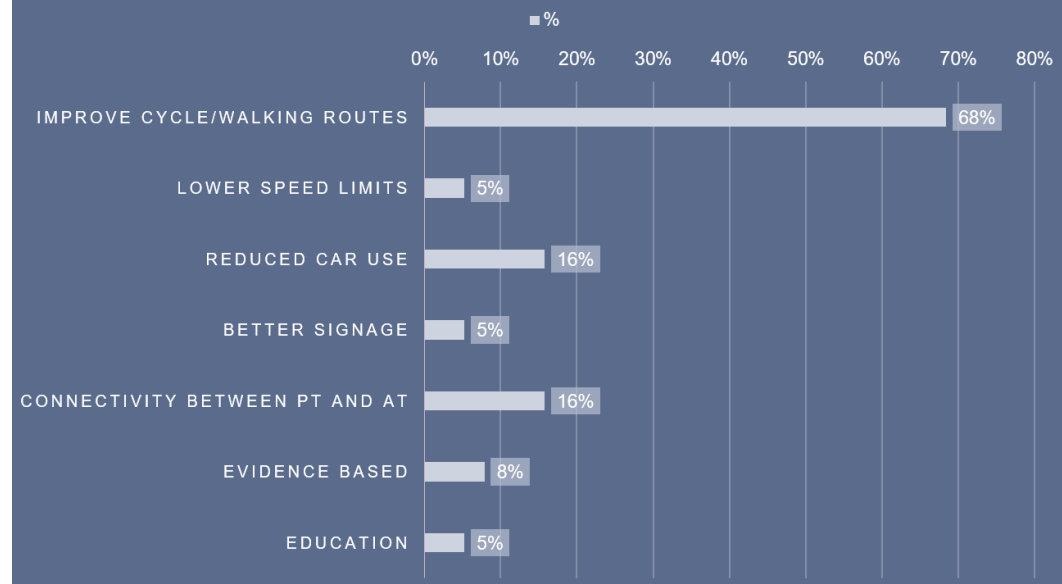
**Figure 7.2: Public Feedback**

**View of Active Travel**
- Positive 11%
- Neutral 13%
- Negative 76%

**Feelings of safety while cycling**
- Positive 11%
- Neutral 13%
- Negative 76%

**Is Transport well integrated in SA?**
- Yes 21%
- No 79%
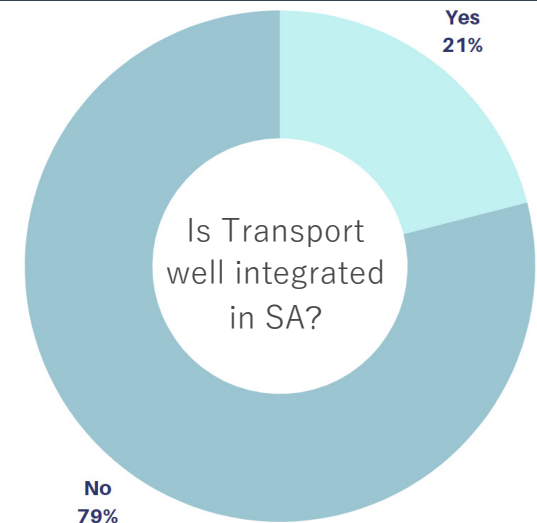
Two stakeholder workshops were held to gain further insight into the views of local communities and to provide a setting for initial feedback.

Initially stakeholders were briefed on the key findings from previous stakeholder surveys, one-to-ones and public engagement. Findings were split into 3 categories:

• **Safety**
• **Connectivity**
• **Education**

Stakeholders were split into 'Breakout Rooms' of 3-4 participants and one member of the Sweco team. They were asked to explore the 3 key themes and share their thoughts on how best to improve Active Travel in South Ayrshire. Feedback was then shared with the wider group and recorded by a member of the Sweco team.

The following diagram shows the key themes that were highlighted:
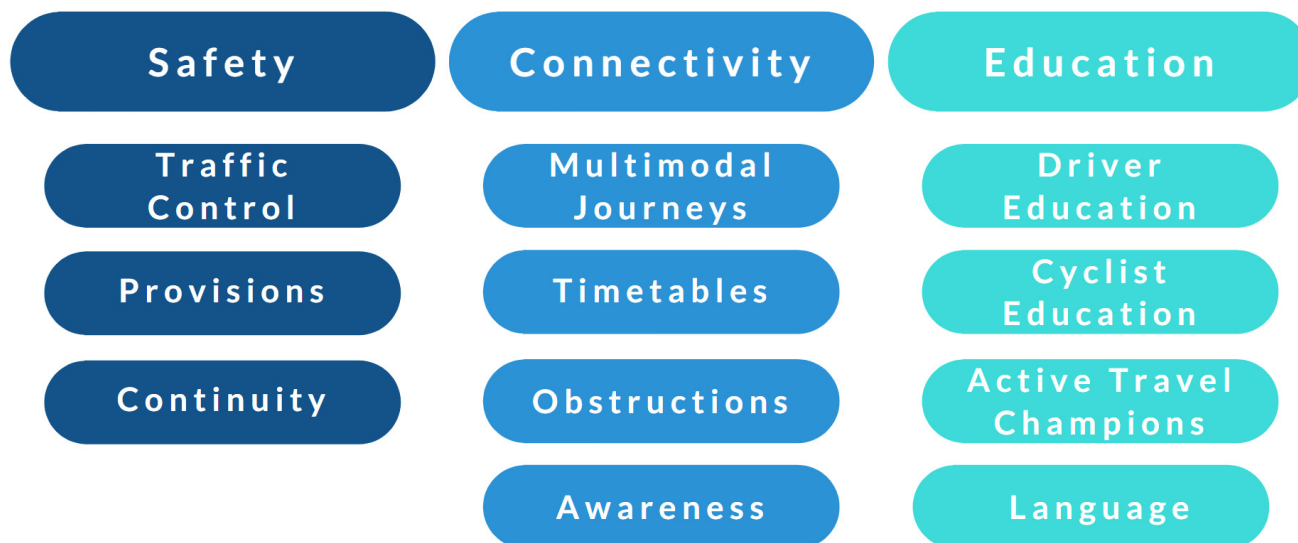
Reference was made to the importance of language when promoting Active Travel and hosting discussions. It was felt that the use of terms such as 'person in a car' or 'person on a cycle' were seen as more humanising and less divisive than 'Driver' or 'Walker'.

It was acknowledged that some barriers were outwith our control, such as the prevalence of wet weather in the region. However, provisions for changing and storing clothing at places of employment or education and promotion of wet weather equipment would be beneficial.

It was proposed that new infrastructure and signage should be made accessible for all, including dropped kerbs and Dementia friendly signage.

Stakeholders acknowledged that the suggested measures would not only benefit those choosing to travel actively, but also the wider community by reducing congestion and vehicle emissions, creating safe and enjoyable spaces.

| Safety | Connectivity | Education |
|---|---|---|
| Traffic Control | Multimodal Journeys | Driver Education |
| Provisions | Timetables | Cyclist Education |
| Continuity | Obstructions | Active Travel Champions |
| | Awareness | Language |

**294 RAIN DAYS 2020**

Source: World Weather

Key findings are based on results of the public survey and mapping tool. There was a total of **314** survey responses & **176** points mapped. Responses were recorded for residents in each of the 8 wards, 3% of respondents lived outside of South Ayrshire but had connections to the area.

Cycle users highlighted issues around bike storage throughout South Ayrshire as well as space for bikes on public transport, buses in particular. There is also a demand for better signage along routes for walking and cycling.

Several respondents suggested the creation of a travel hub which combined the train and bus station, providing quick connections and accessible integration.

The train service between Ayr and Glasgow was praised, however there were issues raised around the accessibility of Ayr Train Station for those cycling due to busy roads in the surrounding area. As a result of the Covid-19 pandemic, there are also concerns around safety on public transport.

The NHS employs c.8,500 people in Ayrshire and Arran, this contributes to the demand for better aligned public services to serve work start and end times, especially for those working late/early shifts.



**Survey Response Location**
- 0-10%
- 10-20%
- 20-30%

Troon — Kyle — Prestwick — N, NE, E, W — Alloway — Maybole, N.Carrick & Coylton — Girvan & S. Carrick — Galston — Girvan — Carleton Bay

**Figure 7.3: Survey Responses by Ward**



ACTIVE TRAVEL ACTIVITY PLANS

**18%**
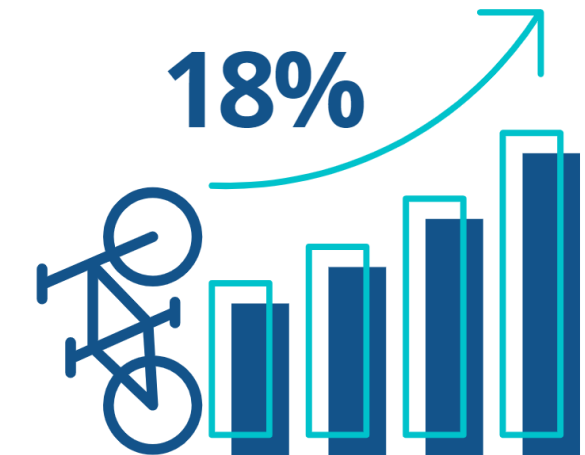
**Reported Bike Thefts in Scotland (2020)**

The map shows perceived safety when cycling by ward. Kyle recorded 0 residents as feeling safe the majority of the time when cycling in South Ayrshire. When asked "What would make Active Travel feel safer" **segregated cycle paths** were ranked the number one solution for both.

With regards to the Covid-19 pandemic, there was agreement that the reduction of road traffic in the first lockdown made walking and cycling safer and more appealing, however several argued this had been counteracted by the increased road traffic due to fears over public transport safety and increased instances of speeding since the second lockdown.

**43%** wanted more or improved cycle routes. There were several suggestions for utilising the old disused railways in the area and a demand for traffic free routes.

There was a concern amongst respondents that projects in the past had been poorly managed and were not evidence based/best practice. There were also concerns by vehicle users that they would be disadvantaged at the cost of introducing Active Travel measures.

Several respondents raised the issue of Active Travel routes being indirect or timely due to crossings and roads such as the **A77.** There were suggestions of prioritised right of way to people on cycles and timed traffic lights that prioritise pedestrians, reducing the wait time. Signage highlighting shared use routes and how best to use them was seen as a method to reduce conflict between different route users.

Some members of the public felt that existing routes, such as Loans-Troon, were under utilised. This is evidence of the need for further promotion, signage and maintenance of routes, alongside evidenced best practice in terms of route placement.

Lastly there were comments of ensuring measures were **accessible** to the elderly, the disabled and the young. Making routes safe and with facilities such as toilets, clear signage, rest stops and changing rooms.
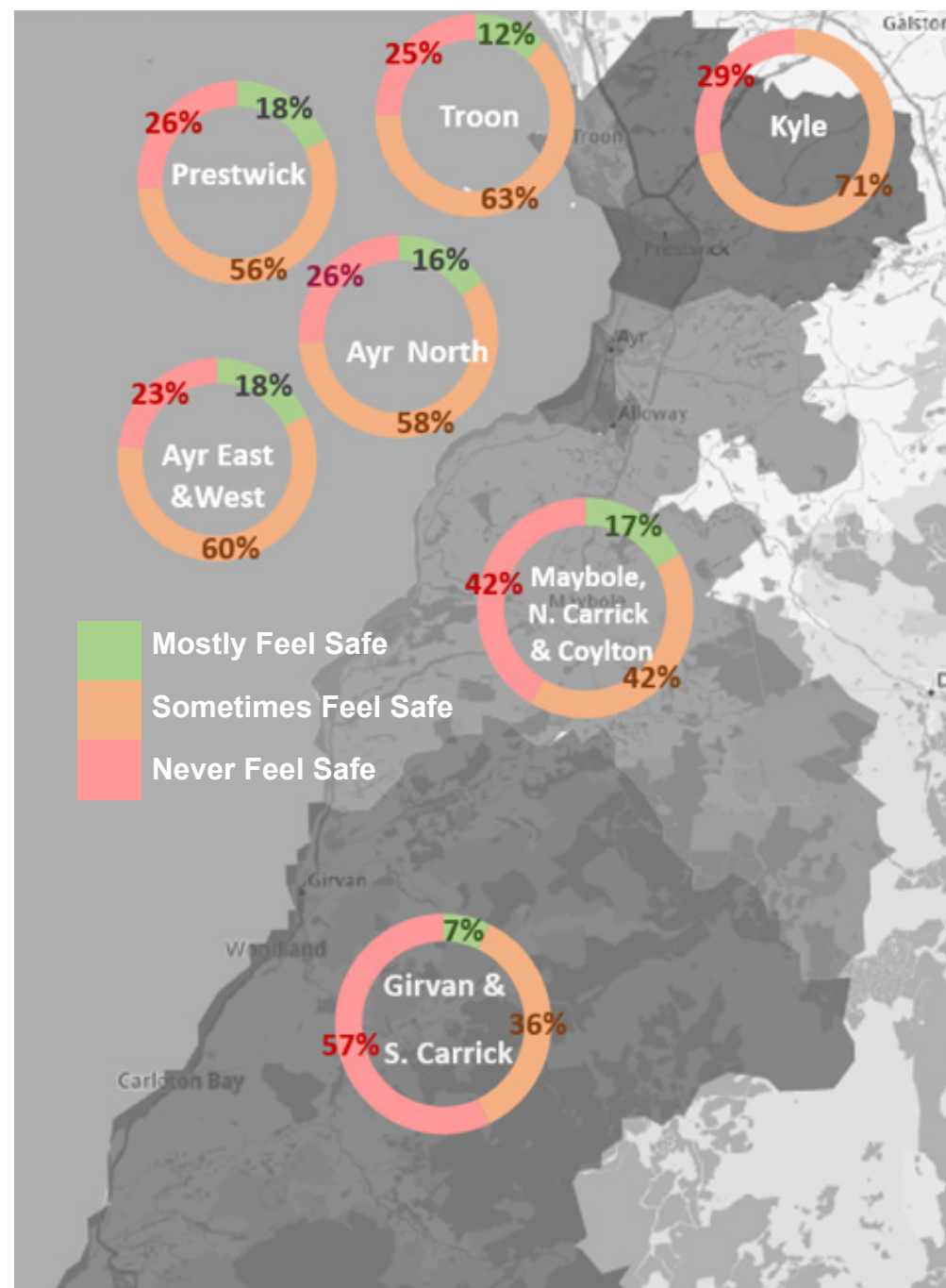


**Figure 7.4: Perceived Safety when Cycling (by Ward)**

Hope you will make a great active travel strategy that integrates public transport better especially as it will be free for young people now, lets make it truly accessible!

The cycle speed limit on NCN 7 at Greenan should be extended for everyone's safety

Safe cycle storage at bus and train stations

## Crossings

Improving wheelchair friendly routes needs to be a high priority for South Ayrshire

Rural areas are often forgotten about

## SAFETY

Just delight at finding organised cycle rides and training at the Hubs

I'm in favour of new measures, but not badly designed and ill thought out schemes

Having access to bikes etc that are affordable would make a huge difference to a lot of people

THE A77

I would like to see an improved culture in the public with more respect towards each other

Travel Habits

08

Figure 8.1: Active Travel Network

The map on the left shows the existing cycle network highlighted in red, made up of the National Cycle Route 7 .  Although the current network does provide links between north and south, the quality, visibility and safety of the routes are inconsistent and often on road, with traffic. The rural nature of the area means that   the roads between towns can have high speed limits and be narrow.

Highlighted in pink is the aspirational network which has been developed as a result of the consultation process. It will link with the existing and provide connections both along the coast and to the east.  Ensuring safe, direct and consistent cycle routes between residential areas and   key services is crucial to creating a lasting shift in travel habits, for all ages and   abilities.

The map below highlights existing leisure and commuting cycle routes in relation to public transport.



Source: Ayr Active Travel Hub

# Current Cycling Rates
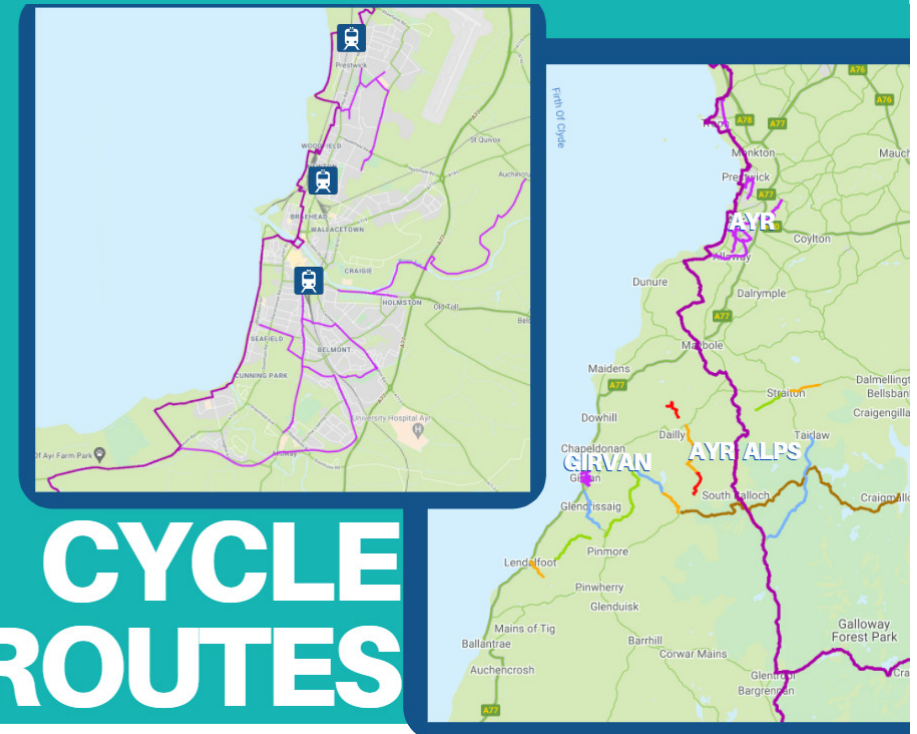
The Ayr Active Travel Hub is a valuable resource within South Ayrshire and for the surrounding area, offering maintenance, advice, training and promotion.

Within South Ayrshire, **88%** of primary schools provide level 2 Bikeability training to pupils and 18 schools have been awarded the Cycle Friendly School accreditation.

Cycling Scotland's monitoring report found that **1.5%** of South Ayrshire Employees regularly cycled to work, this compares to **5%** for the Scottish average.

The pie chart shows the percentage of survey respondents that had access to a road-worthy bike, the results are in line with those observed by Cycling Scotland for the area.

The following maps show, within the research period, the number of people cycling recorded on main roads around South Ayrshire, green lines highlight high usage as seen on North Shore Road, Racecourse Road and Prestwick Road. On certain roads there were no people cycling recorded, these were generally roads with high vehicle traffic volumes moving at speed such as the **A77.**

**ACCESS TO A BIKE**

38%

62%

■ Yes ■ No

★★★★★

**SOUTH AYRSHIRE**

**CYCLING SCOTLANDS NATIONAL ASSESSMENT OF LOCAL AUTHORITY CYCLING POLICY (2013)**

**60%**

**Of journeys are under 5km**

Source: Cycling Scotland Monitoring Report

**Number of Cyclists**
- 0
- 1-10
- 11-30
- 31-50
- 51-70
- 71+

Troon

**Number of Cyclists**
- 0
- 1-10
- 11-30
- 31-50
- 51-70
- 71+

Ayr

1 Km
3000 ft

**Number of Cyclists**
- 0
- 1-10
- 11-30
- 31-50
- 51-70
- 71+

Maybole

Girvan

3 Km
2 m
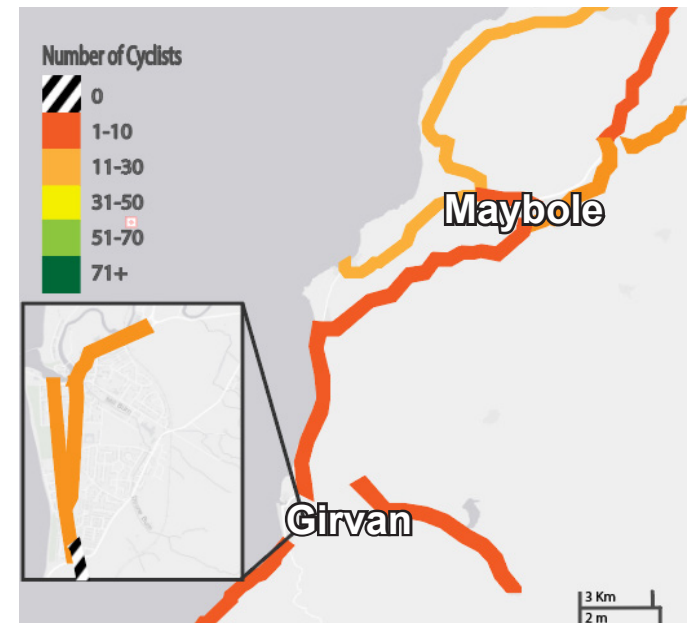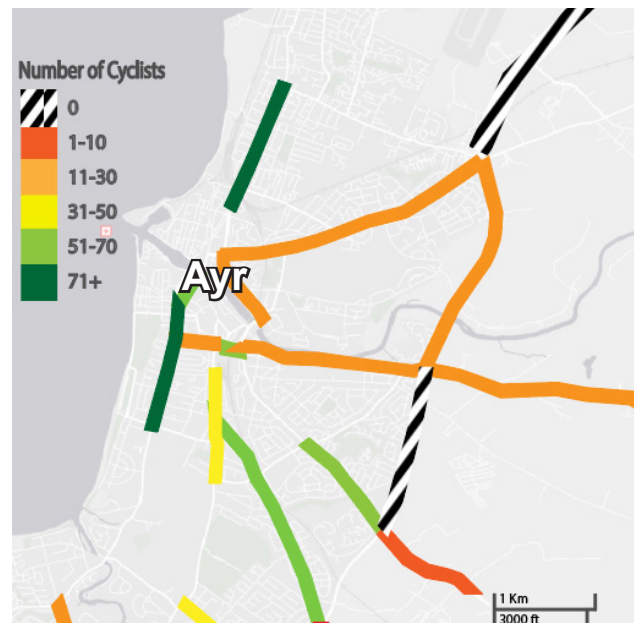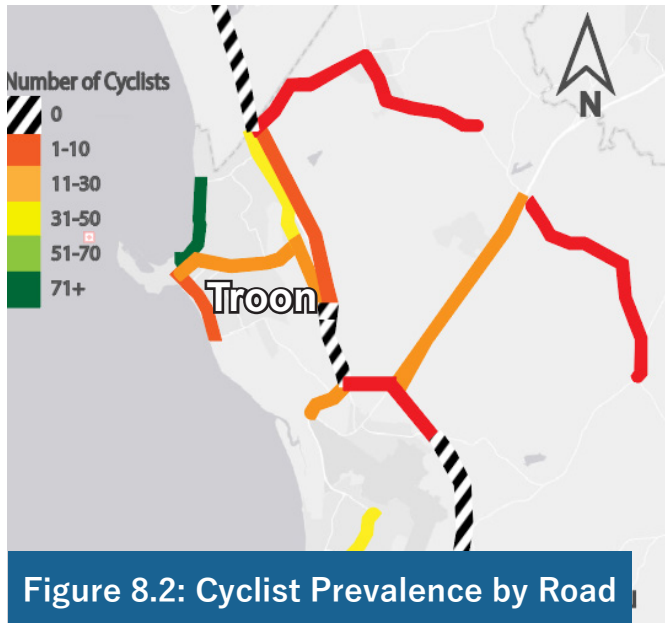
**Figure 8.2: Cyclist Prevalence by Road**

# Bus Network
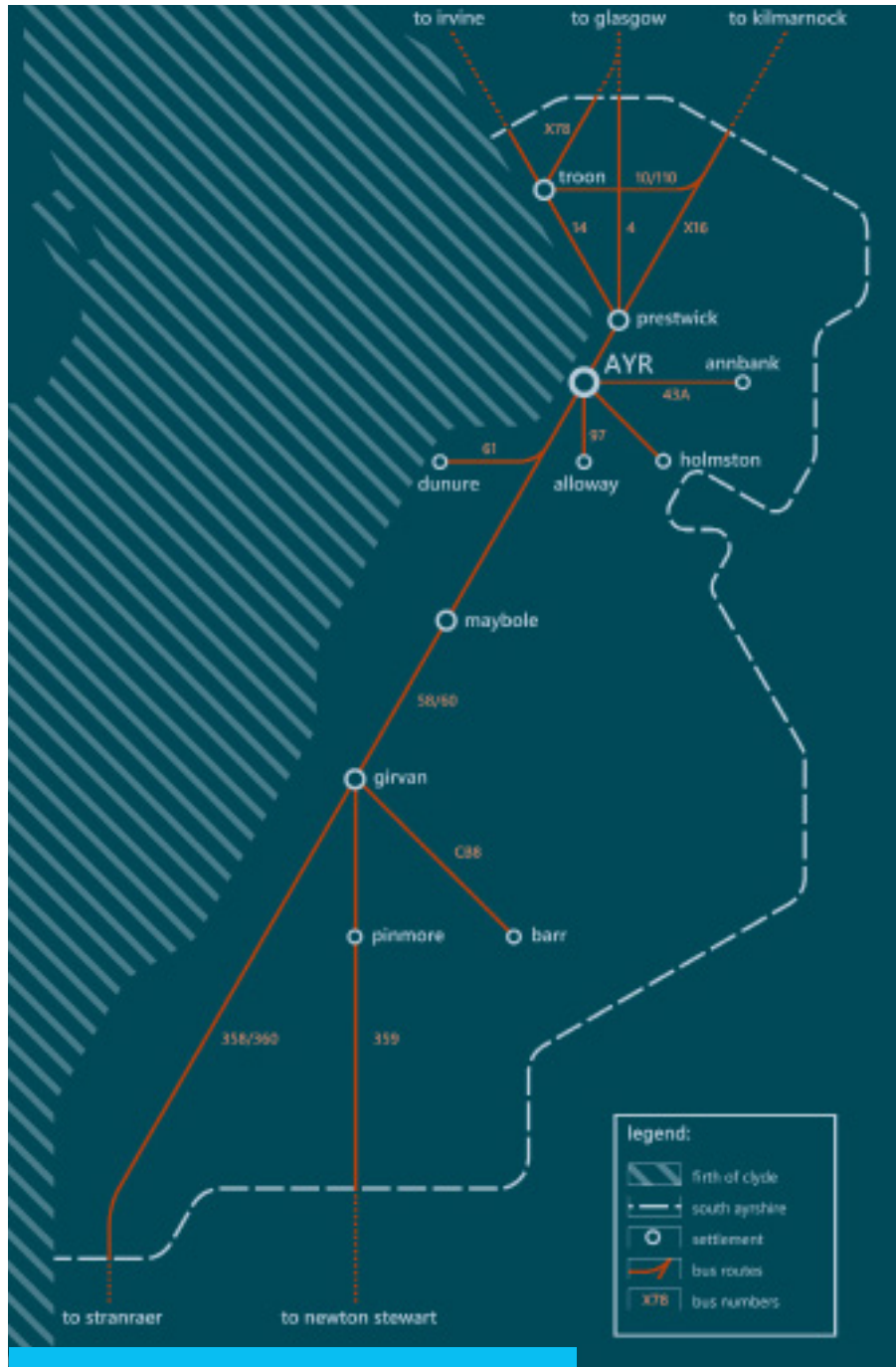
Figure 8.3: Key Bus Routes



**BUS ROUTES**
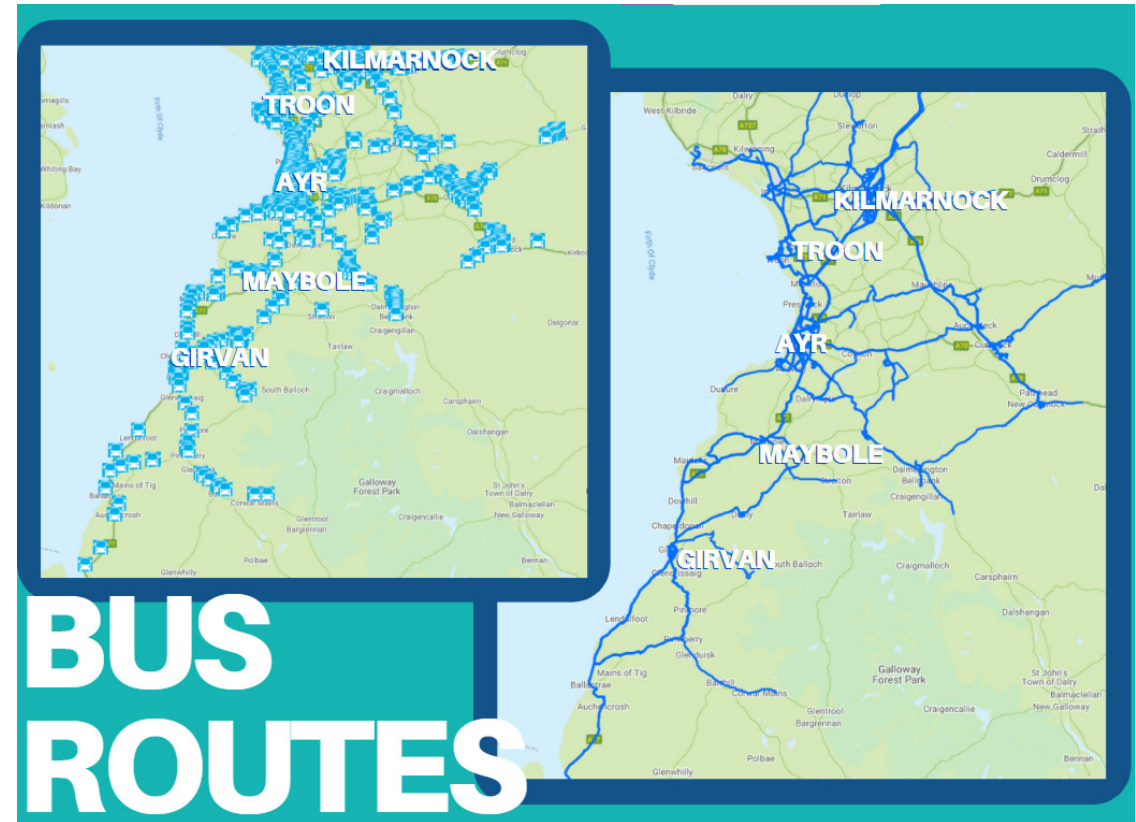
Source: Ayr Active Travel Hub

**There are 32 bus services operating within South Ayrshire:**

- 4 Shuttle Buses
- 1 Community Bus
- 27 Stagecoach Services.

The concentration of buses operate around Ayr, with more than 10 services operating within the boundary of the A77. For communities outwith Ayr there are limited services that lead directly to amenities outwith Ayr. The map to the left shows the key bus services and their destinations.

The above maps show the existing bus routes and stops, although they offer fair coverage of South Ayrshire, it is the cost, frequency and directness which act as deterrents.

Regional bus fares are generally high, at times higher than the equivalent train journey and consistently perceived to be higher than the cost of private car travel. This contributes to transport poverty within the authority area, impacting on individuals access to employment and education.

This disproportionately affects those on lower incomes who are less likely to have access to a vehicle. Local travel from Girvan to Ayr would cost **£1.79 more** each way to use the bus compared to the cost of the average private car.

The following table displays the provisions at South Ayrshire's rail stations, such as toilets, step free access and cycle storage. At present, Maybole is the only station offering step-free access to platforms and services. Ensuring continuity of provisions and accessibility will encourage greater uptake of services.

**3:1**

**Subsidised on-demand transport in rural areas brings employment and social economic benefit outweighing investment 3:1**

**Ayr**
Toilets: Yes
Cycle Parking: 6
Covered: No
Step Free: No

**May bole**
Toilets: Yes
Cycle Parking: 30
Covered: Yes
Step Free: No

**Girvan**
Toilets: No
Cycle Parking: 10
Covered: No
Step Free: No

**Barrhill**
Toilets: No
Cycle Parking: 6
Covered:  No
Step Free: No

**Prest wick**
Toilets: Yes
Cycle Parking: 52
Covered: Yes
Step Free: No

**Troon**
Toilets: No
Cycle Parking: 0
Covered: N/A
Step Free: Yes

**Bara ssie**
Toilets: Yes
Cycle Parking: 10
Covered:  No
Step Free: No

**New ton**
Toilets: Yes
Cycle Parking: 6
Covered: No
Step Free: No

**Figure 8.4: Train Station Services**

# Multimodal Trips

The following maps show the area reachable within 30minutes of cycling (8km), from each of South Ayrshire's train stations. It demonstrates that the majority of the population live within a reasonable distance of stations, however there is a lack of continuity in the quality of the routes which act as a deterrent.

Creating a linked network consisting of convenient train and bus services, linked by high quality walking and wheeling routes, with changing and storage facilities will enable a lasting shift from private car ownership.

The ongoing work of the Ayr Active Travel Hub helps place Active Travel high on the agenda within South Ayrshire. It is able to promote Active Travel as part of longer multi-modal journeys. It is a highly valuable resource and facilitates access to cycles as well as providing advice and running behaviour change events. Once the hubs new website is launched, this will further improve public access to travel information.





Figure 9.5: 30minute Cycle Catchment

Cycle Journeys
- 0-10 minutes
- 10-20 minutes
- 20-30 minutes

Contains ©OpenStreetMap contributors data
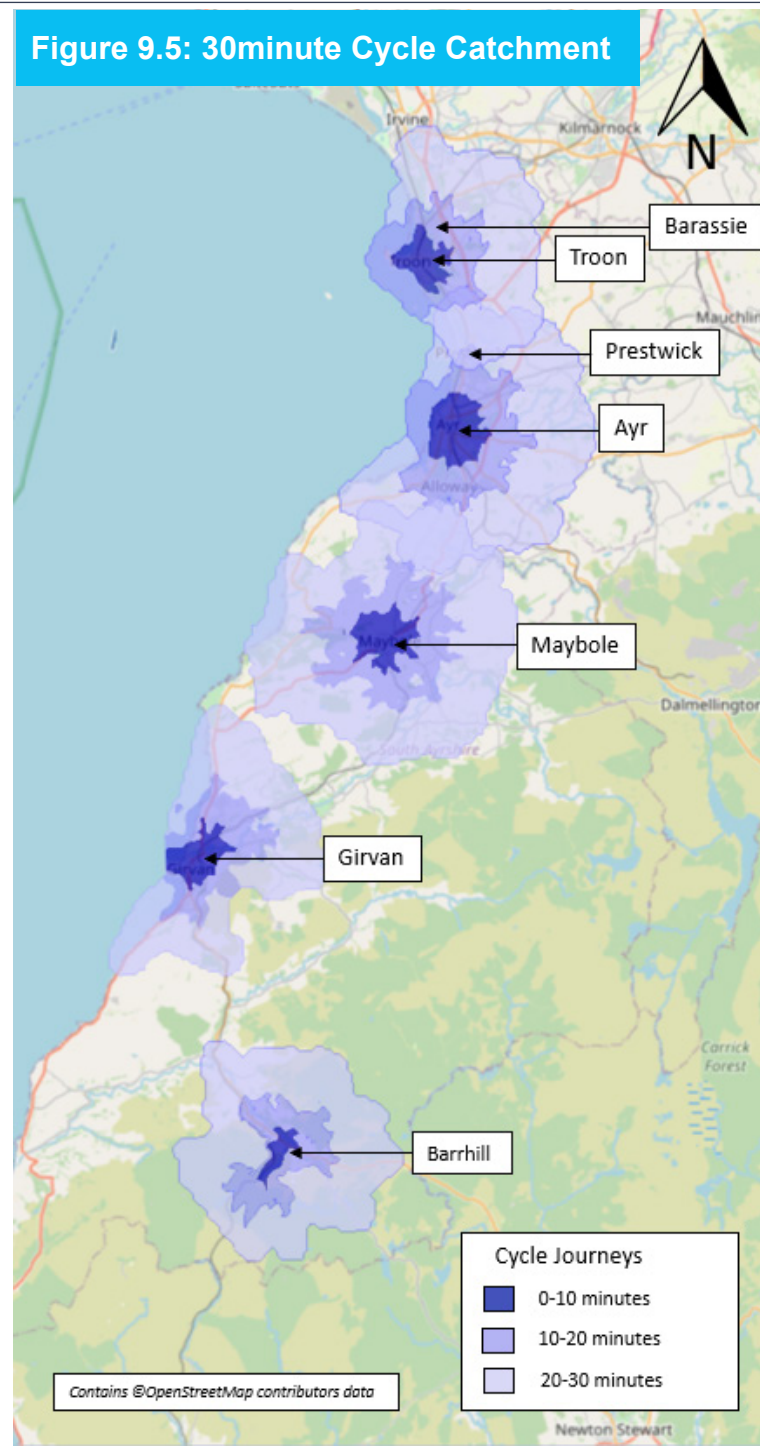
# BASELINE DATA

## 09

# Baseline Data

## Wealth

Active Travel infrastructure can improve equity of access. Transport accounted for the largest household spend per week at an average of £79.70.

Research shows that low-income households with access to frequent bus services had lower levels of car ownership, with just 37% of households having access to a car. Similar income households but with infrequent bus services recorded at 93% of households having access to a car. Access to key services is crucial to decreasing equality between high and low income households. Reliable, convenient and affordable public transport can help achieve this.

£18,885
South Ayrshire

£21,454
Scotland

## Average Annual Income

Source: Scotland's Census 2011

## Health

The Scottish average for residents on long term sick or who are disabled is 5.1% but Ayrshire sits at 7.3%. More than 1/5th of South Ayrshire residents are recorded as having a 'long term activity-limiting health problem or disability' and 1 in 10 provide unpaid care.

The following chart shows the general health of South Ayrshire, from Very Good to Very Bad.



- Very Good — 51%
- Good — 30%
- Fair — 13%
- Bad — 4%
- Very Bad — 1%

Source: Scotland's Census 2011



**South Ayrshire Health Conditions** 2011 Census

- Deafness/Hearing Loss
- Blindness/Sightloss
- Learning Disability
- Learning Difficulty
- Developmental Disorder
- Physical Disability
- Mental Health Condition

0    2,500    5,000    7,500
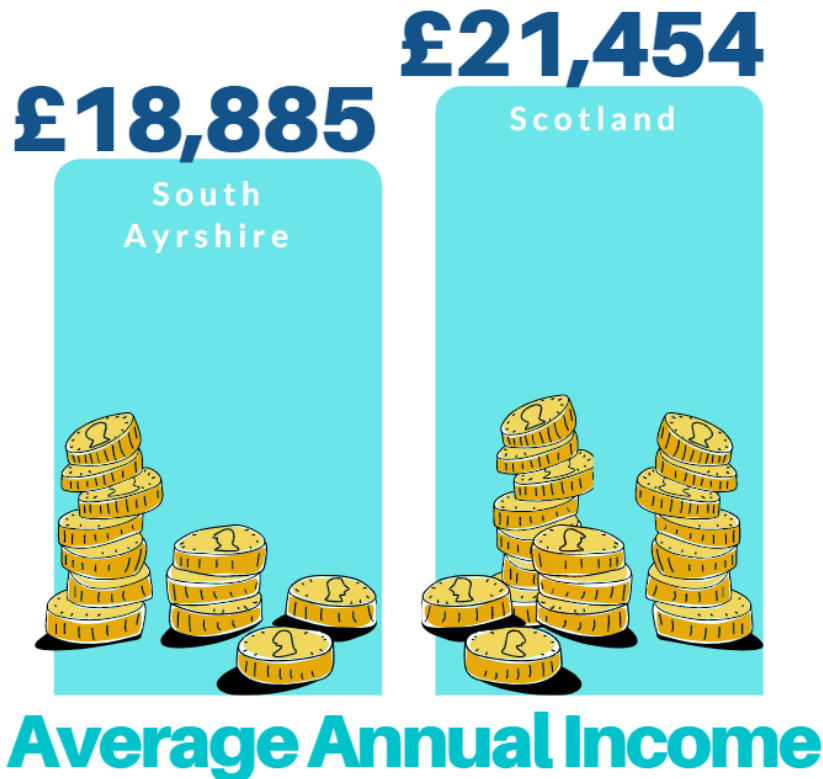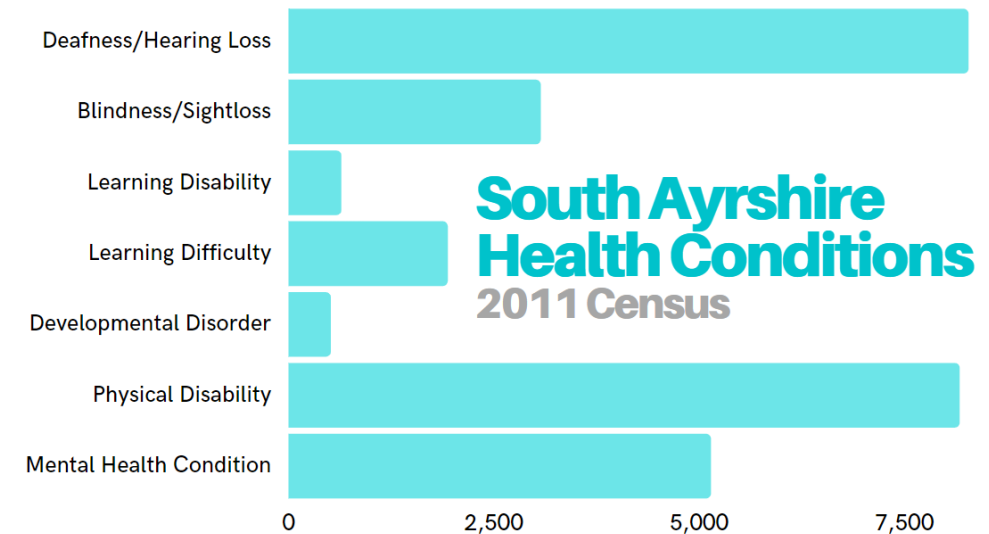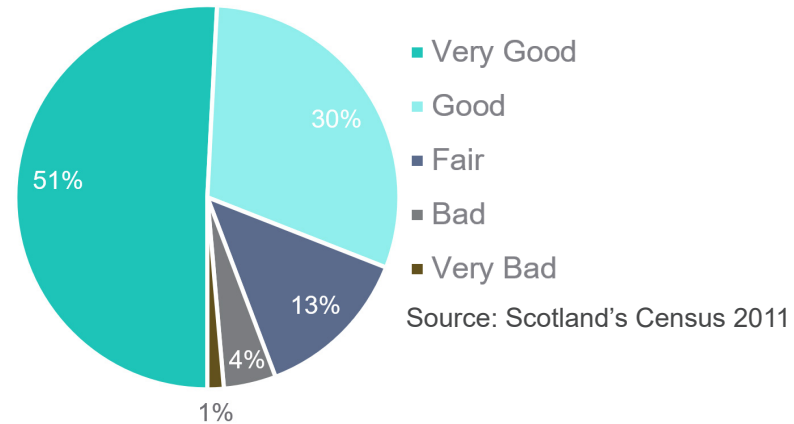
# Travel Behaviour

Of those in work or education, **88%** work outside the home. 17% of those commuting journeys are active modes of travel, however the majority are private car journeys, accounting for **56%.**

**34%** of those in education report having journeys less than 5km. These students could be excellent candidates for Active Travel, however good quality, safe infrastructure is required, connecting sites of education to residential areas.

Ensuring that those in employment or education, of all ages, have a safe and enjoyable commute options can help increase activity levels, reduce congestion and create a lasting shift away from single occupancy car journeys.

The graph below shows that South Ayrshire has lower levels of walking and public transport use compared to the Scottish average, but a higher dependency on private cars.

**59,142 Regular Commuters**
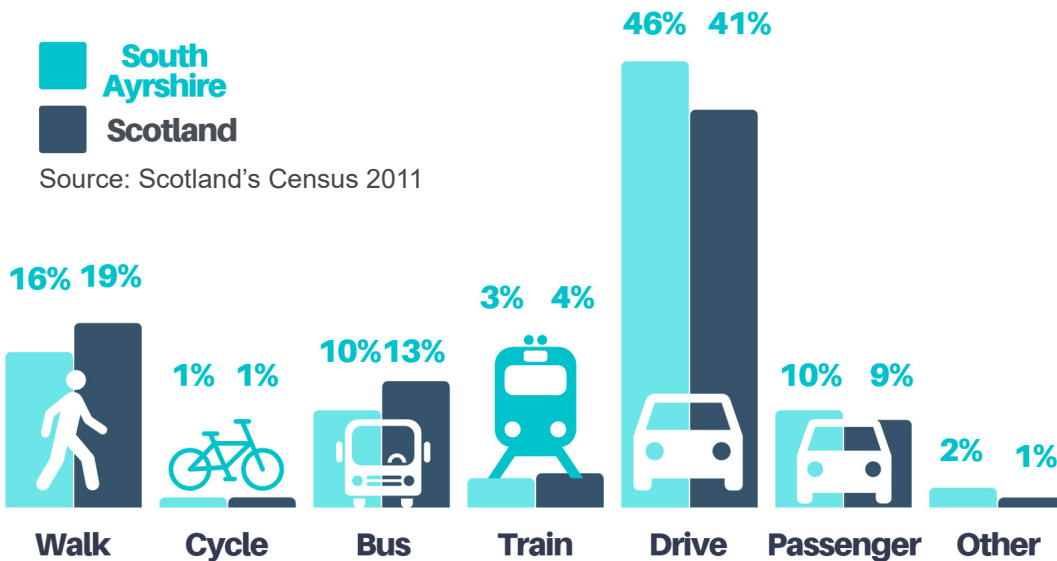
**South Ayrshire**
**Scotland**

Source: Scotland's Census 2011

| Walk | Cycle | Bus | Train | Drive | Passenger | Other |
|------|-------|-----|-------|-------|-----------|-------|
| 16% 19% | 1% 1% | 10% 13% | 3% 4% | 46% 41% | 10% 9% | 2% 1% |

**SCHOOLS DELIVER BIKEABILITY** — 73%

34% **JOURNEYS LESS THAN 5KM**

**TRAVEL TO SCHOOL BY FOOT**

**STUDENT TRAVEL**
Mode of travel for students aged 18+

34% **CAR**      20% **BUS**
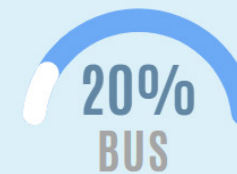
" 4.1% OF CHILDREN REGULARLY CYCLE TO PRIMARY SCHOOL "

**HANDS UP SURVEY 2013**

Source: Cycling Scotland Monitoring Report

# Travel Behaviour

The percentage of residents commuting to work or study by car, walking or cycling in Ayr is shown below. The lowest rates of car use and highest rates of Active Travel can be seen in Ayr town centre, where there is the highest concentration of public transport services, amenities and sites of employment or education. This trend is echoed throughout South Ayrshire, with town centres having higher rates of Active Travel and public transport uptake, compared to rural or residential areas.

Creating **20-minute neighbourhoods**, in line with government guidance, where key services and amenities are within a 10minute walk of residential areas, is proven to successfully increase rates of Active Travel and reduce the reliance on private vehicles. It also increases equity of access for those on low incomes, with disabilities and vulnerable road users.
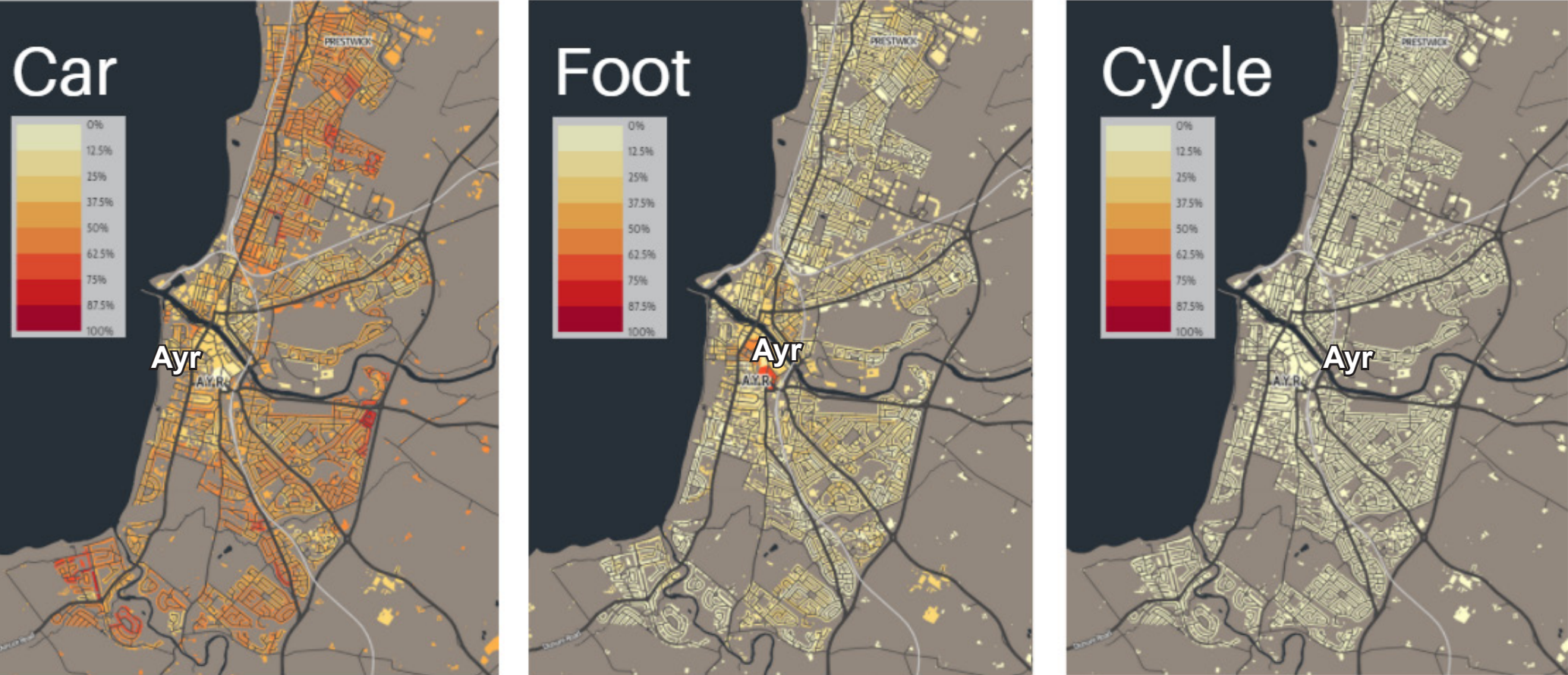


**Figure 9.1: Percentage Commuting by Modes for Ayr**

# Commuter Flows

The Datashine database was used to identify key transport corridors to and from South Ayrshire by commuters. Blue lines indicate travel to the area and red lines indicate travel from the area. Ayr, Girvan, Troon and Monkton were all highlighted as key commuter destinations.

## Ayr

The concentration of blue around Ayr indicates a high proportion of residents living and working in the area. Red lines show a number of people travelling from Ayr to Glasgow for work.

## Girvan

Unlike Ayr, Girvan has a more local workforce, with a strong connection between Girvan and Maybole highlighted.
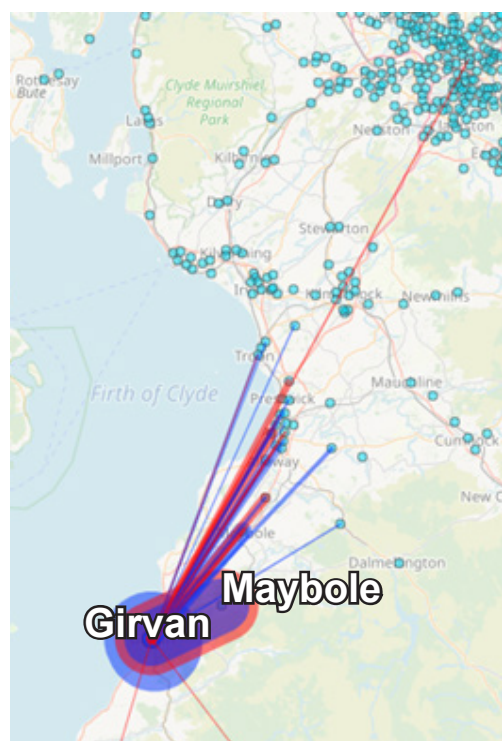
## Troon

Troon also has a local workforce, as shown by the concentration of blue at Troon. However, it also has a higher number of workers travelling to Glasgow.
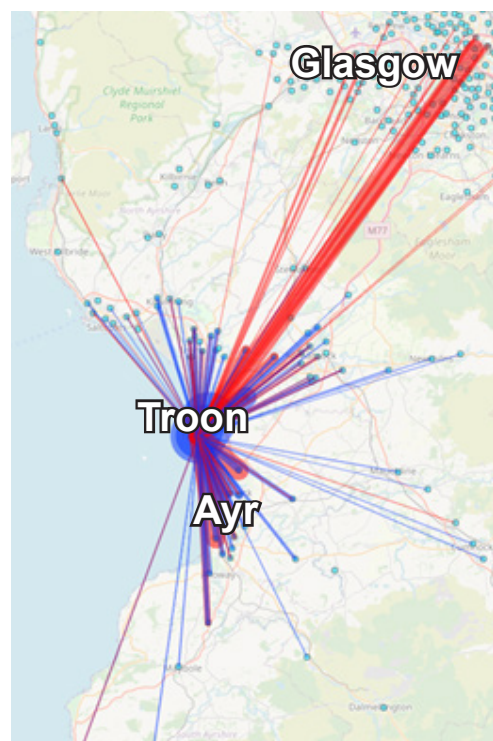
## Monkton

Residents of Monkton can be seen to be fairly evenly dispersed throughout Ayrshire for their employment.
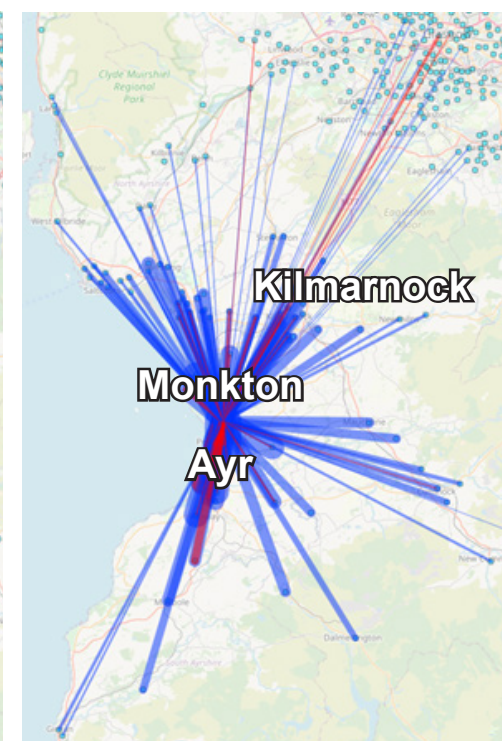


**Figure 9.2: Key Commuting Sources & Destinations**

# Tourism

Tourism forms an important part of the local economy in South Ayrshire. Overall, **47%** of all visitors in 2018 stayed in the area for one or more nights (26% of them in serviced accommodation), the remaining **53%** of visitors (790,000) were day visitors to the area. Overall visitor numbers to South Ayrshire have increased by 8.3% since 2012.

The 2021-22 budget outlines additional funding of £200,000 to provide enhanced facilities in tourist locations to encourage and accommodate visitors in various locations throughout South Ayrshire.

The map shows the routes in the 'Ayrshire Alps', a cycle park with the potential to attract people from across the Scottish Central Belt and Borders.
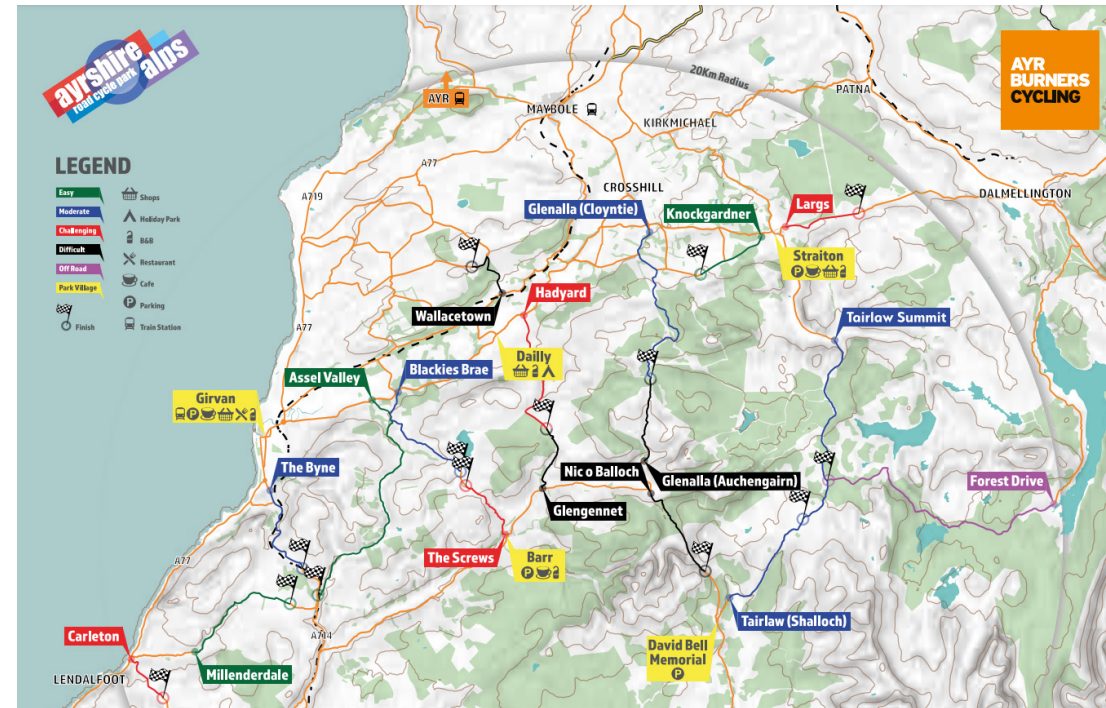
**Tourisms brings to South Ayrshire:**
**4000** jobs
**1.4 million** visitors
**£200 million** income

Source: Ayrshire Alps

Source: South Ayrshire Council

# Travel Trends

Traffic Data from South Ayrshire reveals that the highest number of people cycling is recorded on major roads however, people cycling makes up a larger percentage of road users on minor roads, as shown in Figure 10.3

• **The highest bike count is found on the A79, A719 and A70.**
• **The highest concentration of people travelling by bicycle is found on the B742**
• **The A714 was the only section of road with no recorded people on cycles in the study**

The increasing vehicle journeys made in South Ayrshire are not unlike those seen throughout Scotland, but will act as a deterrent to those considering Active Travel. As raised in the consultation process, and reported in national studies, traffic levels and car speeds are a key factor reducing enjoyment and perceived safety for those travelling actively.

Increasing the number of people cycling on the roads is proven to reduce congestion. Cars are the least space-efficient way of moving people and goods around. A three metre wide lane can move 700-1,100 people per hour using cars, the same lane could facilitate 2,000-6,500 walking and cycling journeys.

**35%**

**Vehicle Miles in South Ayrshire have increased 35% between 1993-2019**
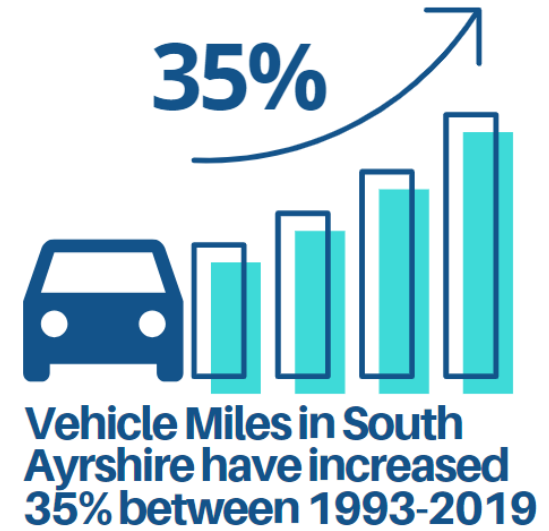
Source: Department for Transport

**Per square metre bike parking delivers 5x more retail spend than car parking**

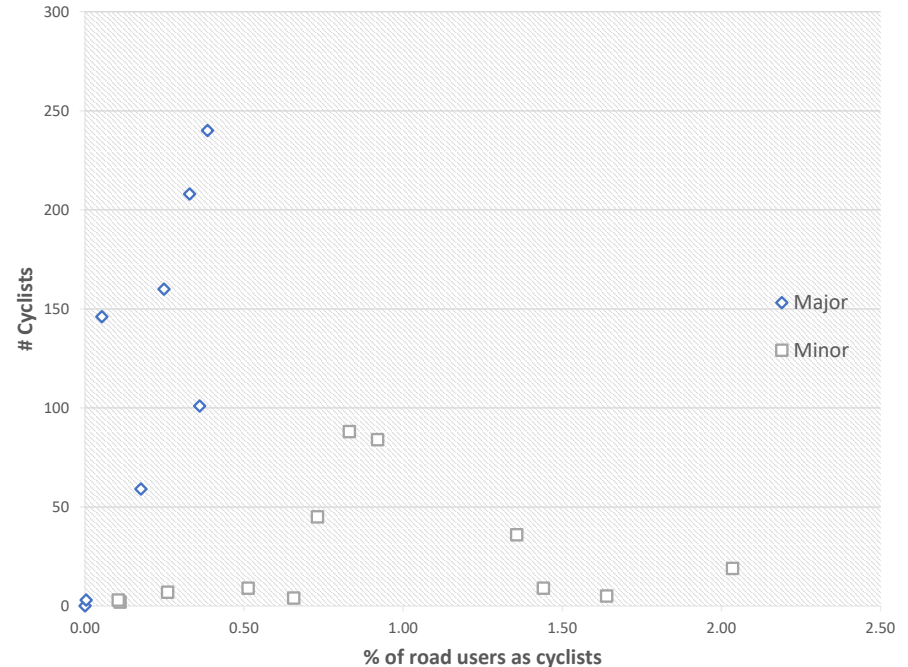Source: The value of Cycling. Gov.uk

**Figure 9.3: Location of Cycle Journeys**

# Collision Statistics

**45%** of all road collisions reported in South Ayrshire occurred on roads with a 21-30 mph speed limit. A further **45%** of all road accidents reported occurred on roads with a 51-60mph speed limit. **76%** all reported road collisions in South Ayrshire occurred on single carriageways. Of these single carriageway accidents, the majority, 48%, occurred away from junctions while **30%**, occurred at 'T' or staggered junctions.

The following maps show the number of serious or fatal road collisions involving a pedestrian or cyclist and any vehicle type between 2016-2020. It should be noted that collisions are assumed to be under-reported.

There is a clear concentration around Ayr town centre and along main A roads, this aligns with the concentration of commuter flows previously discussed. In the 5 year period, 2 collisions occurred in South Ayrshire that resulted in the fatality of a pedestrian, one in Girvan and one in Ayr. In the same period there are no recorded cyclists fatalities.

The Scottish Government have pledged to achieve **Vision Zero** by 2050, a scheme that aims to make roads safer for all users - supporting the belief that one death on Scottish roads is one too many.
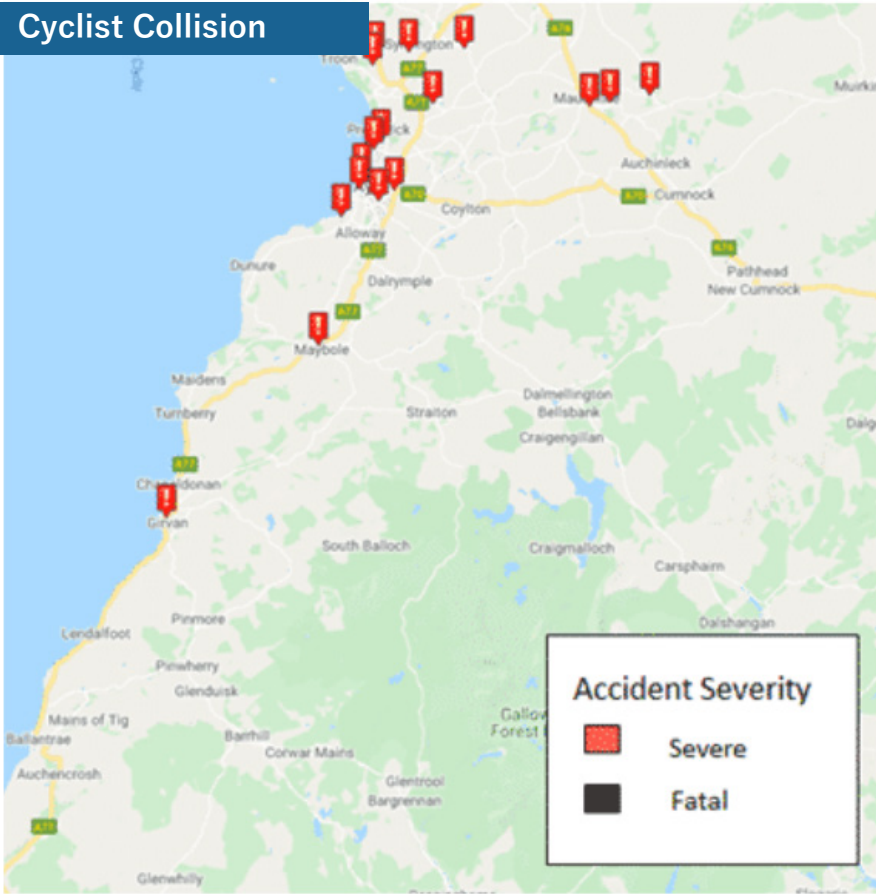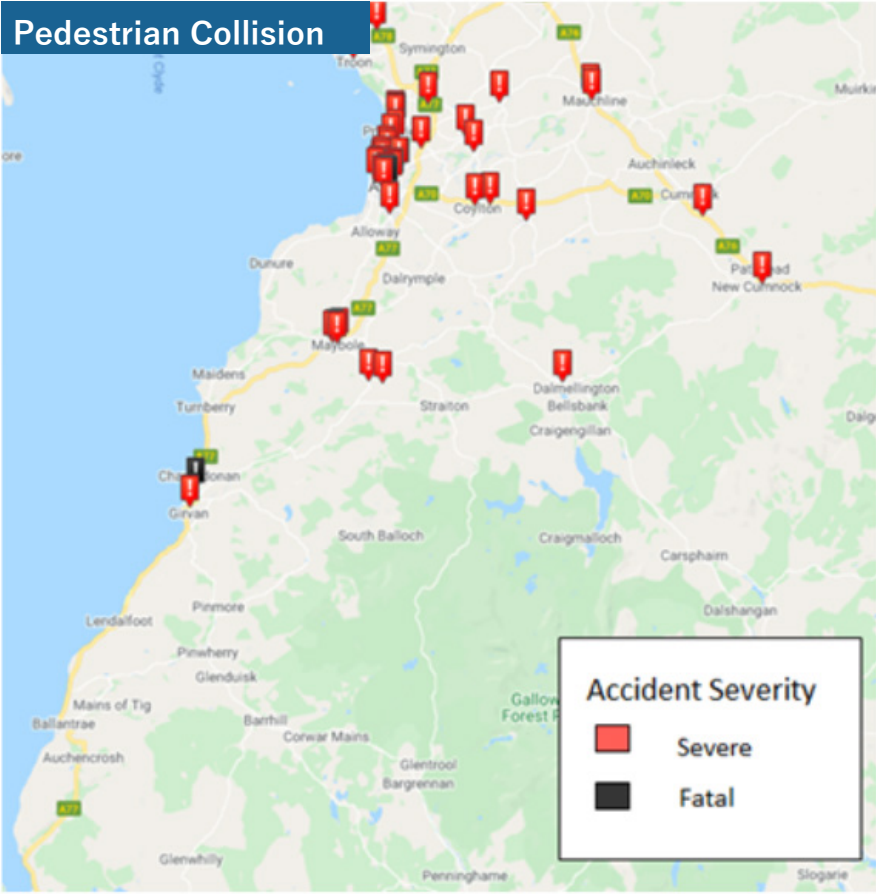


Source: Crash Map
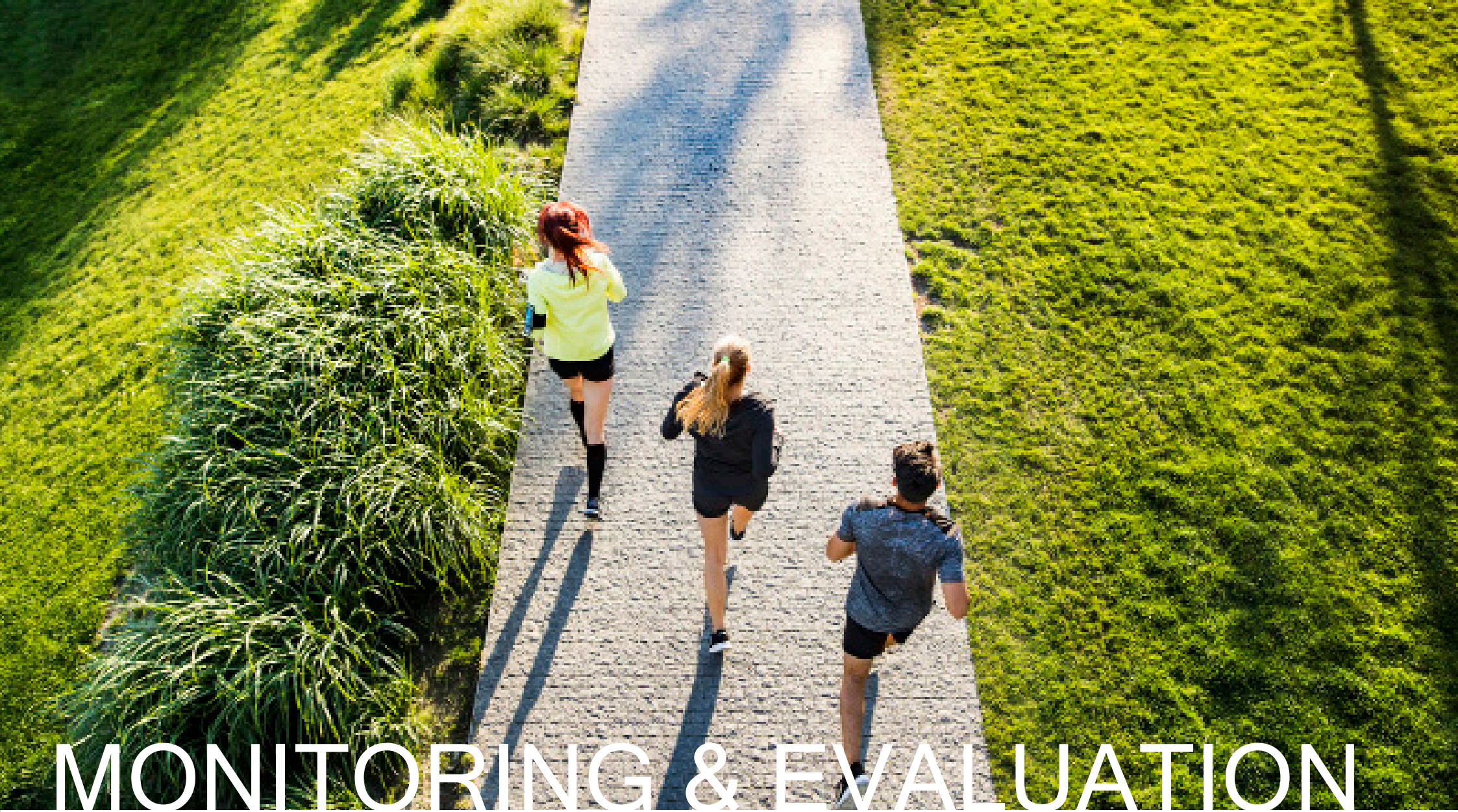
# MONITORING & EVALUATION

10

# Monitoring & Evaluation

In order to ensure that the Active Travel Strategy is successfully integrated it will be key to  monitor and evaluate throughout and after completion, ensuring that key objectives are met. The following plan outlines how and when data will be collected, the analysis the data will undergo and how findings will be shared.

Review allows a time to highlight the successes and barriers and to re-evaluate. It may be suitable to introduce remedial measures, if targets are not met, or to increase ambitions if targets are reached early. Full reviews are proposed after 5 and 10 years, with intermediate light reviews annually.

An Active Travel Forum, consisting of identified key stakeholder representatives and elected members, will meet quarterly to oversee, monitor and implement progress against the action plan.
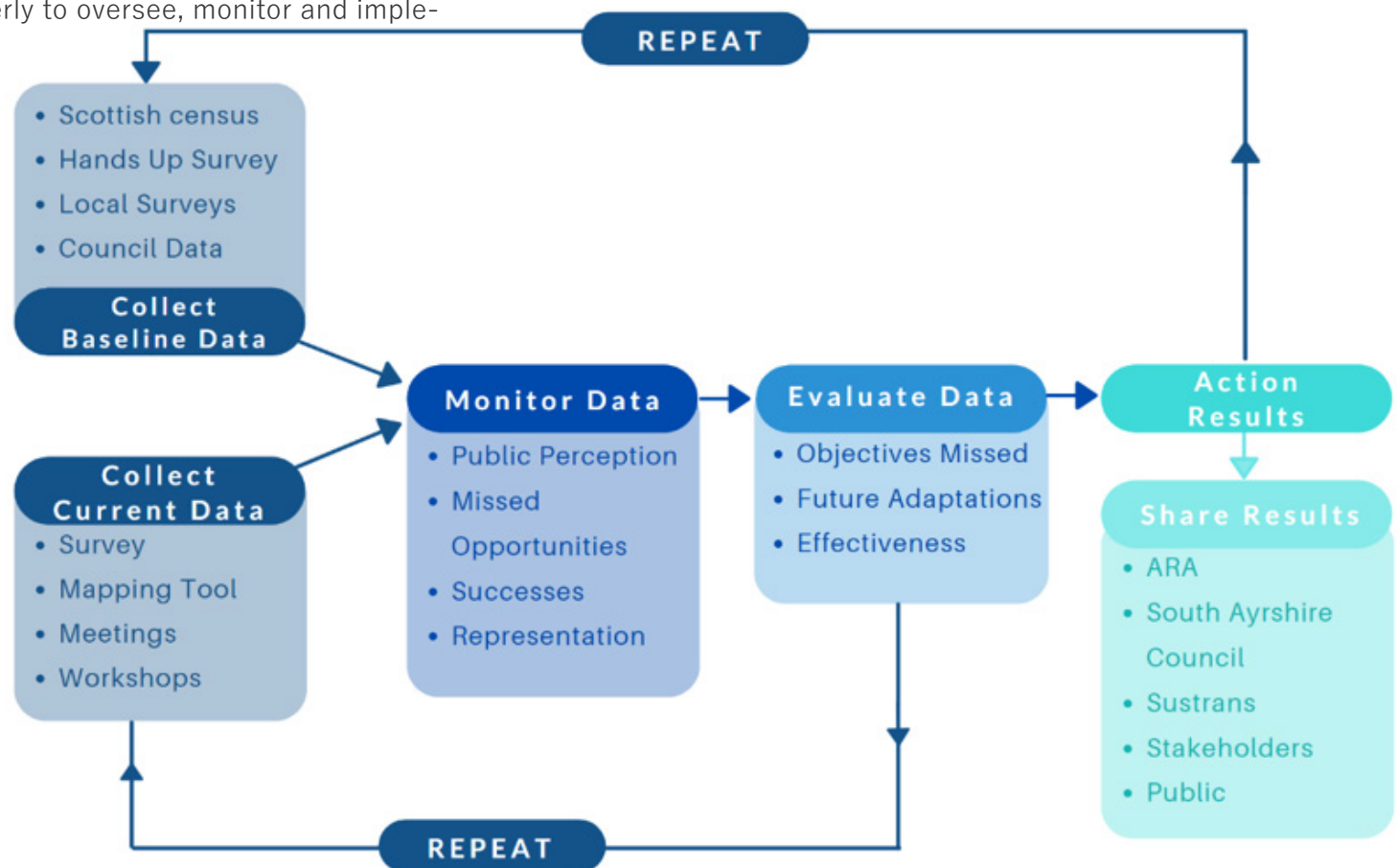
In addition to the forum, quarterly updates will be reported on the progress of the strategy to Ayrshire Shared Services Joint Committee, with an annual report also provided to the Council's Partnerships Panel.

Projects identified to be progressed from the action plan would also be incorporated into the ARA's Annual Road Service Plan for any given financial year.

Effective monitoring and Evaluation will allow the Strategy to:

- Reach objectives
- Improve plans
- Empower the community through involvement
- Ensure accountability
- Influence future Active Travel plans
- Share learning and key data
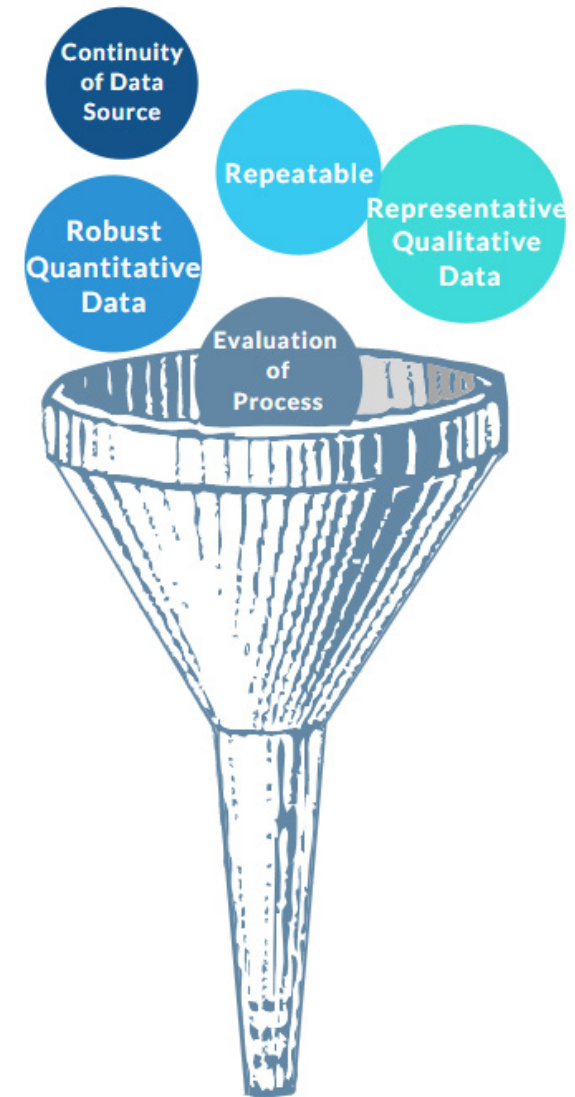- Contribute to South Ayrshire's existing database

To ensure findings and data are of high quality, a vigorous methodology

REPEAT

**Collect Baseline Data**
- Scottish census
- Hands Up Survey
- Local Surveys
- Council Data

**Collect Current Data**
- Survey
- Mapping Tool
- Meetings
- Workshops

**Monitor Data**
- Public Perception
- Missed Opportunities
- Successes
- Representation

**Evaluate Data**
- Objectives Missed
- Future Adaptations
- Effectiveness

**Action Results**

**Share Results**
- ARA
- South Ayrshire Council
- Sustrans
- Stakeholders
- Public

REPEAT

Monitoring and evaluation will continue beyond the initial strategy. It will be used to evaluate the success of the proposed projects as well as adapt projects to changes in the future.

Continuing to collect qualitative and quantitative data through consultation, automatic counters and monitors will allow for accurate evaluation of the progress of Active Travel in South Ayrshire over the next 10 years and beyond. The following table outlines the data that has already been collected to inform the strategy, alongside the data which should be continued to be collected.

| Data | Source | Collection | Quality |
|---|---|---|---|
| Road Accidents | Crashmap & BTP | o Prior<br>o Post | Medium |
| Census | Scottish Census (2011 & 2022) | o Prior<br>o Post | High |
| Scottish Index of Multiple Deprivation | Scottish Government | o Prior<br>o Post | High |
| NHS Ayrshire & Arran Health Index | NHS | o Prior<br>o Post | High |
| Local Economic State | S.A.C | o Prior<br>o Post | Medium |
| Hands Up Survey | Sustrans | o Prior<br>o Post | Medium |
| Route Audit | Sweco | o Prior | Medium |
| Public Survey | Sweco | o Prior<br>o Post | Medium |
| Stakeholder Survey | Sweco | o Prior<br>o Post | Medium |
| Online Mapping Tool | Sweco | o During | Medium |
| Stakeholder Workshops | Sweco | o During | Medium |
| Cycling Rates | Cycle Scotland | o Prior<br>o Post | High |



Continuity of Data Source
Robust Quantitative Data
Repeatable
Representative Qualitative Data
Evaluation of Process

**Quality Monitoring and Evaluation**

# Bibliography

The sources referenced throughout the strategy are shown below:

- A long-term vision for Active Travel in Scotland 2030

- Ayr Active Travel Hub

- Ayrshire Alps

- Bike Security: Police Scotland

- Cleaner Air for Scotland: the road to a healthy Future 2015

- Climate Action Plan for Scotland 2017

- Climate Change Action Plan: Securing a Green Recovery on a Path to Net Zero 2018-2032

- Crash Map

- Cycling Scotland Annual Cycling Monitoring Report 2020

- Data Shine Database

- Department of Transport: Statistics

- Future of Mobility: inequalities in mobility and access

- National Transport Strategy 2020-2040

- Regional Transport Strategy: A catalyst for change 2008-2021

- Scotland's Census 2011

- Scotland's Road Safety Framework to 2030

- SCOTS National Roads development Guide

- South Ayrshire Council Parking Strategy 2020-2024

- South Ayrshire Council Tourism Figures

- South Ayrshire Local Transport Strategy 2009-2014

- Strategic Transport Project Review 2

- The Dutch Reach

- The Value of Cycling
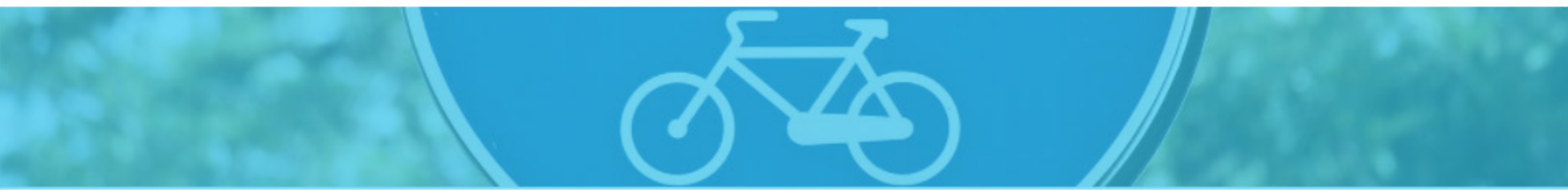
Summary of Feedback from Consultation Draft Publication of Active Travel Strategy

| Response Theme | Comment (summarised) | Recommendation | Action |
|---|---|---|---|
| | Felt the project was pointless when the council/ARA have been removing bike racks in Ayr | No Action Required | None |
| | Waste of money to create more footpaths between Troon and Loans. Money should be spent on repairing roads | No Action Required | None |
| | Lack of specific plans to deter vehicle use | Inf-8 and Inf 9 cover this - can be expanded to offer specific response over time. | None |
| | Would like more detail about who the stakeholders were | Specify breakdown of stakeholders in report e.g. 10% councillor, 10% 3rd sector | Amendment on page 34, paragraph 1. |
| | Action scoring system isn't clear enough | Add section to clarify that green is Very High, Yellow is high and Orange is moderate. | Amendment of page 13, paragraph 3 |
| | P53 include caveat that accidents are underreported | To Add caveat that accidents are under reported | Amendment of page 53, paragraph 2 |
| | Actions are too summarised-lose detail | No Action Required - specific detail cannot be provided on projects and infrastructure proposals which will have their own consultation | None |
| | Want to see commitment from council on spend and dates | Clarify the time scale of short medium long as 2yrs, 5 yrs and 10yrs respectively. | Amendment of page 14, paragraph 2. |
| | | No action on spend as that cannot be confirmed but a section on council transport allowance for AT could be included. | None |
| | Demand Criteria isn't appropriate-e.g., Kelpies | Add a section to Campaign on 'Art' and mention the Sustrans Artroots fund. | Amendment of page 13, paragrpah 4 |
| | Volume criteria doesn't account for visitors | No Action Required-projects main focus is local travel and commuting. | None |
| Issue with Project | Need a safety Criteria e.g., how well does this project reduce safety concern. | No Action Required, This is covered by Existing Scheme criteria. | None |
| | Recent reports not included from Aug 2021 | Not actioned as strategy refers to reports from time of creation | None |
| | Time frames are too vague | As above-confirm short/Med/Long meaning | Amendment of page 14, paragraph 2. |
| | Criteria headings are vague | No Action Required | None |
| | Lack of timeframe and targets | As above-confirm timeframes | Amendment of page 14, paragraph 2. |
| | Need an implementation plan and an implementation group made by council | The proposal is for a reformed Active Travel Forum to oversee progress and review of the Strategy | Amendment of page 55, paragraph 3. |
| | Docs from Aug 2021 need included | Not actioned as strategy refers to reports from time of creation | None |
| | Who is responsible for what actions? | This is ultimately an ARA document prepared on behalf of SAC, therefore actions sit in the first instance with ARA | Amendment of page 14, paragraph 5 |
| | Emphasize the need for funding and maintenance | Add in the issue of funding for maintenance to Consultation section | Amendment of page 35, paragraph 4 |
| | Review more often than 5 years-light touch reviews | Add to monitoring section that light touch review will be undertaken | Amendment of page 55, paragraph 2 |
| | Make time frames more clear-add 2, 5 and 10 year | Add time frames to the Short/Med/Long | Amendment of page 14, paragraph 2. |
| | Policy review should also include sport leisure Strat, council plan 2018-2022, tourism Strat, sustainable development, and climate change Strat, plans for new schools and developments. | Add to Policy review | Amendment of page 26 and 27 |
| | Pol 7- add a clear vision for standards e.g., used by 12year old. | Add to Pol 7 | Amendment of page 20, Policy-07 |
| | Key priorities are not clear | No Action Required-Objectives laid out on page 10. | None |
| | Supportive of re-use of old railways as AT corridors | No Action Required | None |
| | Lack of cycle routes in Ayr and Prestwick | No Action Required-Routes here have been identified. | None |
| | Existing routes are poor quality/unsafe | No Action Required | None |
| | Car able to park in cycle lanes on esplanade | Add comment on illegal parking enforcement e.g. bollards or ticketing | Amendment of page 21, Pol-14 |

| Category | Comment | Response | Action |
|---|---|---|---|
| **Cycle Routes** | NC7 at Doon foot needs lit and segregated | No Action Required-Lighting audit specified | None |
| | More maintenance of paths is required e.g. Prestwick/Troon. | Strategy proposes vegetation/surface and lighting audit | None |
| | Need cycle path along Main Prestwick/Ayr Road. | No Action Required | None |
| | Culzean way should be made an equestrian route too. | No Action Required-this hasn't been mentioned by any other stakeholder or member of public | None |
| | Promote what shared use paths are, will decrease conflict. | Add comment on clear signage education on Shared use | Amendment of page 18, Inf-06 & page 38, paragraph 5 |
| | Shared use paths often feel just like pedestrian footways | Add comment on clear signage education on Shared use | Amendment of page 18, Inf-06 & page 38, paragraph 5 |
| | Vegetation is overgrown in areas | Strategy proposes vegetation audit | None |
| | Create proper route from Residential area/Sainsburys to Heathfield park | Connection raised in Strategy | None |
| | Supports Culzean way | No Action Required | None |
| | Culzean way should be accessible to all including prams/wheelchairs. | No Action Required-Accessibility mentioned in inf 7, inf 10, inf 14, inf16 and inf 17 | None |
| | Rest stops/toilets will be needed on Culzean way | No Action Required | None |
| | Mapping/info should be available on routes online/paper to be viewed in advance | No Action Required-Edu-4 | None |
| | Action Pro-26 access already exists on that side, access is needed from nursey ave. | Review | Amendment of page 17, Pro-26 |
| | Use of underpasses should be reconsidered due to directness and safety | Specific to a particular project | None |
| | Support Culzean way | No Action Required | None |
| | Have gate left open on Golf course Maryborough Road | No Action Required-Covered in Inf16 | None |
| | Drop kerbs at Hawkhill Ave. | No Action Required but should be noted by council- section where hawkhill meets back hawkhill. | None |
| | Supports Culzean Way | No Action Required | None |
| | Supports Holmston Round about link and Culzean Way | No Action Required | None |
| | Loans Troon route is underused and used large funds | Highlights need for route promotion and monitoring | Amendment of page 38, paragraph 6 |
| | LED lights on routes are damaging to wildlife | Add comment on appropriate lighting | Amendment of page 18, Inf-11 |
| | 20mph zones will better protect cyclists that rural cycle routes. | There is little that can be done about higher road speeds in rural areas between settlements, other than to look into improving the off-road network | None |
| | Supports Culzean Way | No Action Required | None |
| | Widen footpaths on North Harbour St | No action Required but should eb noted by council. | None |
| | Introduce 20mph zones | Work to introduce new 20mph schemes across the authority area is ongoing | None |
| | Add more neighbourhood routes and 20mph zones. | As above | None |
| | Route from Doonfoot to Culzean | No Action Required | None |
| **Crossings** | Roundabouts to be replaced with signalised ped crossings | No Action Required-crossings at roundabouts on A77 mentioned in | None |
| | Underpasses are unsafe-create ped crossings | Appropriately designed underpasses are safe, and in some instances may be the only viable option if at grade crossings and bridges are undeliverable | None |
| | Give priority to peds | Priority crossings mentioned in Inf 2 | None |
| | Remove smart crossings as if you don't stand close enough, they switch off | No action required - smart crossing sensors do not cancel when someone moves away. They work in the same way as the push button - once activated only the ped phase will cancel the demand | None |
| | Crossing for A77 to Ailsa hospital is crucial | No Action Required | None |
| | Crossing for A77 to Ailsa hospital is crucial-is footbridge possible. | No Action Required | None |

| | | | |
|---|---|---|---|
| **Bike Hire** | In support of community bike hire. Suggests emulating Bournemouth's scheme. | No Action Required | None |
| **Road Surface** | Potholes are safety issue | No Action Required | None |
| | Potholes are safety issue | No Action Required | None |
| **Training** | Bikeability is great, but training needs extended to adults | Split Edu-5 to mention in school training and adult training. | Amendment of page 22, Edu-5 |
| | Promote what shared use paths are, will decrease conflict. | Add comment on clear signage education on Shared use | Amendment of page 18, Inf-6 |
| | opt out option should be clarified to state individual parent not school | Unfortunately the training cannot proceed without the agreement of the school | None |
| | Create pump track for young people | No Action Required - this is a leisure facility which would sit with colleagues in Sport & Leisure | None |
| | More education needed on what shared use means | Add comment on clear signage education on Shared use | Amendment of page 18, Inf-6 |
| **Services** | Sch-1 creation of more hubs isn't necessary, just increase focus on outreach. | There is a limit to how much outreach support a single hub will be able to provide, especially across the entire geography of SAC | None |
| | Need for bikes on buses | No Action Required. Whilst this can be pursued with Stagecoach, ARA have no powers to deliver against this item | None |
| | Bike Shops should be stocked with AT info | No Action Required- Edu-2 | None |
| | Make local AT info easier to find-perhaps create an APP | This action sits primarily with the Active Travel Hub Ayr, and will be developed further | Amendment of page 45, paragraph 3 |
| **Policy** | Introduce 20mph in villages | This process is ongoing and will be progressed throughout SAC | None |

**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 | South Ayrshire Council Active Travel Strategy |
|---|---|
| Lead Officer (Name/Position/Email) | Kevin Braidwood, Head of Roads - Kevin.Braidwood@ayrshireroadsalliance.org |

**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 | No | Yes |
| Disability | No | Yes |
| Gender Reassignment (Trans/Transgender Identity) | No | Yes |
| Marriage or Civil Partnership | No | Yes |
| Pregnancy and Maternity | No | Yes |
| Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers | No | Yes |
| Religion or Belief (including lack of belief) | No | Yes |
| Sex – gender identity (issues specific to women & men or girls & boys) | No | Yes |
| Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight | No | Yes |
| Thematic Groups: Health, Human Rights & Children's Rights | No | Yes |

**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<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br>(High, Medium or Low) |
|---|---|
| Eliminate unlawful discrimination, harassment and victimisation | No adverse impact identified. Low |
| Advance equality of opportunity between people who share a protected characteristic and those who do not | No adverse impact identified. 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?) | No adverse impact identified. Low |
| Increase participation of particular communities or groups in public life | No adverse impact identified. Low |
| Improve the health and wellbeing of particular communities or groups | High positive impact. SAC shall be seen to offer facilities which encourage tourists and positive impacts on the local economy. |
| Promote the human rights of particular communities or groups | No adverse impact identified. Low |
| Tackle deprivation faced by particular communities or groups | No adverse impact identified. Low |

**5. Summary Assessment**

| Is a full Equality Impact Assessment required?<br>(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**) | ~~YES~~<br><br>NO |
|---|---|
| **Rationale for decision:**<br><br>**There are no negative implications associated with these proposals which are designed to deal with known issues around unregulated parking. All objectives shall be applied to ensure equality in approach and inclusion** | |

| **Signed** : | Kevin Braidwood | **Head of Roads** |
| --- | --- | --- |
| **Date:** | 2 February 2022 | |

**South Ayrshire Council**

**Report by Assistant Director - People
to Leadership Panel (Special)
of 1 March 2022**

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**Subject:      Future Operating Model**

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**1.      Purpose**

1.1      The purpose of this report is to update the Leadership Panel on progress to develop proposals for our Future Operating Model and to seek approval to implement new workstyles; implement supporting employee policies and procedures; and to continue to pilot the reintroduction of face to face customer services by appointment.

**2.      Recommendation**

**2.1      It is recommended that the Panel considers and approves the proposals outlined at para 4.2 below.**

**3.      Background**

3.1      The Future Operating Model Steering Group was established in March 2021 to develop a longer term, sustainable model of working post Covid, including proposals for working from home. The project aims to reduce the amount of buildings we occupy, present opportunities for savings and reduce our carbon footprint.  Fundamental to the project is establishing fair, flexible and supportive working arrangements to ensure staff have a good work life balance and remain healthy, engaged and productive.

3.2      The work needed to identify and support the development of proposals was significant and, as such, six workstreams were established. Trades Unions participated in each workstream.

**4.      Proposals**

4.1      Updates and proposals relating to each workstream are detailed in Annex 1.

4.2      Members are asked to:

4.2.1      note resources and guidance to support staff working from home and new workstyles;

4.2.2      agree the workstyle proposals outlined in Appendix 2 of Annex 1 (taking into consideration the proposals from other workstreams);

4.2.3	approve the Remote Working Policy (Appendix 3 of Annex 1), with the exception of Section 14 - Mileage Claims - which is still under discussion with HMRC;

4.2.4	approve the Homeworking Health and Safety Guidance for Managers and Employees (Appendix 4 of Annex 1);

4.2.5	note principles, proposals and plans for the office estate to meet the needs of new ways of working (Appendix 5 of Annex 1); and

4.2.6	agree to the reintroduction of face to face customer services by triaged appointment, using a co-located Thriving Communities model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place, with a detailed report and proposals provided to Leadership Panel by June 2023.

## 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	£5,000 will be drawn from the Efficiency and Improvement Fund to purchase the preferred desk booking management system pilot with the inclusion of sensors).

6.2	The financial implications arising from any gaps in ICT equipment will be identified as we work through the specific ICT implications for each role. If these cannot be accommodated within the existing ICT investment programme, a further report seeking additional funding for ICT or other required equipment will be brought forward to the Leadership Panel for consideration.  The financial implications resulting from the future operating model will be monitored during the implementation phase and further details will be brought to Leadership Panel in June 2023 outlining any impact.

## 7.	Human Resources Implications

7.1	Variations to contracts of employment will require to be issued to employees adopting homeworking, agile or hybrid workstyles.

## 8.	Risk

8.1	*Risk Implications of Adopting the Recommendations*

8.1.1	Any risks associated with adopting the recommendations for the Future Operating Model will be managed in line with current risk management and health and safety  protocols

8.2	*Risk Implications of Rejecting the Recommendations*

8.2.1	Rejecting the recommendations may impact negatively on our ability to reduce the corporate estate and to modernise service delivery.

8.2.2    Rejecting the recommendations may impact on the Councils ability to safely return staff to office accommodation following the lifting of COVID-19 related restrictions.

## 9.    Equalities

9.1    Equalities scoping and impact assessments have been included as follows:

- **Annex 2** - Workstream 1 and 2 – combined Equality Impact Assessment;
- **Annex 3** - Workstream 3 and 4 – combined EQIA Scoping;
- **Annex 4** - Workstream 5 – EQIA Scoping; and
- **Annex 5** - Workstream 6 – Equality Impact Assessment.

## 10.    Sustainable Development Implications

10.1    *Considering Strategic Environmental Assessment (SEA)* – It is anticipated that proposals will reduce our carbon footprint and data is being gathered to analyse this.

## 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 public consultation on reintroducing face to face customer services and further consultation will take place in 2022.

13.2    Each Service Lead was asked to consult with the relevant Portfolio Holder before submitting workstyle proposals.

13.3    Consultation has taken place with Councillor Peter Henderson, Portfolio Holder for Corporate, and Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and this report reflects any feedback provided.

13.4    Trade Union colleagues were involved in every workstream and were also represented on the Steering Group.  Formal consultation with Trade Unions commenced in January through fortnightly meetings. It should be noted that Trade Unions are advocating for payment of an allowance to staff whose workstyles are changing and they remain dissatisfied with the approach being recommended for the payment of mileage.

## 14.    Next Steps for Decision Tracking Purposes

14.1    If the recommendations above are approved by Members, the Assistant Director – People, the Assistant Director – Place and 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:

| Implementation | Due date | Managed by |
|---|---|---|
| Implement the new Remote Working Policy and issue new contracts of employment to relevant staff | 30 May 2022 | Service Lead – HR and Payroll |
| Implement the preferred desk booking management system | 1 May 2022 | Service Lead – Asset Management and Community Asset Transfer/ Service Lead – ICT Operations |
| Implement a phased return to offices for hybrid, agile and office workers upon approval to be completed by | 1 July 2022 | Assistant Director – Place |
| Provide a detailed report on the effectiveness of the Thriving Communities shared model of delivery and the public consultation exercise | June 2023 | Assistant Director - People |

**Background Papers**      **Report to Leadership Panel of 25 May 2021 – Covid-19 Recovery Planning**

**Person to Contact**      **Jane Bradley, Assistant Director - People**
**County Buildings, Wellington Square, Ayr, KA7 1DR**
**Phone 01292 612234**
**E-mail jane.bradley@south-ayrshire.gov.uk**

**Date:   24 February 2022**

**1.     Workstream 1 - Workforce Analysis**

1.1     Workstream 1 co-ordinated proposals for ways of working which would best suit each role (other than school-based roles which are outwith the scope of the project) and 5 possible workstyles were identified – frontline; office-based; homeworking; hybrid and agile. Details on each workstyle can be found at **Appendix 1**. Service Leads were asked to engage with staff at team and individual level to agree workstyle proposals by role which would best meet the needs of the service going forward,  taking into account any changes to workstyles or ways of working which have proved effective during the pandemic period.

1.2     The data gathered by Workstream 1 also includes Service Leads' understanding of ICT requirements by role. This will assist in identifying future licence costs and help establish ways in which every employee can access digital communications, especially those frontline workers who can't currently communicate digitally at work. Further information and proposals will  be presented to Leadership Panel following completion of a range of early adopter pilots.

1.3     Service Leads submitted data relating to 3,837 postholders (including those in casual roles). It should be noted that individual circumstances, as well as service needs, have and will continue to be taken into consideration where employees cannot reasonably work to the workstyle proposed for their role.

1.4     Service Leads' workstyle proposals indicate that, if approved,  the majority of the total workforce (74%) will return to pre-Covid ways of working.  It is proposed that the remaining employees continue to adopt an element of homeworking, resulting in a significant reduction in people returning to work 100% of their contracted hours from an office. The proposals show that many roles which were formerly office-based would move to homeworker; agile  or hybrid workstyles.

1.5     It is proposed that, taking into consideration the proposals from other workstreams, the Leadership Panel agrees the workstyle proposals outlined at **Appendix 2**.

**2.     Workstream 2 – Health, Safety and Wellbeing**

2.1     Workstream 2 co-ordinated the development of the Remote Working Policy contained in **Appendix 3** and the Homeworking Health and Safety Guidance for Managers and Employees contained in **Appendix 4**.  The workstream assessed a range of themes that would impact the different workstyles identified:

- Potential costs for employees (for example, additional utility costs and home office set up);

- Impact on existing employee benefits;

- Health and Safety;

- Mental health and wellbeing; and

- Impact on existing policies/ terms and conditions.

2.2     The policy promotes the importance of helping employees balance their work and home lives by offering flexible working arrangements. The policy aims to set out the ways in which remote working will be managed: to increase the rate of retention of staff; to reduce absence levels; to attract new talent; and promote work-life balance. In doing so, this will improve service provision and reputation as an employer of choice.

2.3     There are no proposed changes to core working hours (7am to 8pm – Monday to Sunday) or to existing employee benefits. However, it is proposed that minimal changes to our existing policies and procedures will be required which are linked to the implementation of the Remote Working policy, specifically around Recruitment, and Health and Safety.

2.4     As a result of changes to workstyles, contracts of employment will be amended to reflect the revised arrangements. Contracts for any new employee will reflect the appropriate workstyle for the role.

2.5     There are no proposals to pay an allowance to cover potential additional costs which may be incurred by employees, for example, additional costs associated with an increase in utility costs or initial home office set up Officers carried out research across both the public and private sector which evidenced that the majority of employers are not making any additional payments to staff.  The Council will provide equipment depending on the designated workstyle – ie ICT and where required desk and/or chairs.

2.6     Whilst it is recognised that energy costs may increase for employees working fully or partly from home, other costs associated with working in an office would be removed, such as travel and transport costs.  This approach is consistent with our neighbouring authorities.

2.7     For the purposes of claiming business mileage, there are well established practices and procedures covered by the Travel and Subsistence policy. We are currently engaging with HMRC to consider the most appropriate options for the proposed workstyles and will bring a future update to Panel once this work has been completed.

2.8     Health and Safety Guidance has been prepared for those working remotely (agile, hybrid and home workers).   The guidance considers typical hazards associated with working at home including - ergonomically safe workstations; electrical safety; fire safety; working environment; mental wellbeing; lone working and dealing with aggression.  It notes the continued statutory requirement for line managers to risk assess remote working arrangements and self-assessment procedures for remote working.

2.9     It is proposed that Leadership Panel approves the Remote Working Policy (**Appendix 3**) and notes the availability of the Homeworking Health and Safety Guidance for Managers and Employees.

## 3.     Workstream 3 – Support for Homeworkers (Digital and Equipment)

3.1     The Support for Homeworkers workstream looked to address the unique challenges for staff who are working at home or on an agile or hybrid basis to ensure they are not disadvantaged through a lack of suitable equipment.  Included within this scope

was how we could overcome the lack of access to paper-based filing and printing services. It was also recognised that many workers may lack the knowledge and skills to properly set up a work from home (WFH) office space and looked at how best to support this group of staff to ensure that that continue to work effectively.

3.2     The workstream developed materials covering: Display Screen Equipment and how to assess/setup your workspace; development of a standard ICT equipment list for homeworkers; guidance on how to setup your ICT equipment; updated guidance on staying safe and secure while working from home; electronic document management (eDRMS); and digital skills, training and support for homeworkers. The work on eDRMS resources will now be considered as part of the Microsoft 365 transformation project.

3.3     It is proposed that Leadership Panel notes the availability of these resources.

**4.     Workstream 4 – Support for Homeworking (Employee and Manager Resources)**

4.1     Workstream 4 used feedback from employee and manager surveys to develop online resources which will support new ways of working. These include new welcome pages for corporate induction and a range of resources to help managers support employees to work effectively in agile, hybrid or homeworking roles.

4.2     It is proposed that Leadership Panel notes the availability of these resources.

**5.     Workstream 5 – Office Accommodation**

5.1     The Office Accommodation workstream considered the impact of new workstyles on current office accommodation arrangements and spatial requirements for those returning to work in Council offices and those working in agile or hybrid roles.

5.2     Ten design principles were agreed with assumptions for the model shown at **Appendix 5.**

5.3     In terms of modelling spatial requirements, outputs from the work-style questionnaires were analysed and confirmed and requirements calculated based on proposed level of usage, with Office based staff requiring a desk space 5 days per week and hybrid and agile approximately 2 days per week (with differing work patterns). Front-line and home-based workers have no fixed office desk space requirements. Hot-desking arrangements are proposed for those requiring to access a desk space infrequently, or on an ad-hoc basis.

5.4     Office accommodation proposals to support office, hybrid or agile work styles are based on a 'Village' space with each service allocated an area calculated on desk space requirements and frequency of use. Bookable hot-desking areas are also identified.  Detailed CAD designs for every Council service are being developed in consultation with Service Leads and a timetable for the phased return to offices for staff is being completed.  Responsibility for the management of the Village will be the responsibility of the Service Lead for that service.

5.5     Opportunities to further review office spatial requirements and to reduce the office estate will be undertaken as part of the larger change programme Transforming the

Estate, currently underway, with governance via the SAW Strategic Change Programme.

5.6 Usage of space will be monitored and managed to ensure the proposals continue to meet the needs of staff and services. A desk booking system will be piloted which will enable colleagues to book desks, in specified hot desk locations across the estate. Six pilot options were explored and the preferred option has a cost of £5,000, which includes the use of sensors across pilot service areas (to be confirmed) to monitor uptake in space and identify further efficiencies.

5.7 It is proposed that Leadership Panel notes the principles, proposals and plans for the office estate to meet the needs of new ways of working

## 6. Workstream 6 – Reintroduction of Face to Face Services

6.1 A small number of workstyle proposals are dependent on suggested changes to the way we deliver face to face 'customer' services, primarily in services like Benefits, Customer Services and elements of Housing where 'drop-in' face to face services were available pre-Covid.

6.2 The pandemic has significantly shifted customer trends, as Covid restrictions required customers to carry out enquiries by phone or online. During the pandemic, services have introduced new ways for customers to access them, such as video calls, the SAC My Bins App and an increase in online provision. However, it is recognised that there are some customers who need in person support and it is important that face to face services are reintroduced to meet that need.

6.3 Workstream 6 carried out a survey of services which formerly (pre-Covid) offered a face to face drop-in service for customers. Responses indicated that services such as Benefits, Customer Services and Housing, having considered service efficiency, best value and customer trends and feedback, propose reintroducing face to face services using a triaged appointment-based system.

6.4 In 2021, two surveys were carried out to obtain feedback from the public on their preferred ways of contacting the Council. The majority of respondents to each survey stated a preference for contacting the Council by phone or online. More detailed feedback on the most recent survey can be found at **Appendix 6.**

6.5 The Thriving Communities team propose to have a public-facing centre in the principal towns, providing an 'open door' in each location. In September 2021, the Thriving Communities team began delivering employability and literacy services by appointment from The Wallace Tower, Ayr, in line with Covid restrictions. Recognising that some residents, having previously used The Wallace Tower as a customer service centre, might drop in for generic enquiries, members of the Customer Services team co-located with the Thriving Communities team to provide support and signposting for any ad hoc customer queries.

6.6 Taking into account feedback from staff, customers, services and information from the recent co-location approach in The Wallace Tower, it is proposed that customers be encouraged to carry out their enquiries by phone or online, but that a triaged, face to face appointment system be introduced for customers who have barriers to using phone or digital options. Face to face appointments would be

available from Thriving Communities centres in each of the 5 main towns. Customers would also be able to make an enquiry at their local library or leisure centre and a customer services team member would contact them to arrange a suitable way of dealing with their enquiry e.g. a phone or face to face appointment.

6.7     It is proposed that Leadership Panel agrees to the reintroduction of face to face customer services by triaged appointment, using a co-located Thriving Communities model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place, with a detailed report and proposals provided to Leadership Panel by June 2023.

## Appendix 1 - Workstyles by Directorate & Definition

| Workstyle & | Chief Executive's | People | Place | HSCP | Whole Council Employees* |
|---|---|---|---|---|---|
| **Frontline Worker**<br><br>Frontline workers are employees whose job role determines its location e.g. waste management operatives, cleaners, leisure attendants, librarians. | 26 | 527 | 1,285 | 504 | 2,342 |
| **Office Worker**<br><br>Office workers are employees whose job can only be done from an office of the corporate estate e.g. because they need access to particular systems. | 15 | 12 | 40 | 27 | 94 |
| **Homeworker**<br><br>Homeworkers will be fully based at home, however, there is an expectation that managers will meet face to face with homeworkers and homeworking teams at least once a month. | 152 | 73 | 33 | 18 | 276 |
| **Agile Worker**<br><br>Agile workers will be based from home but will travel from home to meet regularly with customers/clients in a range of Council Buildings or locations. | 50 | 87 | 122 | 202 | 431 |
| **Hybrid Worker**<br><br>Hybrid workers will work part of the week from home and part of the week from an office or building of the council estate in line with the requirements of their role. Appendix 2 lists the roles by Service and Directorate which have been identified by Service Leads as hybrid roles. | 157 | 213 | 205 | 119 | 694 |
| **TOTAL** | **400** | **912** | **1,685** | **870** | **3,837** |

*(except school-based education staff)*

| Roles Identified As Homeworkers |
|---|
| **Chief Executive** |
| **Corporate Accounting** |
| Corporate Finance Team Co-ordinator |
| Finance Assistant |
| Finance Officer |
| Senior Accountant |
| Senior Accountant (Corporate) |
| Senior Finance Assistant |
| Senior Finance Officer |
| Service Finance Team Co-ordinator |
| Service Lead - Corporate Accounting |
| **Democratic Governance** |
| Clerical Assistant |
| Clerical Assistant (IG) |
| Information & Data Compliance Officer |
| Support Officer (Complaints and Information) |
| **Employee Services** |
| Employee Services Administrator |
| Employee Services Supervisor |
| **Employee Services** |
| Employee Services Administrator |
| **HR Policy and Operations** |
| Administrator |
| **ICT Enterprise Architecture** |
| Co-ordinator (Digital Services) |
| GIS Analyst |
| ICT Project Manager |
| ICT Security Officer |
| ICT Solution Analyst |
| Programme Support Officer |
| Project Management Officer |
| Senior ICT Security Analyst |
| Service Lead - ICT Enterprise Architecture |
| Web and Social Media Analyst |
| **ICT Operations** |
| Co-ordinator (Business Systems) |
| Co-ordinator (ICT Applications) |
| Co-ordinator (ICT Infrastructure) |
| Database Administrator |
| DBA |
| DevOps Analyst |
| DevOps Engineer |
| DevOps Officer |
| DevOps Technician |
| Senior DBA |
| Senior DevOps Analyst - Enterprise Applications |
| Senior DevOps Analyst - Service Apps |

| |
|---|
| Senior DevOps Engineer (Data Centre) |
| Senior DevOps Engineer (Desktop) |
| Senior DevOps Engineer (Devices) |
| Systems Analyst |
| Systems Assistant |
| Systems Officer |
| **Legal & Licensing** |
| Paralegal Officer (conveyancing) |
| Solicitor (Property & Contracts team) |
| **Revenues and Benefits** |
| Administrative Assistant |
| Administrative Assistant (LV8) |
| Assistant Benefits Officer |
| Benefits Officer |
| Revenues Co-ordinator |
| Revenues Team Supervisor |
| Senior Revenues Advisor |
| Service Lead Revenues & Benefits |
| Team Supervisor |
| **Risk & Safety** |
| Civil Contingencies Co-ordinator |
| Risk & Safety Co-ordinator |
| Service Lead – Risk & Safety |
| **HSCP** |
| **Planning and Admin** |
| Carers officer |
| Commissioning Co-ordinator |
| Commissioning Officer (Children and Families) |
| Contract and Commissioning Officer |
| Co-ordinator (Unscheduled Care) |
| Information Systems Administrator |
| Information Systems Finance Project Officer |
| Information Systems Officer |
| Information Systems Support |
| Information Systems Trainer |
| Performance Data Assistant |
| Planning and Performance Co-ordinator |
| Planning and Performance Officer |
| Planning and Performance Officer (Communications) |
| **Registered Services** |
| Service Manager (Intermediate Care and Reablement) |
| **People** |
| **Community Engagement** |
| Supply Support Worker (Employment and Training) |
| **Education Support Services** |
| Administrative Assistant |
| Administrative Officer |
| Clerical Assistant |

Education Support Officer

Team Leader (Administration and School Estate)

**Events & Tourism**

Admin Assistant

Co-ordinator (Destination, Promotion, and Inclusive Participation)

Tourism, Events and Culture Officer

**Internal Audit & Corporate Fraud**

Auditor

Chief Internal Auditor

Investigation Officer

Senior Auditor

Senior Investigations Officer

**OD & Customer Services**

Adviser (Covid 19 Response)

Communications Officer

Coordinator - Change and Improvement

Coordinator - Communications

Design and Marketing Officer

Graduate Intern

Organisational Development Administrator

Organisational Development Advisor

Organisational Development Assistant

Planner (Covid 19 Response)

Team Leader (Covid 19 Response)

**Policy, Performance & Community Planning**

Administrative Assistant

Analyst (Education & Corporate) - Gordon

Clerical Assistant

Co-ordinator (Housing Policy and Strategy)

Co-ordinator (Strategic Planning) Jane

Corporate Policy Officer (Research and Intelligence) Peter

Equalities Officer

Lead Officer

Policy and Performance Assistant (Performance Management) - Bev

Policy Officer

Private Sector and Landlord Registration Officer

Service Lead - Performance, Policy and Community Planning

**Place**

**Asset Management**

Administrative Officer

Clerical Assistant

Senior Officer (Assets)

**Change Programme Office**

Project Implementation Coordinator

Project Implementation Officer

**Neighbourhood Services**

Co-ordinator (Sustainability and Fleet)

**Procurement**

| |
|---|
| Procurement Information Assistant |
| Procurement Officer |
| Procurement Officer (X2 Vacancies) |
| Procurement Project Co-ordinator |
| Procurement Support Assistant (Vacant) |
| Service Lead - Procurement |
| Team Leader (Procurement) |
| **Professional Design Services** |
| Administration Assistant |
| Capital Planning Co-ordinator |
| Clerical Assistant |
| **Property Maintenance** |
| Estimator / Quantity Surveyor |
| Housing Officer |
| Systems Technician |
| Work Scheduling Planner |

| Roles Identified As Agile |
| --- |
| **Chief Executive** |
| **Democratic Governance** |
| Clerical Assistant (Messenger) |
| Supply Driver/Caretaker |
| Supply Marriage Celebrant |
| **HR Policy and Operations** |
| Employee Services Supervisor |
| HR Officer |
| HR Policy and Operations Advisor |
| HR Policy and Operations Co-ordinator |
| HR Policy and Operations Senior Advisor |
| Service Lead - HR and Payroll |
| **ICT Operations** |
| AV Technician |
| Co-ordinator (Delivery Manager) |
| Co-ordinator (Voice and Data Comms) |
| DevOps Engineer |
| DevOps Technician |
| ICT Service Adviser |
| Senior DevOps Engineer (Network) |
| Support Engineer |
| Technical Support & Helpdesk Supervisor |
| **Risk & Safety** |
| Civil Contingencies Officer |
| Civil Contingency Officer |
| Risk and Resilience Officer |
| Service Lead - Risk & Safety |
| **Trading Standards & Environmental Health** |
| Advisor |
| **HSCP** |
| **Service Hubs TPMG** |
| Community Care Assistant |
| Service Manager (Troon/P'wick/Maybole/Girvan) |
| Social Worker (Community Care) |
| Team Leader (Community Care) |
| **HSCP** |
| **Children and Families** |
| Casual Family Aid Worker |
| Casual Family Care Worker |
| Children & Families Assistant |
| Corporate Parenting Lead Officer |
| Family Aid Worker |
| Family Care Worker |
| Family Care Worker (Nurture) |
| Intensive Family Support Worker |
| Outreach Worker |
| Participation Assistant |

| |
|---|
| Quality Assurance Review Officer |
| Resource Worker |
| Senior Manager (Children's Services) |
| Senior Outreach Worker |
| Senior Practitioner (Belmont Family First) |
| Senior Social Work Practitioner |
| Service Manager (Children's Services) |
| Social Worker |
| Social Worker (Children and Families) |
| Supply Intensive Family Support Worker |
| Supply Participation Assistant |
| Supply Project Worker |
| Supply Social Worker |
| Supply Support Worker (Children & Families) |
| Supply Support Worker (Special Needs) |
| Support Worker (Children & Families) |
| Team Leader (C&F Intensive Family Support Service) |
| Team Leader (Children and Families) |
| Young Persons Drugs and Alcohol Worker |
| **Justice Service** |
| Justice Service Assistant |
| Service Manager (Justice Service) |
| Social Worker (Justice Service) |
| Supply Social Worker |
| Team Leader (Justice Service) |
| **Planning and Admin** |
| Partnership Engagement Officers |
| **Registered Services** |
| Service Manager (Maintenance Care) |
| **Registered Services (CAH)** |
| Assistant Supervisor (CAH) |
| Supervisor (CAH) |
| Supply Assistant Supervisor (CAH) |
| Supply Supervisor (CAH) |
| Team Leader (Care at Home) |
| **People** |
| **Community Engagement** |
| Community Engagement Officer |
| Community Planning Lead Officer |
| Community Planning Officer |
| Community Safety Officer (Problem Solving) |
| Co-ordinator (Community Engagement) |
| Development Officer |
| External Funding Officer |
| Team Leader (Community Safety) |
| **Education Support Services** |
| Co-ordinator (Education Administration and School Estate) |
| Co-ordinator (Education Projects and ICT) |

| |
|---|
| Co-ordinator (Education Resource Planning) |
| Digital Learning Development Officer |
| Service Lead - Education Support Services |
| **Events & Tourism** |
| Assistant in Charge (ex bookshop) |
| Clerical Assistant (exbookshop) |
| Facility Operations Officer |
| Libraries & Museums ICT Support & Design Officer |
| Team Leader (Libraries, Museums and Galleries) |
| Tourism, Events and Culture Town Centre Officer (on hold) |
| **Golf and Health & Wellbeing** |
| Active Schools Co-ordinator |
| Administrative Assistant |
| Assistant Development Officer |
| Business Development Officer |
| Community Sports Hub Officer |
| Co-ordinator (Golf and Community Facilities) |
| Co-ordinator (Health and Wellbeing) |
| Duke of Edinburgh's Award Development Assistant |
| Events Support Officer (Golf) |
| Health and Wellbeing Officer (Outdoor Activities and DoE) |
| Health Development Officer |
| Sports Development Officer |
| Team Leader Golf |
| Team Leader Sports Development |
| **OD & Customer Services** |
| Coordinator - OD and Customer Services |
| Information and Advice Advisor |
| Information and Advice Supervisor |
| Senior Information and Advice Advisor |
| Service Lead - OD and Customer Services |
| **Policy, Performance & Community Planning** |
| Accommodation Assistant (Social Letting Service) |
| Policy Officer |
| Private Sector Enforcement Officer |
| Project Officer |
| **Sport & Leisure** |
| Assistant Development Officer |
| Business Development Officer |
| Co-ordinator (Sports and Leisure) |
| Customer Admin Officer |
| Facility Operations Officer |
| Health Development Officer |
| Sports Development Assistant |
| Sports Development Officer (Aquatics) |
| Team Leader Quality Facilities |
| Team Leader Sports Development |
| **Place** |

| |
|---|
| **Asset Management** |
| Asset Officer (Data) |
| Asset Officer (Operational) |
| Asset Systems Manager |
| Co-ordinator (Property and CRA) |
| Energy Officer |
| Estates Co-ordinator |
| Estates Officer |
| Project Officer |
| Property Officer |
| Senior Officer (Energy) |
| Senior Officer (Estates) |
| Senior Officer (Property Management) |
| Service Lead - Asset Management and Community Asset Transfer |
| Team Leader (Community Asset Transfer) |
| **Economy & Regeneration** |
| Accounts Payable Assistant |
| Clerical Assistant (ERDF) |
| Co-ordinator (Ayrshire Growth Deal) |
| Co-ordinator (Economic Development) |
| Co-ordinator (Economy & Regeneration - Local Places) |
| CWB officer |
| Development Officer (Policy and Research) |
| Economy and Promotions Officer |
| Growth and Skills Advisor |
| Lead Officer (Place Making & Regeneration) |
| Lead Officer (Projects - Commercial Build) |
| Lead Officer (Projects - Digital & Space) |
| Lead Officer (Projects) |
| Leadership Support Officer |
| Procurement Assistant |
| Procurement Information Assistant |
| Promotions Officer (Invest South Ayrshire) |
| Service Lead - Economy and Regeneration |
| Team Leader (Procurement) |
| **Neighbourhood Services** |
| Climate Change Officer |
| Development Officer (Design & Advice) |
| Development Officer (Parks and Open Spaces) |
| Grounds Information Officer |
| **Planning & Building Standards** |
| Planner |
| Access Officer |
| Assistant Building Standards Surveyor |
| Assistant Engineer (Structures and Systems) |
| Building Standards Surveyor |
| Building Standards Technician |
| Civil Engineer |

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|---|
| Compliance Supervisor |
| Coordinator (Building Standards) |
| Coordinator (Business Development) |
| Co-ordinator (Place Planning) |
| Enforcement Officer |
| Information Assistant |
| Lead Conservation Planner |
| Lead Development Plan Officer |
| Lead Surveyor |
| Planner (temp to 2023) |
| Planning Assistant |
| Service Lead - Planning and Building Standards |
| Supervisory Planner |
| Supervisory Planner (Planning Strategy) |
| Technician |
| **Procurement** |
| Procurement Assistant |
| Procurement Officer (Contract and Supplier Management) |
| **Professional Design Services** |
| Architect |
| Architectural Technician |
| Clerk of Works |
| Co-ordinator (Housing Capital) |
| Co-ordinator (Professional Design Services) |
| Quantity Surveyor |
| Service Lead - Professional Design Services |
| Sustainable Design Officer |
| Team Leader (Early Years Expansion) |
| **Special Property Projects** |
| Project Co-ordinator (Housing New Build) |
| Project Co-ordinator (New Leisure Centre) |
| Project Co-ordinator (Special Projects) |
| Service Lead - Special Property Projects |

| Roles Identified As Hybrid |
|---|
| **Chief Executive** |
| **Chief Officer Admin Support** |
| Administrative Assistant |
| Clerical Assistant |
| Office Manager |
| Personal Assistant |
| **Corporate Accounting** |
| Clerical Assistant |
| Senior Accountant (Capital/Treasury) |
| **Democratic Governance** |
| Assistant Members' Services Officer |
| Clerical Assistant |
| Committee Services Lead Officer |
| Committee Services Assist |
| Committee Services Officer |
| Co-ordinator (Registration, Records, and Information) |
| Co-ordinator Democratic Services |
| Members' Services Officer |
| Personal Assistant |
| Records and Data Officer |
| Service Lead - Democratic Governance |
| Team Leader (Information and Governance) |
| **ELT & HoS** |
| Chief Executive |
| Head of Finance and ICT |
| Head of Legal HR and Regulatory Services |
| **Employee Services** |
| Employee Services Co-ordinator |
| **Employee Services** |
| Employee Services Advisor |
| Employee Services Officer |
| Employee Services Senior Advisor |
| **ICT Operations** |
| Asset and Compliance Officer |
| ICT Asset and Compliance Assistant |
| Service Lead - ICT Operations |
| **Legal & Licensing** |
| Civic Licensing Standards Officer |
| Clerical Assistant (Licensing) |
| Co-ordinator (Legal Services Litigation) |
| Co-ordinator (Legal Services Property and Contracts) |
| Licensing Standards Officer |
| Paralegal (conjoined court) |
| Paralegal (debt recovery) |
| Service Lead - Legal and Licensing |
| Solicitor (Litigation team) |
| Team Leader (Licensing) |

**Revenues and Benefits**

Administrative Assistant

Administrative Assistant

Assistant Systems Administrator

Benefits Advisor (new LIPP posts)

Clerical Assistant

Revenues Assistant

Senior Administrative Assistant

Senior Social Care Support Officer

Social Care Support Officer (Non-Residential; ATF; Corp Appointees)

Social Care Support Officer (Residential)

Social Care Support Officer (SDS)

Systems Administrator

Team Supervisor

**Risk & Safety**

Occupational Health & Safety Officer

Risk and Safety Officer

Trainee Risk and Safety Officer

**Trading Standards & Environmental Health**

Administrative Assistant

Administrative Officer

Animal Health & Welfare Officer

Authorised Officer

Clerical Assistant

Compliance Officer

Co-ordinator (Trading Standards and Environmental Health)

Enforcement Officer

Environmental Health Officer

Service Lead - Trading Standards and Environmental Health

Trading Standards Officer

**HSCP**

**Children and Families**

Administration Assistant

Clerical Assistant

Head of Children's Health, Care and Justice Service

Lead Officer (Child Protection)

Team Leader (Practice Development)

**ELT & HoS**

Director of Health & Social Care (SA Partnership)

**Health & Social Care**

Chief Finance Officer

Chief Social Work Officer

Head of Community Health and Care Services

Senior Manager (Planning and Performance)

**Learning Disability and Sensory Impairment**

Adult Protection Lead Officer

Clerical Assistant

Community Care Assistant

| |
|---|
| Policy & Implementation Officer |
| Practice Development Officer (Public Protection) |
| Rehab officer |
| Social Worker (Community Care) |
| Supervisor |
| **Planning and Admin** |
| Admin Assistant |
| Admin Assistants |
| Admin Officer |
| Admin Officer |
| Administration Assistant |
| Administrative Assistant |
| Administrative Assistant (L7s) |
| Administrative Assistants (L5) |
| Clerical Assistant |
| Clerical Assistants (L4, L3, L2) |
| PA to Director |
| Planning and Performance Modern Apprentice (stars August 2021) |
| Secretary |
| Senior Manager (Planning & Performance) |
| Team Leader (Administration) |
| **Registered Services** |
| Community Occupational Therapist (RE) |
| Professional Lead - Reablement |
| **Registered Services (CAH)** |
| Assistant Supervisor (CAH) |
| Senior Supervisor Systems Implementation |
| Supervisor (CAH) |
| System Implementation Officer |
| **Service Hub (Ayr)** |
| Community Care Assistant |
| Community Occupational Therapist |
| Occupational Therapy Assistant |
| Service Manager (Ayr) |
| **People** |
| **Early Years** |
| CPD/Child Protection Officer |
| Depute Principal Psychologist |
| Early Years Development Officer |
| Early Years Staff Tutor |
| Educational Psychologist |
| Principal Psychologist |
| Principal Teacher |
| Psychology Assistant |
| Quality Improvement Manager |
| Quality Improvement Manager - Early Years |
| Quality Improvement Officer |
| Research Assistant |

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|---|
| Senior Educational Psychologist |
| Team Leader (School Counselling) |
| Trainee Educational Psychologist |
| **Education Support Services** |
| Administrative Officer |
| Clerical Assistant |
| **ELT & HoS** |
| Depute Chief Executive and Director |
| Assistant Directors |
| **Events & Tourism** |
| Librarian (1 on hold) |
| Museums/Galleries Officer |
| Project Development Officer |
| Senior Centre Assistant (1 on hold) former CC |
| **Golf and Health & Wellbeing** |
| Business Development & Administration Assistant |
| Clerical Assistant |
| Coach (Health) |
| Health & Fitness Instructor |
| Instructor |
| System Development Assistant |
| **OD & Customer Services** |
| Administration Assistant |
| Customer Services Advisor |
| Customer Services Officer |
| Customer Services Supervisor |
| **Policy, Performance & Community Planning** |
| Adaptations Grants Officer |
| Information Researcher/Analyst - Anna |
| Tenant Participation Assistant |
| Tenant Participation Officer |
| **Primary, Secondary and Special** |
| Assessment and Moderation Workstream Officer |
| Co-ordinator (Inclusion) |
| Data Analyst |
| Early Years Workstream Officer |
| Engagement Officer |
| Head Teacher (Peripatetic School) |
| Primary Science Development Officer |
| Principal Teacher |
| Principal Teacher - Inclusion (Learning & Teaching) |
| Principal Teacher (Language and Communication) Peripatetic School |
| Quality Improvement Manager - ASN |
| Quality Improvement Manager - Secondary |
| Quality Improvement Manager (SWEIC) |
| Quality Improvement Officer |
| SWEIC Leadership Workstream Officer |
| Transcription Assistant |

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|---|
| **Sport & Leisure** |
| Business Development & Administration Assistant |
| Clerical Assistant |
| Coach (Health) |
| Engineer |
| Health & Fitness Instructor |
| Maintenance/Event Technician |
| System Development Assistant |
| **Thriving Communities** |
| Assistant (Organisational Development) |
| Clerical Assistant (ESF) |
| Communities Assistant |
| Communities Officer |
| Compliance Officer |
| Employability & Skills Officer |
| Employability & Skills Officer (ESF) |
| Employability and Skills Administrator (ESF) |
| Employability and Skills Programme Lead |
| Employability and Skills Programme Officer |
| ESF Programme Administrator |
| ESF Programme Lead |
| ESF Programme Officer |
| Literacies Development Worker |
| Outdoor Education Instructor |
| Parental Employment Support Fund Programme Officer |
| Programme Officer |
| Project Assistant - Inspire Disability |
| Project Assistant (Active Schools) |
| Senior Communities Officer (CLD) |
| Senior Literacies Development Worker |
| Service Lead - Thriving Communities |
| Skills Instructor |
| Team Leader - Ayr Central/North/South |
| Team Leader - Carrick/Girvan/Maybole/Rural Area |
| Team Leader - Prestwick/Troon/Rural area |
| **Place** |
| **Asset Management** |
| Property Systems Officer |
| **Economy & Regeneration** |
| Accounts Payable Officer |
| Economy and Regeneration Support Officer |
| Programme Officer - Aerospace and Space Supply Chain Project |
| Software Programmer - Aerospace Digital Visualisation Suite |
| **ELT & HoS** |
| Director (Place) |
| Assistant Directors |
| **Facilities Management** |
| Administrative Assistant |

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| Administrative Officer |
| Clerical Assistant |
| Co-ordinator (Facilities Management) |
| Food Hygiene and Nutrition Officer |
| Service Lead - Facilities Management |
| Team Leader (Catering Services) |
| Team Leader (Janitorial Services) |
| **Housing Services** |
| Administrative Assistant |
| Administrative Officer |
| Anti-Social Behaviour Officer |
| Clerical Assistant |
| Co-ordinator (Housing Services) |
| Housing Asset Management Co-ordinator |
| Housing Asset Management Officer |
| Housing Asset Technical Officer |
| Housing Assistant |
| Housing Liaison Officer (Offender Management) |
| Housing Management Assistant |
| Housing Management Officer |
| Housing Officer |
| Housing Options Officer |
| Housing Service Support Officer |
| Housing Systems and Project Assistant |
| Housing Transformation and Systems Support Officer |
| Liaison Officer - Minority Groups |
| Occupational Therapist |
| Service Lead - Housing Services |
| Sheltered Housing Support Officer |
| Team Leader (Housing) |
| Team Leader (Sheltered Housing) |
| **Neighbourhood Services** |
| Administrative Assistant |
| Administrative Officer |
| Clerical Assistant |
| Enforcement Officer |
| Environmental Strategy Officer |
| Neighbourhood Services Development Officer |
| Parks Liaison Officer |
| Project Assistant |
| Systems Administrator |
| Team Leader (Grounds) |
| Waste Management Strategy Team Leader |
| **Planning & Building Standards** |
| Administration Assistant |
| Administrative Assistant |
| Administrative Officer |
| Clerical Assistant |

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|---|
| **Procurement** |
| Accounts Payable Assistant |
| Accounts Payable Officer |
| Senior Accounts Payable Assistant |
| **Property Maintenance** |
| Administration Officer |
| Clerical Assistants |
| Maintenance Officer |
| Operational Team Leader |
| Service Co-ordinator |
| Service Lead |
| Stores Supervisor |
| Systems Officer |
| Technical Officer |

# Remote Working Policy

January 2022

# Contents        Page

# Version Control

| Version Number | Effective Date | Details of Revision | Responsible Person | Review Date |
|---|---|---|---|---|
| 1 | | New Policy Template | N. Cecconi | Jan 2023 |
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| | | | | |

# 1.   Introduction

South Ayrshire Council recognises the need to create a modern and digital future for the workplace promoting remote working to support service delivery.

The Council believes that its employees are its most valuable asset and is committed to attracting and retaining the very best talent. It also appreciates that the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with caring responsibilities, as well as those whose interests and aspirations impact on their time.

The Council recognises the importance of helping its employees balance their work and home lives by offering flexible working arrangements. One such flexible working arrangement is remote working.

# 2.   Aims and Scope

This policy aims to set out the ways in which remote working will be managed in the Council.  Our continued aim is to increase the rate of retention of staff, reduce absence, attract new talent, and promote work-life balance. In doing so, this will improve the Council's service provision and reputation as an employer of choice.

This policy provides a consistent framework to enable employees to adopt a remote style of working which can encompass a mix of working at home effectively and safely, meeting or visiting customers or clients on site and working in a council office environment.  Where, when and how council employees work will depend on their job role.

# 3.   Definition

This guidance covers those employees who ordinarily spend the majority (60-100%) of their contracted hours either working at home or visiting sites or meeting with clients or customers.  Their home is their contracted work location which is included in their contract of employment. Employees who are classed as agile, hybrid or office workers will be allocated an admin base which is a designated Council location/office.

# 4.   Work styles

South Ayrshire Council has identified, five different Workstyles. Each post in the council can be attributed to one of these styles.

| Office Workers | Hybrid Workers | Agile Workers | Home Workers | Front Line Workers |
|---|---|---|---|---|
| Employees who do their job from an office because they need access to office-based systems or equipment which they can't access from home. | Employees who can carry out their role from home part of the week but need to access an office part of the week to use specific systems or equipment. | Employees who are based at home but travel to meet regularly with Customers/Clients in a range of locations and may require some access to office systems. | Employees who are based at home but may go to offices for team meetings. | Employees whose job can only be carried out in certain locations and who cannot carry out their role working remotely |

Should the employee wish to be considered for an alternative workstyle to the one allocated to their post, they should complete the Workstyle Request form and submit it to their Line Manager.

Should the employee wish to permanently change their work pattern or working hours, please refer to the Flexible Working policy.

# 5. Benefits of Remote Working?

It is accepted that remote working will not generate the same benefits for everyone and those employees with concerns should seek support from their manager. There are several organisational and employee benefits that will be delivered through this policy. These include:

**Employees**

- **Work-Life Balance**: it creates an environment which allows employees to achieve an improved work-life balance by e.g., reducing time pressure of commuting.
- **Improved Productivity**: provides an opportunity to manage the working day more effectively e.g., through increased concentration and avoiding unnecessary interruptions within the office environment.
- **Job Satisfaction** through offering a range of flexible workstyles.
- **Financial Benefits:** e.g., savings on the cost of commuting.

**Managers**

- **Increased Productivity:** e.g., reduced unproductive interruptions that can be part of the office environment.
- **Operating Cost Savings:** e.g., reduction in overhead costs.
- **Supporting Environmental Objectives:** e.g., lower carbon footprint, through reduced emissions from a decrease in work travel, supports our Climate Change Strategy.
- **Employee Retention and Attraction:** e.g., help to retain and attract skilled and experienced talent by offering a range of flexible workstyles.

# 6. Roles and Responsibilities

Trust between an employee and their manager is an essential component of effective remote working. Regular conversations will continue to build relationships, provide support, and keep individuals feeling valued, motivated and engaged.

In agreeing arrangements for contracted remote working, both employee and manager have individual responsibilities:

| Employee Responsibilities | Managers Responsibilities |
|---|---|
| • To maintain effective communication with line managers, colleagues and customers, maximising the use of online meetings to communicate effectively and regularly.<br>• Employees may be asked to attend council buildings for team meetings, training and development or other events as required by their line manager.<br>• Employees must keep their line manager informed of their whereabouts if not working from home. E.g. appointments/meetings or emergency situations.<br>• Where an employee has an emergency situation, they should refer to the Special Leave Policy.<br>• Employees should ensure they take adequate rest and meal breaks, and that their work does not exceed the agreed hours.<br>• Whilst working from home, employees should continue to adhere to the values of South Ayrshire Council and the 'Code of Conduct for Employees'. | • To ensure that employees are working effectively from home and they continue to feel supported and part of a wider team, it will be necessary for managers to use a more flexible approach to communication using technology such as online meetings.<br>• Managers should meet face to face with team members as and when required whilst maintaining regular weekly contact via online meetings to monitor and provide feedback on work undertaken.<br>• Direct and regular contact with remote workers will assist managers in recognising any early signs of distress or mental health concerns by noticing changes to output or changes to normal patterns of behaviour.<br>• Managers should ensure that adequate rest and meal breaks are taken, and that work does not exceed the agreed hours.<br>• To ensure the employee is aware of the sickness absence reporting arrangements and how the Council's Framework for Maximising Attendance will apply in these circumstances.<br>• To review remote working arrangements on a regular basis and to help to resolve difficulties encountered by the employee and colleagues who remain in the office environment. |

These roles and responsibilities are further explored in the following sections.

# 7. Employee Wellbeing

A remote style of working can boost wellbeing, however, there are some points to consider:

- It can be easy to lose track of time and work more hours than usual. It is important to remember to take regular rest breaks; at least 20 consecutive minutes if working for 6 hours or more and make time to switch off. It is also important that the time period between stopping work one day and beginning the next is not less than 11 hours. Working remotely should not significantly change the number of hours usually worked.

- Remote working should not be used as a way of carrying on working if an employee is sick. If an employee is ill, then they would need to take time off until they have recovered and follow the 'Framework for Maximising Attendance'.
- Remote working should also not be used as an alternative to childcare or caring arrangements. It is important that employees maintain work-life balance and therefore, should make the relevant arrangements so that there are no childcare or caring responsibilities during their working hours at home. In the event of a family emergency leave situation, please refer to the Special Leave policy.
- If employees begin to feel isolated or under increased pressure due to workload, in the first instance they should speak to their line manager. Further support is available through Occupational Health.

# 8. Management and Supervision

Allocated Workstyles must not affect the provision of services and therefore, managers must ensure that they have systems in place to maintain suitable office presence, if required. Generally, staff will be expected to manage their own diaries in line with service requirements, however there may be occasions where an employee's manager may request that they return to the office to work instead of working from another location.

It is important that employees and managers agree a process for keeping each other up to date with work location and work undertaken out with the employee's normal workplace.

Employees may be required to attend council buildings as requested by their manager for team meetings, training and development or other such event as instructed.

Local arrangements must be put in place to monitor work output and performance, including effective workplace communication and support. If there are concerns about an individual's work performance, then this may lead to a review of that individual's Workstyle.

Both parties must recognise that the success of any arrangement will depend on this collaborative constructive relationship being in place and requires a different approach to managing the team.

All employees are responsible for and required to record hours worked via timesheets, Etarmis, electronic diaries and other formal means as instructed by their line manager.

All employees participating in the Flexi scheme will have their records scrutinised by their line managers on a regular basis to ensure that discrepancies and anomalies are rectified within the appropriate timescales.

# 9. Health and Safety Implications

Employees have a responsibility on a day-to-day basis for their own and others health and safety while they are carrying out work activities regardless of the work location. Any work should always be carried out in accordance with the Council's Health & Safety policy and the 'Home Working Health and Safety Guidance for Managers and Employees'.

In order to consider and mitigate the range of risks associated with home working employees will be required to complete the 'Home Working Self-Assessment' and complete the home working module on COAST. The Home Working Self-Assessment' includes requirements in terms of the minimum standards for all Display Screen Equipment workstations.

Line Managers will be required to undertake home-working risk assessments with their teams to identify any potential health and safety risks and to implement appropriate control measures.

Where a Workstyle involves the use of Council or privately owned motor vehicles used on official Council business, then please refer to the 'Fleet, Travel and Transport policy'.

In the event of any work- related incidents of an injury, illness or near miss, then Council employees have a duty to report these in accordance with the Council's Health & Safety policy using the Incident Report Form – AR1 - which they should forward to both their line manager and the Corporate Safety Mailbox.

Employees who have any concerns relating to any health and safety aspect of their work they must raise this without delay with their line manager.

# 10. IT and Equipment

All ICT equipment is standardised and issued depending on the designated workstyle. If, for whatever reason, this equipment is unsuitable, there is an exemption process that can be followed. More information on this process is available on the Core.

Any issues with hardware or connectivity, should in the first instance be raised with the ICT Service Desk. Where the issue is ongoing, the line manager should give consideration to the employee attending the workplace.

# 11. Data Security

Protecting data is incredibly important for everyone. Employees have a legal responsibility to follow the procedures that the employer puts in place when working from home to ensure compliance with the Data Protection Act 2018, UK General Data Protection Regulation (UK GDPR) and other relevant legislation or procedures.

For the avoidance of doubt and in line with the Information Security Framework, employees must:

| | You should exercise caution when: |
|---|---|
| | **Making or Receiving Telephone calls** – you must ensure that you cannot be overheard when making or receiving calls. |
| | **Working on your Device** – you must ensure that you are in a position that doesn't allow shoulder surfing (I.e., someone looking over your shoulder and watching what you type).  This is also true if using voice recognition software or any other verbal communication that is covered by Data Protection legislation. |
| | Please be mindful that under the current Data Protection legislation in the UK, you can be held personally accountable for any data breach and pursued in a court of law. |

| | |
|---|---|
| | Devices must **always** be locked when left unattended. This can be done by simultaneously pressing the Ctrl-Alt-Del keys and selecting Lock from the menu options. |
| | You must not allow your family or any third parties to access or use the Council's equipment or view information for any reason at any time. |
| | ICT are unable to support printing at home for all employees. If you need to print for any business reason, you must attend a Council site to print. In exceptional circumstances, ICT will support the ability to print from home. |
| | All confidential waste must be dropped off to any of the confidential waste bins available at Council locations. <br><br> Personal information should be disposed of safely and securely in accordance with agreed procedures. |
| **PSN** | Access to Public Services Network (PSN) is not available from home or any remote location. If required, employees must arrange access to Council premises and access PSN specific devices. This includes but is not limited to: Registrars and Criminal Justice. <br> If you are in any doubt, please contact ICT Service Desk. |

All employees must complete the online Data Protection/GDPR and IT Security modules on COAST.

# 12. Providing equipment

Through the Home working risk assessment, the manager will identify any equipment or adjustments needed for the employee to work from home. If the employee does not have suitable furniture, then the equipment required to enable an employee to work effectively at home will be provided by the Council. Regardless of whether the Council or the employee provides them, the items of furniture used by the remote worker must be adequate and meet health and safety requirements as outlined in the 'Home working Health & Safety Guide for Managers and Employees'.

If provided by the Council, the equipment will remain property of South Ayrshire Council and as such, will be responsible for the maintenance, replacement and repair of any such equipment. Managers will be required to establish any technology requirements which will be dependent on

the designated workstyle. Any exemption to this will have to be requested via the formal process and authorised by ICT. If any additional ICT equipment is required for whatever reason, the costs must be borne from existing service budgets. Access to Council ICT services including email and business applications is delivered via secure remote access. This relies on a wired or wireless connection. If working from home and with existing internet broadband, the employee will be expected to utilise this. It should be noted that this connection will need to be appropriately secured with at least WP2 security. If an employee does not have a home internet connection, this should be discussed with the manager.

Employees are responsible for keeping all equipment in good condition (reasonable wear and tear excepted) and for reporting any damage or malfunction through their manager. ICT issues should be reported through the Core in the usual manner.

If any of the following circumstances apply, employees must return all equipment to the Council without delay. If they fail to do so, a salary deduction will be taken based on the current value of the equipment provided:

- They resign the employment of the Council or retire.
- They move to a role which cannot be carried out remotely.
- They are subject to disciplinary or capability procedures which require the employee to cease contracted remote working; and/or
- Neglect to take proper care of or damage the equipment provided.

If employees require stationery items, they should discuss this with their line manager.

# 13. Insurance, Mortgage and Tenancy Agreements

Working remotely should not in itself give rise to any specific issues from a risk management or insurance point of view. The ethos of the Council is that good practice should reduce or eliminate the possibility of injury or loss to employees, the Council or others. Insurance by itself does not prevent injury or loss, good risk management practice must be in place. It is therefore vital that employees and managers adhere to this remote working guidance and associated guidelines, in order to maintain the efficacy and validity of this insurance provision.

Liability insurance protects the Council and its employees for accidental death, injury and loss of property where the Council has been negligent. This insurance will operate in respect of employees who are working remotely with the knowledge and consent of their manager, subject to the appropriate risk, health and safety assessments and training and support being in place. Please note that those employees using their own device will not have those devices covered by Council's Insurance.

Property insurance cover is provided by the Council. This will only apply to all items provided for use by the employee working at home with the knowledge and consent of their manager. The employee has a duty and responsibility to look after the Council's property.

Employees' own insurance policies are unlikely to be affected by working remotely. However, employees are advised to inform their insurers or inform others such as their landlord, mortgage company or loan company of any working from home arrangements, within the terms of any agreements. If in doubt the employee should let their insurance company know, as nondisclosure may sometimes invalidate a policy in the event of a claim.

Any employee using their own vehicle for business purposes should have 'business insurance cover' noted on their own personal motor insurance policies.

Can we include some information on how this applies when on site/ at a client address as part of this section.

# 14. Mileage Claims

Still under discussion with HMRC.

# 15. Tax Relief

The Council appreciates that gas and electricity bills may have increased due to home working; however, other costs (such as petrol, car insurance, public transports, etc…) may have reduced as a result of home working. Therefore, the Council will not pay an additional allowance to those working remotely.

Employees may be able to claim tax relief from HMRC for bills, like gas and electricity, which may have been affected due to working from home. Employees should check these guidelines and ensure they claim tax relief where this is relevant to their situation. More information can be found on the following link: Claim tax relief for your job expenses: Working from home - GOV.UK (www.gov.uk).

# 16. Working hours

Employees are responsible for ensuring they complete their working hours as defined in their contracts of employment whilst working from home.

Should an employee wish to permanently change their work pattern or working hours, please refer to the Flexible Working policy.

# 17. Working from council premises

Employees should ensure that they respect any premises where they are a visitor and are considerate of other users.

Some Workstyles may incorporate the concept of hot desking. Services where workers are designated as agile, hybrid or office worker will have a dedicated zone of desks for their use called 'villages'. Whenever you use a desk, whether through hot desking or within an allocated 'village', it is important that clear desk principles are followed.

Adopting clear desk principles will ensure that council employees feel more comfortable working from a desk that has not been personalised. Therefore, there is a clear expectation that when an employee vacates a desk that may be used by another member of staff, it will be left clear, with no materials left other that the standard desk equipment provided by the Council and that they have cleaned the desk to ensure it is hygienically safe to use**.**

# 18. Working from different locations (within or outside the UK)

In exceptional circumstances, if employees have a requirement to work from a location which is not their home (whether within the UK or outside the UK), they must explain the reasons for the requirement to their line manager and these requests must be agreed by an Assistant Director/Head of Service.

Changes to work locations must be agreed in advance. If employees have changed location prior to agreement from the Assistant Director/Head of Service, they may be liable to a fact-finding investigation and subsequent disciplinary proceedings.

These requests can only be considered for agile and home workers. Due to the nature of the other workstyles, front-line, hybrid and office workers cannot change their arrangements unless there is a fundamental change in their role which requires a shift to either the agile or home workstyles.

Employees will be expected to carry out their full range of duties from the agreed location. Line Managers will complete a Change of Location Checklist to ensure that all IT Security and Health & Safety criteria are met prior to agreement.

In the event that an employee is unable to perform their duties from the alternative location due to IT/technological issues, advice should be sought from Human Resources.

# 19. Unplanned disruptions

Unplanned disruptions can occur from time to time. These can be issues such as power cuts, loss of network, loss of wi-fi connection, no access to mailboxes or Council systems, work on your machine and upgrades carried out by ICT.

If you are affected by unplanned issues which don't allow you to carry out your work from home, you should try to resolve these as soon as possible. Some issues such as power cuts will be out of your control; however, for issues related to connectivity, network, access to mailboxes and system, you should contact ICT straight away. If time is required during your working hours to resolve these issues, you won't be required to use flexi.

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# Home Working

Appendix 4

# Health and Safety Guidance for Managers and Employees

Risk and Safety
October 2021

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RESPECTFUL · POSITIVE · SUPPORTIVE

# Contents

## Appendices

**APPENDIX 1 – Sample – Home Working Risk Assessment (Managers)**

**APPENDIX 2 – DSE Workstation Setup**

## Version Control

| Version Number | Effective Date | Details of Revision | Responsible Person | Review Date |
|---|---|---|---|---|
| 1 | <insert date> | Home Working – Health and Safety Guidance for Managers and Employees | Carol Boyd | <insert review date> |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# Home Working Guidance

**1.    Introduction**

For the purposes of this guidance, a Home Worker is classed as an employee who uses their home as a work base to carry out all or part of their duties. Hybrid or Agile workers fall into this category and should therefore follow this guidance.

Like office- based work, working at home is generally low risk, however there are some known hazards associated with home working and therefore a risk assessment is required. **Service Leads, Coordinators and Line Managers** are responsible for ensuring these are undertaken for their teams.

A sample Risk Assessment template for Home Working can be found at Appendix 1.

**All employees** working from home should undertake a simple 'home working self-assessment' in order to identify and mitigate any potential risks which may be specific to their individual environment. This should be carried out by each individual employee for their intended home working location.

The direct link to the 'home working self-assessment' pro forma can be found here.

This following guidance is intended to assist in identifying some of the generic risks associated with home working and provides information on how these risks may be mitigated.

As an approved Council Health and Safety Guidance 'Standard' it forms part of the arrangements section within the South Ayrshire Council Corporate Health and Safety Policy and should be implemented across all Service areas where there are Council employees working from home for all or part of the time. As outlined above, this will include those classed as Agile or Hybrid workers.

**2.    Relevant Legislation**

Under the Health and Safety at Work etc. Act 1974 employers are required to take all reasonable steps to protect the health, safety and welfare of employees whilst they are at work. This includes those employees who work from home.

This guidance explains the arrangements in place to reduce the risks associated with home working, in compliance with the Management of Health and Safety at Work Regulations 1999 and Health and Safety (Display Screen Equipment) Regulations 1992 (as amended in 2002).

**3.    Organisational Responsibilities**

3.1    The Chief Executive is responsible, so far as is reasonably practicable, for ensuring the health, safety and welfare of SAC employees and others who may be affected by Council activities. The Chief Executive is committed to:

- Allocating appropriate resources to enable the implementation of the Corporate Health and Safety Policy and associated Standard Guidance in order to protect the workforce and maintain compliance with legislation.

- Ensuring that Directors, Assistant Directors, Heads of Service and Service Leads are aware of the arrangements that should be in place within Services and that actions arising from any Home Working Risk Assessments are carried out in a timely manner.

3.2     Service Leads are responsible for ensuring that risk assessments are undertaken for their teams. They are committed to communicating the content of the risk assessments and making available adequate resources for the implementation of mitigating measures agreed.

They will aim to ensure that relevant employees are given the appropriate information, training and equipment to carry out their role safely and without risks to their health, so far as is reasonably practicable.

3.3     Home Working Employees are requested to co-operate with the Council by undertaking a 'Home Working Self-Assessment' and by complying with any measures identified by their manager in the wider Home Working risk assessment process. Home working employees are those defined as Homeworkers, Hybrid Workers or Agile Workers.

Such measures will include (but are not restricted to), a number of general requirements, as follows;

- Follow guidance issued and adhere to the mitigations agreed within Home Working Risk Assessments compiled by the Service Lead or Line Manager;

- Report all incidents that may affect the health and safety of themselves or others;

- Commit to participating in relevant training, as considered appropriate for their role;

- Be aware of the responsibility to highlight any hazards, or other health and safety concerns associated with their work activity to their Service Lead or Line Manager;

- Ensure that their Home Buildings and Contents Insurers are informed that they are working from home to allow the insurers to confirm that adequate and appropriate cover is in place.

- Undertake a homeworking self-assessment as outlined above.


**4.      Home Working Hazards**

Prior to undertaking Risk Assessments, it is important for Managers to be aware of the hazards which may be anticipated through Employees' work activities as they relate to home working.

In this guidance the following six hazard groupings have been identified and lists of potential mitigations suggested against each grouping.

- Display Screen Equipment

- Electrical Safety

- Fire

- Work Environment

- Mental Wellbeing / Lone Working

- Aggression

The information is not intended to be exhaustive but rather provide pointers for those working from home or undertaking the risk assessment process.

## 4.1    **Display Screen Equipment**

A Display Screen Equipment (DSE) workstation must be suitable when working from home. There are specific legal requirements in terms of the provision of DSE equipment and peripherals.

All South Ayrshire Council employees working from home will be provided with a laptop, monitor, keyboard, mouse and standard DSE adjustable chair. Desks can be provided on request however it is accepted that many homeworkers may prefer to use existing desk / or suitable table / work surface within their home. The use of a standard office desk is therefore not mandatory if homeworkers have an adequate alternative.

There is an obligation on the part of the employee to assess the workstation, to ensure that safe working can be maintained. If a DSE set-up is unsuitable, employees may be more likely to experience upper limb disorders, back / neck pain, visual fatigue or headaches. It is therefore imperative that employees identify a suitable area within their home to set up their workstation, taking into account a range of potential mitigations. Should employees require the use of glasses specifically for DSE work, the Council will refund the employee up to £50 upon production of the DSE Eyecare Certificate and optometrist receipt.

If it is not possible to achieve a safe working environment within the Home, employees should speak with their Line Manager or Service Lead in the first instance. Support and advice will also be available from the Risk and Safety Team. In the event that minimum requirements cannot be established within an employee's home location, further consideration will be given to a return to an office base.

An example of an ideal DSE Workstation setup is detailed at **Appendix 2.**

**Potential Mitigations**

- Ensure workstation is set up in line with diagram at Appendix 2.

- Aim to achieve enough room around the desk/home working area to change position and vary movements regularly.

- Ensure chair is comfortable for carrying out work, supporting the back and allowing feet to rest flat on the floor.  The chair should be one that is easily adjustable in terms of height, back position and tilt.

- The display screen should be free from glare and reflections. Characters should be clear and readable.

- The monitor should be positioned at the correct height (see appendix 2).

- Position of laptop/keyboard allows for comfortable typing.

- Software provided is suitable for the work tasks required.

- Change focus from time to time to avoid eye fatigue, stay active / stand up / move around and do stretching exercises regularly.

- Discuss any concerns with line manager.

## 4.2    **Electrical Safety**

Electrical equipment supplied for home working will be tested, inspected and maintained in accordance with the SAC Portable Appliance Testing schedule and Electricity at Work Standard. This means you will be required to take your equipment to Council premises for testing from time to time.

Notwithstanding this, it is very important to be vigilant to any damage or defect when using any electrical equipment. Most faults can be clearly seen, and regular **visual checks** can help prevent electrical problems and any associated risk.

In severe circumstances electricity can cause injury or fire and it is therefore essential that all those working from home take a range of simple preventative precautions to manage this risk.

### Potential Mitigations

- Employees should undertake regular visual checks for any obvious defects of equipment, leads and plugs. Cables should be fixed securely with no loose wiring or casings. If any defects are noted, equipment should not be used and the issue reported to your line manager immediately.

- Electrical sockets must not be overloaded and the use of power extensions should be in line with the specific loading requirements and should never be plugged into another extension.

- Avoid leaving portable items unattended while charging.

- Equipment should be switched off/unplugged when not in use.

- All electrical cables should be positioned so that they do not pose a risk from tripping.

## 4.4    **Fire**

The increase in the use of electronic devices within the home working environment can pose a fire hazard. It is important that home workers take the appropriate precautions to prevent fires from happening and that they have suitable means to detect a fire should one occur.

Although not linked specifically to home working, it is helpful for employees to note that from February 2022, all homes in Scotland will actually be required by law to have interlinked smoke and heat alarms, meaning if one alarm goes off, they all go off. The Scottish Fire and Rescue Service are stipulating that each home should have one smoke alarm in the living room (or room used most); one smoke alarm in every hallway

or landing and one heat alarm in the kitchen. All of these alarms should be interlinked. Where a carbon-fuelled appliance is present (like a boiler, fire, flue, etc) then a carbon monoxide detector should also be fitted in that room although this does not have to be interlinked. Further information can be found from the Scottish Fire and Rescue Service.

More generally Fire Safety in the home is an important factor for both living and working. It makes sense to avoid attempting to 'multi-task' when home working as this can increase fire risk.

It may seem obvious, but undertaking any activity involving ignition sources – such as cooking, where appliances are being left unattended for periods of time – are best avoided. It is easy to become caught up in meetings, calls or concentrated pieces of work and forget a domestic task you are attempting to juggle. Working from home provides some flexibility but fire safety measures need consideration.

**Potential mitigations**

- Cardboard, paper and any other combustible materials are placed away from any sources of ignition.

- Escape to safety is quick and without obstruction.

- Smoke/heat detectors are fitted throughout the property, are in working order and are tested regularly.

- Laptops are placed on a hard surface to prevent overheating.

- Computers and laptops are turned off when not in use.

- Use of electrical or cooking appliances or other sources of ignition should be managed safely at all times.

## 4.5 Work Environment

Every home is different and as such not all employees will be able to replicate the traditional type of work space or work station set up that they might have had within the office.

It is important to consider available space carefully and seek to create a working environment that will minimise the risk of any discomfort or longer term postural or upper limb disorders. Undertaking the Home Working Self Assessment process will assist in ensuring that good standards can be achieved. Equipment necessary to work safely will be / has been provided to all Homeworkers.

Workspace, lighting, heating and ventilation should be adequate but minimum requirements are not specifically prescribed in a home environment. Homeworkers have scope to be flexible on what best suits their working / living conditions but should be mindful of everyday hazards such as trailing cables and uneven floor surfaces.

Employees working from home have a responsibility to ensure that they have a suitable and safe working environment. Completing the Coast course on Home Working and completing a Home Working Self–Assessment will assist this process.

**Potential mitigations**

- Employees will be provided with the equipment necessary to carry out their job safely from home (i.e. laptop, chair, monitor, keyboard, mouse, desk, etc)

- Aim to achieve sufficient space in and around the desk/home working area to allow work to be carried out comfortably

- Light levels should allow work to be seen clearly without causing eye strain throughout the working day.

- Temperature and ventilation of the home working area should allow for comfort.

- Ensure work area is free of trailing cables and/or any other trip hazards.

4.5 **Mental Wellbeing / Lone Working**

Home working may present many benefits for employees, such as greater work life balance and savings both in time and money as a result of less travel. However, it may also cause feelings of isolation if employees are less connected to colleagues. Home workers may also tend to work longer hours or feel less able to remove themselves from work tasks, especially when faced with demanding workloads and important deadlines. Work-life and Home-life lines can become blurred in such circumstances and this can have a negative impact on mental health.

In addition to this, due to the nature of homeworking, many employees will, by default, also become lone workers.  Lone Workers are individuals who are required to work on their own, without close or direct supervision, whether in a fixed location or by moving from place to place. As employees, lone workers are more vulnerable in health and safety terms for several reasons, and it is important that managers consider this when assessing risks for their teams. There may be no direct and immediate support available when dealing with a challenging situation, for example, or an abusive customer. Home based lone workers will also require systems to be in place to ensure their safety when undertaking peripatetic work or site visits directly from their homes. These factors should all be considered within the risk assessment and useful information on lone working is available on the Council Lone Working Standard Guidance.

**Potential Mitigations**

Mental Wellbeing –

- Colleagues and managers should regularly keep in touch with each other via email, skype for business, MS Teams or phone calls and arrange face to face meetings within agreed timeframes. A minimum requirement of once per month has been set by the FOM steering group for face to face contact.

- Working hours should be agreed between the employee and line manager subject to Service needs.

- As with office based workloads, the demands of the job should be achievable in relation to the resources available and hours of work.

- Employees should report any concerns they have in relation to their health or wellbeing to their line manager at the earliest opportunity and should not let issues or problems build up.

- A referral to Occupational Health may be made by HR on behalf of employees. They can arrange access to Counselling Services for those having difficulty coping.

- Employees and managers can access a new support scheme – Access to Work. It provides support, advice and guidance to those who are living with mental health difficulties. Information on the service and how to apply can be found on the Core: https://thecore.south-ayrshire.gov.uk/article/36316/Access-to-work

- Employees and Managers can access a vast range of resources available on the Core and through the Council's Healthy Working Lives page to support mental health and wellbeing. Useful links are also provided on page 10.

Lone Working –

- Safe systems of work should be in place for Lone workers. If an employee needs to leave their home for any work-related purpose then details of this should be recorded by most appropriate means, with their line manager, perhaps via shared electronic diaries or other shared electronic resource. Arrangements should be in place to monitor expected return time via a call, text or email.

- Should any lone working employee feel seriously unwell during the course of the working day, they should inform their line manager or a colleague and arrangements should be made to make contact at a pre-determined time to check on their wellbeing.

- Employees and Managers should be aware of the Council's Lone Working Standard guidance and follow the principles outlined within this.

- A Lone Working risk assessment should be completed by Line Managers and communicated to employees for specific activities that employees may be required to undertake, eg. visiting a tenanted property or construction site. A sample Lone Working risk assessment is available on The Core.

- Where deemed appropriate, managers should consider within their lone working risk assessment whether employees would benefit from an emergency 'fob' alert device which is available from the Council's mobile technology provider Vodafone and can be accessed via ICT.

## 4.6 Aggression

Although working from home, a number of employees will still have interaction with members of the public via telephone calls or emails which can mean that they may be at risk from verbal abuse or threats. It should be noted that although the greatest risk of aggression is from members of the public, there can also be instances where colleagues may be aggressive towards each other.

Whilst SAC welcomes comments and complaints from employees and members of the public, all violent and aggressive behaviour towards employees is considered unacceptable, whatever form it takes and whatever reasons may be given for it.

**Potential Mitigations**

- Employees should remain calm and not respond in kind when presented with aggression. De-escalation techniques can be employed, such as maintaining a calm tone of voice; listening carefully; displaying empathy and understanding; using the person's name regularly and trying to avoid interrupting callers in order to diffuse a challenging situation.

- Calls should be terminated or passed to a line manager if at any time a threat is made to the employees' personal safety or the individual refuses to calm down and communicate in an acceptable manner.

- Employees should follow the Council's Code of Conduct for Employees and The South Ayrshire Way to create a positive, supportive and respectful working environment.

- The Violence and Aggression Standard is available on The Core and should be considered by both employees and managers. Legal Services have also developed a Zero Tolerance Policy for Council interactions.

- Where appropriate, managers should arrange for their teams to undertake MAPA training which covers de-escalation techniques and can be organised via Book'n'Go.

## 5. Reporting Incidents

### 5.1 Council Reporting

Employees are encouraged to report any work related accidents or incidents of Violence and Aggression that occur while home working. This can be done using the **Accident reporting form (AR1)** or the **Violence and Aggression Reporting Form** which are both readily available on the Health and Safety pages of the Core.

These forms ensure that Line Managers are aware of incidents and have documented what action they are taking to prevent recurrence. The Risk and Safety Team gather statistics and analyse trends relating to all incidents and accidents on a quarterly basis. This helps provide a 'snapshot' of the current position and allows for further actions to be recommended if required and elevated to Service Leads via Pentana.

## 6. Further Information and General Guidance

External Information / Guidance -

- Protect Home Workers – HSE Toolbox
- SAMH – Staying Mentally Healthy when Working from Home
South Ayrshire Council Information / Guidance

- Health and Safety Policies / Standards / Guidance / Documents
- Health Working Lives

## 7.    Summary

Home working can be undertaken safely if risks are managed in a reasonable manner.

Fundamentally, a key component in consideration of home working is personal responsibility. It is incumbent upon all employees to be mindful of the varying circumstances which might alter the dynamic of their situation. It is crucial that any measures provided for employees are used in the manner intended and that employees participate in training which might equip them with the skills necessary to carry out their role safely.

Advice and support can be sought from a range of services both within and out with South Ayrshire Council.

For further information and sign posting please contact the Risk and Safety Team at corporate.safety@south-ayrshire.gov.uk

| Description of Task/Activity | Sample - Home working | Directorate | All | Assessor(s) | Name: |
|---|---|---|---|---|---|
| | | Service | All | | |
| | | Reference No | | Last Review Date | 15/10/2021 |

| Persons Identified at Risk – Homeworking Employees |
|---|
| *Consider those especially vulnerable (young/inexperienced workers, those with special needs, disabilities etc)* |

| Severity | 1. Minor: Near miss incident or minor injury | Likelihood | 1. Unlikely |
|---|---|---|---|
| | 2. Moderate: Injury / Ill health | | 2. Possible |
| | 3. Major: Serious injury or ill-health | | 3. Likely |
| | 4. Critical: Significant injuries and cases of ill-health | | 4. Very Likely |
| | 5. Catastrophic: Single or multiple fatality | | 5. Almost Certain |

| | Hazards Identified | Person(s) at Risk | Types of Loss/ Injury/Ill Health | Current Control Measures |
|---|---|---|---|---|
| | **Managers should ensure that their teams have completed the home working self assessment form and are satisfied that the following hazards have been considered and mitigated where appropriate** | | | |
| 1 | Display Screen Equipment | Employee | Strains Muscoskeletal injuries Eye/Sight problems | Through home working self assessment the team has achieved the following; Workstations set up in line with diagram at appendix 2 in Home Working Standard Where possible employees have ensured that there is enough room around the desk/home working area to change position and vary movements regularly. Chairs used by staff are comfortable for carrying out work, supporting the back and allowing feet to rest flat on the floor. The chairs are easily adjustable in terms of height, back position and tilt. |

| | | | | The display screen is free from glare and reflections. Characters are clear and readable. |
|---|---|---|---|---|
| | | | | The monitors are positioned at the correct height. |
| | | | | Position of laptop/keyboard allows for comfortable typing. |
| | | | | Software provided is suitable for the work tasks required |
| | | | | Teams are aware to change focus from time to time to avoid eye fatigue, stay active and / or do stretching exercises regularly. |
| | | | | The team are aware that they should discuss any concerns with their line manager – xxxxxx (name) |
| 2 | Electrical Safety | Employee Others within employee's home | Fatalities, major injuries, electrocution, burns, damage to property. | Efforts are made to ensure that –

Employees undertake regular visual checks for any obvious defects of equipment, leads and plugs. Cables should be fixed securely with no loose wiring or casings. Staff are aware that if any defects are noted, equipment should not be used and the issue reported to their line manager immediately.

Electrical sockets are not overloaded and the use of power extensions is in line with the specific loading requirements and are never plugged into another extension

Leaving portable items unattended while charging is avoided

Equipment is switched off/unplugged when not in use

All electrical cables are positioned so that they do not pose a risk from tripping |
| 3 | Fire | Employee Others within employee's home | Fatalities, major injuries, electrocution, burns, smoke inhalation, damage to property | Teams are aware that efforts must be made to ensure that –

Cardboard, paper and any other combustible materials are placed away from any sources of ignition |

|   | | | | Escape to safety is quick and without obstruction |
|---|---|---|---|---|
| | | | | Smoke detectors are fitted throughout the property, are in working order and are tested regularly |
| | | | | Laptops are placed on a hard surface to prevent overheating |
| | | | | Computers and laptops are turned off once employees have finished using them |
| | | | | Use of electrical or cooking appliances or other sources of ignition is managed safely. |
| 4 | Work environment | Employee/ Others within employee's home | Minor to major injuries Strains Fractures Bruising Eye/sight problems Ill Health | Employees are provided with the equipment necessary to carry out their job safely from home (i.e. laptop, chair, monitor, keyboard, mouse, desk, etc) Efforts are made to ensure that; There is sufficient space in and around the desk/home working area to allow work to be carried out comfortably Light levels allow work to be seen clearly without causing eye strain The temperature and ventilation of the home work area is comfortable for the employee Work area is free of trailing cables and/or any other trip hazards |
| 5 | Mental Wellbeing/Lone working | Employee | Feelings of isolation Anxiety Ill Health | Efforts are made to ensure that – Mental Wellbeing – Colleagues and managers regularly keep in touch with each other via email, skype for business, MS Teams or phone calls and hold face to face meetings within agreed timeframes. Working hours are agreed between the employee and line manager. |

| | | | As with office based workloads, the demands of the job are achievable in relation to the resources available and hours of work. |
|---|---|---|---|
| | | | Employees are aware to report any concerns they have in relation to their health or wellbeing to their line manager at the earliest opportunity and will not let issues or problems build up. |
| | | | A referral to Occupational Health may be made by HR on behalf of employees for access to Counselling Services if they are having difficulty coping. |
| | | | Employees and Managers can access a vast range of resources available on the Core and through the Council's Healthy Working Lives page to support mental health and wellbeing. |
| | | | Lone Working -<br>Safe systems of work are in place for Lone Workers. If an employee needs to leave their home for any work related purpose then details of this are recorded by most appropriate means, perhaps via shared electronic diaries or other shared electronic resource. Arrangements are in place to monitor expected return time via a call, text or email. |
| | | | Should any lone working employee feel seriously unwell during the course of the working day, they are aware that they should inform their line manager or a colleague and arrangements will be made to make contact at a pre-determined time to check on their wellbeing. |
| | | | Employees and Managers are aware of the Council's <u>Lone Working Standard</u> and follow the principles outlined in this. |
| | | | A Lone Working risk assessment has been completed by Line Managers and communicated to employees for specific activities employees may be required to undertake, i.e. visiting |

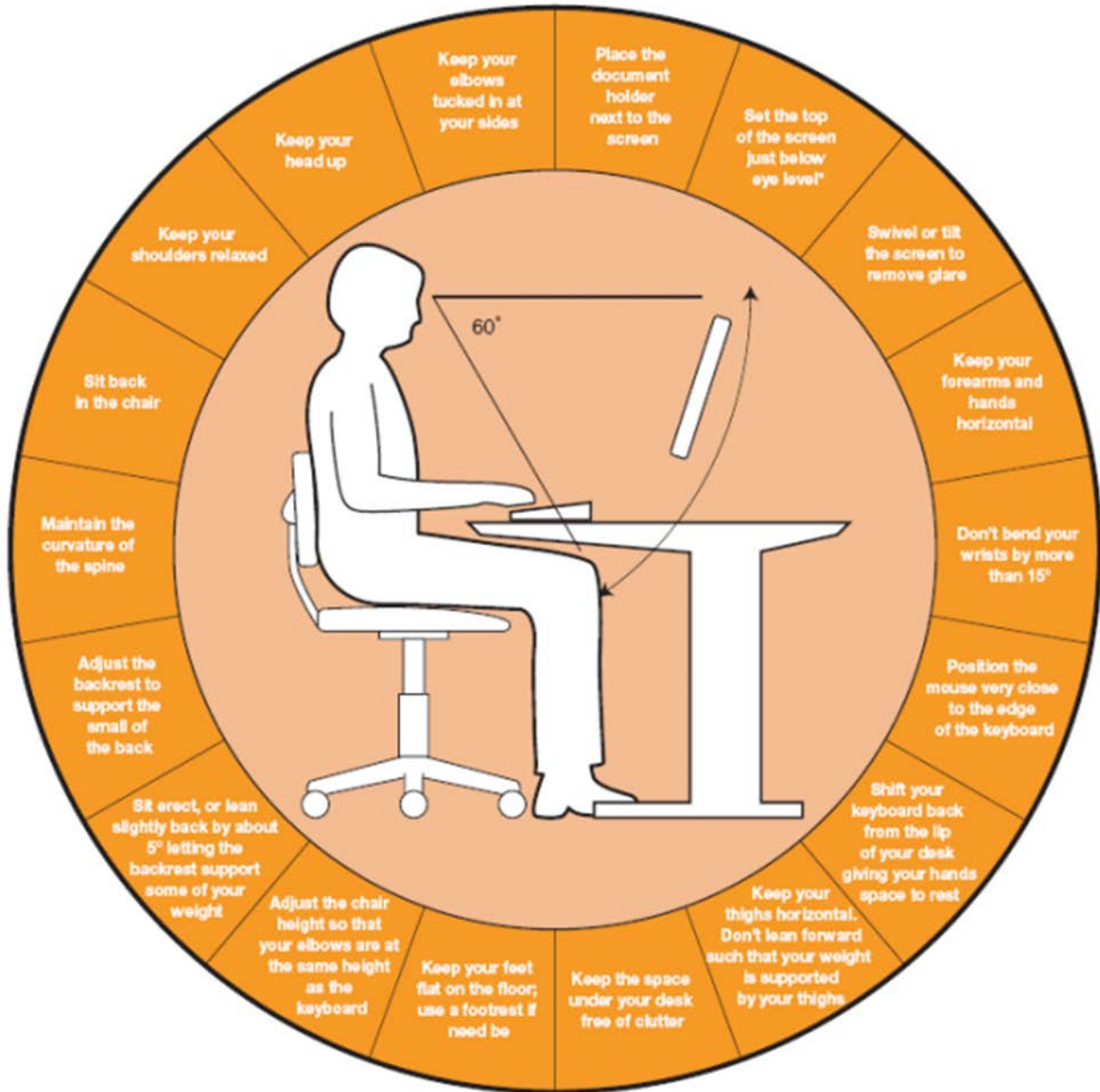| | | | | |
|---|---|---|---|---|
| | | | | a tenanted property or construction site. *(A sample Lone Working risk assessment is available on The Core.)*<br><br>Where deemed appropriate, managers consider within their lone working risk assessment whether employees would benefit from an emergency 'fob' alert device which is available from the Council's mobile technology provider Vodafone and can be accessed via ICT. |
| 6 | Aggression<br>(via telephone calls) | Employee | Psychological harm | Efforts are made to ensure that -<br><br>Employees remain calm and do not respond in kind when presented with aggression. De-escalation techniques are employed, such as using a calm tone of voice; listening carefully; displaying empathy and understanding; using the person's name regularly and trying to avoid interrupting callers in order to diffuse a challenging situation.<br><br>Calls are terminated or passed to a line manager if at any time a threat is made to the employees' personal safety or the individual refuses to calm down and communicate in an acceptable manner.<br><br>Employees follow the Council's Code of Conduct for Employees and The South Ayrshire Way to create a positive, supportive and respectful working environment.<br><br>The Violence and Aggression Standard is available on The Core and is considered by both employees and managers. Legal Services have also developed a Zero Tolerance Policy for Council interactions.<br><br>Where appropriate, managers arrange for their teams to undertake MAPA training which covers de-escalation techniques and can be organised via Book'n'Go. |

**Appendix 1**                    **Homeworking Risk Assessment Template**

| Risk Rating Number (RRN) with existing Control Measures: | 2 | 1 | 2 |
|---|---|---|---|
| | **Severity    x** | **Likelihood    =** | **Risk Rating** |

| HIGH: ☐ | MEDIUM: ☐ | LOW: ☒ |
|---|---|---|
| High = 12 to 25 | Med = 4 to 10 | Low = 1 to 3 |

| | Additional Recommended Control Measures | Action By | Planned Completion Date | Date Implemented |
|---|---|---|---|---|
| 1 | **ALL employees working from home** should complete the [Home Working Self Assessment](#) | | | |
| 2 | We will continue to involve employee groups and consult with Trade Unions Representatives as appropriate, in the ongoing development of the risk assessment process and any new mitigations required. | | | |
| 3 | Monitor compliance with the risk assessment control measures and take appropriate action to resolve any issues. | | | |
| 4 | It is vitally important that you share the results of your risk assessment with your teams/ TU reps.  It is essential that all employees are fully aware of the risk mitigations in place to manage their health and safety and are able to implement all control measures effectively. | | | |

| Risk Rating Number (RRN) after implementation of additional Control Measures: | 2 | 1 | 2 |
|---|---|---|---|
| | **Severity    x** | **Likelihood    =** | **Risk Rating** |

| HIGH: ☐ | MEDIUM: ☐ | LOW: ☒ |
|---|---|---|
| High = 12 to 25 | Med = 4 to 10 | Low = 1 to 3 |

| | | | |
|---|---|---|---|
| **Name of Assessor(s)** (PRINT) | | **Assessment Date** | |
| **Assessor(s) Signature(s)** | | **Review Date** | |
| **Designation** | | **Assessment Reviewed by** | |
| **Name of Manager /Person Responsible for ensuring above is implemented** | | Comments: | |
| **Signature** | | | |
| **Designation** | | | |

Keep your elbows tucked in at your sides

Place the document holder next to the screen

Keep your head up

Set the top of the screen just below eye level*

Keep your shoulders relaxed

Swivel or tilt the screen to remove glare

60°

Sit back in the chair

Keep your forearms and hands horizontal

Maintain the curvature of the spine

Don't bend your wrists by more than 15°

Adjust the backrest to support the small of the back

Position the mouse very close to the edge of the keyboard

Sit erect, or lean slightly back by about 5° letting the backrest support some of your weight

Shift your keyboard back from the lip of your desk giving your hands space to rest

Adjust the chair height so that your elbows are at the same height as the keyboard

Keep your thighs horizontal. Don't lean forward such that your weight is supported by your thighs

Keep your feet flat on the floor; use a footrest if need be

Keep the space under your desk free of clutter

**Appendix 5 - Design principles for the Office Accommodation Model**

1. Enables efficient and effective delivery of Council services
2. Innovative in both design and technology
3. Provides a smooth and uninterrupted service to customers of the Council
4. Accessible for all users
5. Supports our health and wellbeing and empowers employees to work flexibly
6. Enables the Council to meet its duty of care towards employees
7. Scalable and anticipates changing service demands and requirements
8. Office configurations are standardised across the estate to an agreed specification
9. Technological solutions are accessible to users of varying levels of digital skills
10. Responsive to environmental change and supports the Council's sustainability agenda

**Appendix 6 - Customer Survey Findings**

The survey was designed to get feedback from residents, including those who previously used the face to face drop in service from the Customer Service Centres. The survey asked respondents about their previous ways of interacting with the council and their preferences going forward. The survey ran from 1 November to 31 December 2021. Residents could complete the survey online, by calling our Customer Services Team or by asking at their local library or leisure centre. The survey was advertised on our social media channels; on local radio; in paper copies of South Ayrshire Council Live and by our Customer Services and other frontline, customer-focussed teams such as Benefits and Thriving Communities.

429 responses were received.

**Respondents who visited the Customer Service Centres**

70% of respondents stated that they had used the drop in, face to face service in our customer service centres pre- Covid. Of these,

- 40% stated they used the face to face service as it was their preference
- 33% stated that they used the face to face service to hand in forms
- 15% could not resolve their enquiry online at that point
- 7% stated that they were unable to call
- 4% stated that there was no other option available
- 1% stated they were unaware of a phone option.

Of the respondents who previously visited the Customer Service Centres –

- 51% used the centres rarely
- 18% used the centres once a quarter
- 18% used the centres once a month
- 9% used the centres fortnightly
- 4% used the centres weekly

Of the respondents who previously visited the Customer Service Centres –

- 53% stated they would now prefer to carry out enquiries by phone
- 11% stated they would prefer to carry out enquiries digitally.
- 36% stated they would prefer to carry out enquiries face to face. Of these, 2 respondents stated that they did not have a phone and 3 stated that they had a disability and would therefore prefer a face to face enquiry. The remaining respondents had no particular need for face to face or barrier to accessing services by phone or online, but simply preferred a face to face method.

**All Respondents**

Taking into account all respondents, their preference for accessing services going forward are as follows:

- 50% stated a preference to carry out enquiries by phone
- 32% stated a preference to carry out enquiries face to face
- 18% stated a preference to carry out enquiries digitally

We have published more detailed information and feedback from the survey on our website.

**South Ayrshire Council**
**Equality Impact Assessment including Fairer Scotland Duty**

## Section One: Policy Details*

| | |
|---|---|
| Name of Policy | **Future Operating Model – Workstreams 1 and 2 – Service Lead proposals for workstyles by role post Covid and Remote Working Policy.** |
| Lead Officer (Name/Position) | Wendy Wesson (Service Lead – HR & Payroll) Gillian Farrell, Service Lead, OD and Customer Services |
| Support Team (Names/Positions) including Critical Friend | Noemi Cecconi (HR Policies and Operations Coordinator) |

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

| | |
|---|---|
| What are the main **aims** of the policy? | • To establish a longer term, sustainable model of working, which will include working from home;<br>• To establish fair, flexible and supportive working arrangements to ensure staff have a good work life balance and remain healthy, engaged and productive. |
| What are the intended **outcomes** of the policy? | • Increase the rate of retention of staff.<br>• Reduce absence.<br>• Attract new talent.<br>• Promote work-life balance – to ensure that staff have a good work-life balance and remain healthy, engaged and productive.<br>• In doing so, we will also improve the Council's service provision and reputation as an employer of choice.<br>• Workstyles best meet the needs of the service and take into account any changes to workstyles or ways of working which have proved effective during the pandemic period.<br>• Fair, flexible and supportive policies and working arrangements are in place<br>• Employees who cannot work to the workstyle agreed for their role will be able to request an alternative workstyle depending on their individual circumstances. |

## Section Two: What are the Likely Impacts of the Policy?

| Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify) | Employees whose roles have been identified as homeworker, hybrid or agile |
|---|---|

**Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?**

**List any likely positive and/or negative impacts.**

| Protected Characteristics | Positive and/or Negative Impacts | | | | | | |
|---|---|---|---|---|---|---|---|
| **Age**: Issues relating to different age groups e.g. older people or children and young people | | Under 21 | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | Over 71 |

| | Under 21 | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | Over 71 |
|---|---|---|---|---|---|---|---|
| **Home** | 3% | 18% | 17% | 23% | 29% | 10% | 1% |
| **Agile** | 0% | 22% | 32% | 46% | 0% | 0% | 0% |
| **Hybrid** | 0% | 31% | 28% | 40% | 0% | 0% | 0% |

| **Disability**: Issues relating to disabled people | |
|---|---|

| | No Disability | Disability | unknown |
|---|---|---|---|
| **Home** | 69% | 7% | 24% |
| **Agile** | 68% | 4% | 28% |
| **Hybrid** | 69% | 7% | 24% |

We held a Disability Forum on 15/02/22. During the discussion two employees who have a disability indicated home-working has had a positive impact on their life and improved ability to cope with their disability.

| **Gender Reassignment – Trans/Transgender:** Issues relating to people who have proposed, started or completed a process to change his or her sex | No anticipated impact |
|---|---|
| **Marriage and Civil Partnership:** Issues relating to people who are married or are in a civil partnership | No anticipated impact |

| **Pregnancy and Maternity:** Issues relating to woman who are pregnant and/or on maternity leave | No anticipated impact | | |
|---|---|---|---|
| **Race:** Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers | BME | White | Unknown |
| | **Home** 1% | 92% | 7% |
| | **Agile** 2% | 92% | 7% |
| | **Hybrid** 1% | 92% | 7% |
| **Religion or Belief**: Issues relating to a person's religion or belief (including non-belief) | No anticipated impact | | |
| **Sex:** Gender identity: Issues specific to women and men/or girls and boys | Female | Male | |
| | **Home** 88% | 12% | |
| | **Agile** 71% | 29% | |
| | **Hybrid** 90% | 10% | |
| **Sexual Orientation:** Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight | No anticipated impact | | |

| **Equality and Diversity Themes Relevant to South Ayrshire Council** ||
|---|---|
| **Health** Issues and impacts affecting people's health | Employees can fit into different workstyles depending on the nature of their role and therefore ensuring work-life balance (for example, reducing time pressure of commuting). |
| **Human Rights:** Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections. | No anticipated impact |
| **Socio-Economic Disadvantage** ||

| | |
|---|---|
| **Low Income/Income Poverty:** Issues: cannot afford to maintain regular payments such as bills, food and clothing. | Costs associated with the rising energy bills will potentially negate the savings to employees from their commute to work (where applicable).

*Employees who cannot work to the workstyle agreed for their role because of low wealth will be able to request an alternative workstyle depending on their individual circumstances. |
| **Low and/or no wealth:** Issues: 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 | *See above. |
| **Material Deprivation:** Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies | No anticipated impact |
| **Area Deprivation:** Issues: where you live (rural areas), where you work (accessibility of transport) | Where possible, employees who have an agile, hybrid or homeworking workstyle and who need access to a Council building will be able to access the most appropriate closest premises depending on the exigencies of their role. |

**Section Three: Evidence Used in Developing the Policy**

| | |
|---|---|
| **Involvement and Consultation**<br>In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation?<br>*Who* did you involve, *when* and *how*? | 1344 employees took part in our corporate Covid survey in December 20- Jan 21 telling us about their experience of working from home. Information from this, including benefits and challenges detailed in employees' responses, were taken into account in developing workstyle proposals and policies to support them.<br>Service Leads were asked to engage with staff at team and individual level to agree workstyle proposals by role which would best meet the needs of the service going forward, and taking into account any changes to workstyles or ways of working which have proved effective during the pandemic period.<br>In addition, pages were created on the Core to enable employees to submit questions.<br>https://thecore.south-ayrshire.gov.uk/article/27928/Future-Operating-Model<br><br>Regular communications were issued advising employees on how to ask a question or get involved.<br>A video https://thecore.south-ayrshire.gov.uk/article/27929/1-Workforce-Analysis was created to help explain workstyles and all service Leads were asked to share with staff.<br><br>Trades Unions representatives were involved in both Workstreams 1 and 2.<br><br>Disability Forum to be arranged TBC |
| **Data and Research**<br>In assessing the impact set out above what evidence has been collected from research or other data. Please specify *what* research was carried out or data collected, *when* and *how* this was done. | Research carried out in respect to Remote Working across both private and public sector.<br>Sought guidance from ACAS and CIPD to support the development of the policy.<br>Data on protected characteristics of employees where a change to their pre-Covid workstyle is proposed was gathered from Oracle (HR system). |
| **Partners data and research**<br>In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?<br><br>Please specify partners | N/A |
| **Gaps and Uncertainties**<br>Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further? | There could be future gaps or uncertainties related to any new employees joining the organisation; however, as part of the recruitment process and existing policies and procedures, these would be considered at the appropriate time. |

| | PC data will change as employees change roles and, in some instances, the same job title (e.g., admin assistant) has been allocated different workstyles depending on the needs of services. Data submitted by Service Leads was anonymised and by role rather than by individual employee. This means there may be some anomalies in the overarching data. |
|---|---|

## Section Four: Detailed Action Plan to address identified gaps in:
### a) evidence and
### b) to mitigate negative impacts

| No. | Action | Responsible Officer(s) | Timescale |
|---|---|---|---|
| 1 | Continuously monitor recruitment practices to ensure that any new requirements are considered appropriately, and we have included this in the workplan for policy monitoring and review. | Service Lead – HR Payroll<br><br>HR Policies and Operations Coordinator | Annually |
| 2 | If approved, Oracle to be updated with revised employee workstyles i.e., hybrid, homeworker or agile roles. This will allow data by PC to be accurately analysed as data will reflect any staffing changes or changes in circumstances. | Service Lead – HR Payroll<br><br>HR Policies and Operations Coordinator | Once approved by LP |

*Note: Please add more rows as required.*
## Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

| When is the policy intended to come into effect? | Once approved by Leadership Panel |
|---|---|
| When will the policy be reviewed? | Annually or update as and when changes are required. |
| Which Panel will have oversight of the policy? | Leadership Panel |

**Section 6**

**South Ayrshire Council**          **Appendix ..........**

**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy**: Remote Working Policy

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

| |
|---|
| **Eliminate discrimination** |
| No impact |
| **Advance equality of opportunity** |
| The policy will meet the needs of different groups of staff by ensuring that staff have a good work-life balance and remain healthy, engaged and productive. |
| **Foster good relations** |
| No impact |
| **Consider Socio-Economic Disadvantage (Fairer Scotland Duty)** |
| We have recognised that if employees cannot work to the workstyle agreed for their role (because this will put them in financial hardship), they will be able to request an alternative workstyle. |

| Summary of Key Action to Mitigate Negative Impacts | |
|---|---|
| **Actions** | **Timescale** |
| Continuously monitor recruitment practices to ensure that any new requirements are considered appropriately, and we have included this in the workplan for policy monitoring and review. | |
| | |

| |
|---|
| **Signed:**  Wendy Wesson (Service Lead)<br><br>**Date:**    15 February 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: https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx

Further guidance is available here: https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/

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. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/

1. **Policy details**

| Policy Title | Future Operating Model Workstreams 3 and 4 – Support for Homeworking |
|---|---|
| Lead Officer (Name/Position/Email) | Gillian Farrell, Service Lead OD and Customer Services Stewart McCall – Service Lead – ICT Enterprise Architecture |

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 i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). 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 | N/A | N/A |
| 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 | N/A | N/A |
| 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 | N/A | N/A |
| Area Deprivation – where you live (rural areas), where you work (accessibility of transport) | N/A | N/A |
| Socio-economic Background – social class i.e. parent's education, employment and income | N/A | N/A |

**4. Do you have evidence or reason to believe that the policy will support the Council to:**

| General Duty and other Equality Themes<br>Consider the 'Three Key Needs' of the Equality Duty | Level of Negative and/or Positive Impact<br><br>(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**) | ☐ <br> **NO** ☐ |
| **Rationale for decision:** WS 3 and 4 developed employee and manager resources to support new workstyles. These present information in an engaging way and can be made available in a range of formats as required. As no new policies or procedures were developed by these workstreams, no EIA is required. Any policies referred to or signposted in the resources have already been equality impact assessed. | |
| **Signed** : Gillian Farrell/ Stewart McCall <br><br> **Date:** 26 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 | Future Operating Model – Office Accommodation workstream |
|---|---|
| Lead Officer (Name/Position/Email) | Louise Reid/Assistant Director/ Louise.Reid@south-ayrshire.gov.uk |
| Scope of the EQIA | The Office Accommodation workstream is one of six Workstreams as part of Future Operating Model.  The scope of this workstream is to<br>• Develop detailed office accommodation plans based on the proposed workstyles and data returns from services<br>• Utilising CAD, develop layouts for all Council services that show locations of workspaces including service 'Villages', fixed and hot desking locations to be implemented as part of the FOM<br>• Identify how uptake of space will be monitored and managed to ensure proposals meet needs of staff, services and customers.<br>• Identify any spatial efficiencies as a result of this work<br>• Reflect any plans or proposals from other workstreams that impact on workplace accommodation. |

**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 | No | No |
| Disability | No | No |
| Gender Reassignment (Trans/Transgender Identity) | No | No |
| Marriage or Civil Partnership | No | No |
| Pregnancy and Maternity | No | No |
| Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers | No | No |
| Religion or Belief (including lack of belief) | No | No |

| Community or Groups of People | Negative Impacts | Positive impacts |
|---|---|---|
| Sex – gender identity (issues specific to women & men or girls & boys) | No | No |
| Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight | No | No |
| Thematic Groups: Health, Human Rights & Children's Rights | No | No |

**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 | No | No |
| 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 | No | No |
| 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 | No | No |
| Area Deprivation – where you live (rural areas), where you work (accessibility of transport) | No | No |
| Socio-economic Background – social class i.e. parent's education, employment and income | No | No |

**4. Do you have evidence or reason to believe that the policy will support the Council to:**

| General Duty and other Equality Themes<br>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 | No adverse impact identified<br>Low |
| Advance equality of opportunity between people who share a protected characteristic and those who do not | No adverse impact identified<br>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?) | No adverse impact identified<br>Low |
| Increase participation of particular communities or groups in public life | No adverse impact identified<br>Low |
| Improve the health and wellbeing of particular communities or groups | No adverse impact identified<br>Low |
| Promote the human rights of particular communities or groups | No adverse impact identified<br>Low |
| Tackle deprivation faced by particular communities or groups | No adverse impact identified<br>Low |

## 5. Summary Assessment

| Is a full Equality Impact Assessment required?<br>(A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**) | ~~YES~~ |
| --- | --- |
| | NO |

**Rationale for decision:**

This workstream will not require a full Equality Impact Assessment as the output of the workstream will not have negative or adverse impacts on any group identified above.
There are, however, areas that the workstream will need to make provision for if its proposals are approved:

- Communication – continue to ensure that effective communication is in place when workspace plans are approved and ready for implementation
- Technology – any technology procured for booking office space should be accessible for all

**Signed** :    Louise Reid, Assistant Director - Place

**Date:**    28th January 2022

**South Ayrshire Council**
**Equality Impact Assessment including Fairer Scotland Duty**

## Section One: Policy Details*

| Name of Policy | Future Operating Model – Workstream 6 – Pilot reintroduction of face to face customer services by appointment, using a Thriving Communities colocation model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place. |
|---|---|
| Lead Officer (Name/Position) | Jane Bradley, Assistant Director - People |
| Support Team (Names/Positions) including Critical Friend | Gillian Farrell, Service Lead, OD and Customer Services Tracy Ferguson, Coordinator, OD and Customer Services |

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

| What are the main **aims** of the policy? | <ul><li>To reintroduce face to face customer services by appointment for customers who cannot engage with the council by phone or digitally.</li><li>To encourage customers who can carry out enquiries online and by phone to do so</li><li>To support the most vulnerable members of our community</li><li>To support people who have a 'barrier' to accessing services other than face to face including those who are digitally excluded, financially unable to use other methods of contact or who have a disability or other factor which makes face to face contact the most appropriate means of interacting with the council.</li><li>To ensure that there is an 'open door' in each of the 5 towns from where customers can arrange an appointment by phone or face to face.</li><li>To pilot this approach and evaluate it by June 2023 having carried out more extensive evaluation, consultation and engagement.</li></ul> |
|---|---|
| What are the intended **outcomes** of the policy? | Customers who would benefit from a face to face customer enquiry because they have barriers or challenges in handling enquiries digitally or by phone will be able to access face to face customer services by appointment.

Customers who do not have barriers or circumstances which mean they need a face to face appointment are encouraged to use alternative, more efficient means, |

| | such as digital, phone, phone appointments, apps and virtual appointments. |
|---|---|

## Section Two: What are the Likely Impacts of the Policy?

| Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify) | Residents who access customer facing services, principally the Customer Service Centres (contact centre or face to face) |
|---|---|

**Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?**

**List any likely positive and/or negative impacts.**

| Protected Characteristics | Positive and/or Negative Impacts |
|---|---|
| **Age**: Issues relating to different age groups e.g. older people or children and young people | Anticipated positive impact. We do not hold data on the protected characteristics of people who pre-Covid, used the Customer Service Centres drop in service, however the demographic of South Ayrshire indicates a higher and increasing % of older people compared with the national average. The Customer Service team have been operating as a contact centre since the beginning of the pandemic in March 2020. Some older people may have barriers ( e.g. barriers to digital or phone access) which mean that a face to face service by appointment would better suit their needs. It is proposed that people will be able to make appointments by phone, online or from any frontline council office, Thriving Communities Centre, library or leisure centre. Where a customer is vulnerable or has an urgent / critical need, measures will be put in place to deal with their enquiry as quickly as possible. |
| **Disability**: Issues relating to disabled people | Anticipated positive impact. We do not hold data on the protected characteristics of people who pre-Covid, used the Customer Service Centres. The Customer Service team have been operating as a contact centre since the beginning of the pandemic in March 2020. Some people with disabilities may have barriers which mean that a face to face service by appointment would better suit their needs. It is proposed that people will be able to make appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. Reasonable adjustment will be made for customers with disabilities. |

| | |
|---|---|
| **Gender Reassignment – Trans/Transgender:** Issues relating to people who have proposed, started or completed a process to change his or her sex | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Marriage and Civil Partnership:** Issues relating to people who are married or are in a civil partnership | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Pregnancy and Maternity:** Issues relating to woman who are pregnant and/or on  maternity leave | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Race:** Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Religion or Belief**: Issues relating to a person's religion or belief (including non-belief) | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Sex:** Gender identity: Issues specific to women and men/or girls and boys | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |
| **Sexual Orientation:** Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight | No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs. |

| Equality and Diversity Themes Relevant to South Ayrshire Council | Positive and/or Negative Impacts |
|---|---|
| **Health** Issues and impacts affecting people's health | No anticipated impact |
| **Human Rights:** Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections. | No anticipated impact |

| Socio-Economic Disadvantage | Positive and/or Negative Impacts |
|---|---|

| | |
|---|---|
| **Low Income/Income Poverty:** Issues: cannot afford to maintain regular payments such as bills, food and clothing. | Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at **any frontline** council office, Thriving Communities Centre, **library or leisure centre.** This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital. |
| **Low and/or no wealth:** Issues: 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 | Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital |
| **Material Deprivation:** Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies | Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital |
| **Area Deprivation:** Issues: where you live (rural areas), where you work (accessibility of transport) | Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at **any frontline** council office, Thriving Communities Centre, **library or leisure centre.** This expands access to provision across South Ayrshire. |

## Section Three: Evidence Used in Developing the Policy

| | |
|---|---|
| **Involvement and Consultation** In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? *Who* did you involve**,** *when* and *how***?** | Staff engagement within Customer Services team and 2 x customer surveys, as detailed in the Leadership Panel report, helped to inform this proposal. It should be noted that the proposed approach will be piloted, tested and evaluated over a 12 month period to allow for further consultation and engagement with the public and staff. The proposal was developed as part of the FOM Workstream 6 project which included representation from a range of services and TU members. |
| **Data and Research** In assessing the impact set out above what evidence has been collected from research or other data. Please specify *what* research was carried out or data collected, *when* and *how* this was done. | Data on ad hoc customer enquiries received during the period the Thriving Communities team delivered literacy services from the Wallace Tower. Comparative data on customer trends as outlined in the LP report, analysing customer trends in 2018 compared with 2020. This data was taken from the Netcall, email and Q-Tastic systems. |
| **Partners data and research** In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? | |

| | |
|---|---|
| Please specify partners | |
| **Gaps and Uncertainties**<br>Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further? | 895 people took part in customer surveys during 2021. We therefore intend to carry out further engagement and consultation during the pilot period. |

## Section Four: Detailed Action Plan to address identified gaps in:
### a) evidence and
### b) to mitigate negative impacts

| No. | Action | Responsible Officer(s) | Timescale |
|---|---|---|---|
| 1 | **Further consultation and engagement with customers and residents.** | Gillian Farrell<br>Nicola Gemmell<br>Michael Alexander | By April 2023 |
| 2 | **Evaluation and analysis of customer trends** | Gillian Farrell<br>Nicola Gemmell<br>Michael Alexander | By April 2023 |

*Note: Please add more rows as required.*
## Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

| | |
|---|---|
| When is the policy intended to come into effect? | From April 2022,Covid restrictions permitting. |
| When will the policy be reviewed? | April 2023 |
| Which Panel will have oversight of the policy? | A further report will be presented to Leadership Panel by June 2023 |

**Section 6**

**South Ayrshire Council**       **Appendix ..........**

## Summary Equality Impact Assessment Implications & Mitigating Actions

**Name of Policy**: Pilot reintroduction of face to face customer services by appointment, using a Thriving Communities colocation model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

| |
|---|
| **Eliminate discrimination**<br><br>Reintroduce a face to face means of contact through a triaged appointment model to ensure people with protected characteristics or barriers which make it difficult for them to access services online or by phone are provided with a face to face service. |
| **Advance equality of opportunity**<br><br>Reintroduce face to face services by appointment to ensure most vulnerable customers and those with barriers to accessing services by phone or digitally, can arrange a face to face appointment for their enquiry. |
| **Foster good relations** |
| **Consider Socio-Economic Disadvantage (Fairer Scotland Duty)**<br><br>It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire. People who have socio-economic barriers to digital or phone access will be provided with a face to face service. |

| Summary of Key Action to Mitigate Negative Impacts | |
|---|---|
| **Actions** | **Timescale** |
| | |

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| **Signed:** .Gillian Farrell .......................Service Lead<br><br>**Date:**    14 Jan 2022 |