

South Ayrshire Council

**Report by Director of Strategic Change and Communities
to South Ayrshire Council
of 1 March 2023**

Subject: Golf Strategy 2022-2032

1. Purpose

- 1.1 The purpose of this report is to provide an update on progress made with the implementation of the Golf Strategy and to seek approval to provide an additional £5m investment for a programme of works to upgrade Darley and Belleisle Golf Courses.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 considers the progress made by officers in the implementation of the Golf Strategy (a full update report is outlined in [Appendix 1](#)); and**
- 2.1.2 approves the allocation of £5m from the capital programme to invest in a programme of works to upgrade Darley and Belleisle Golf Courses (as outlined in [Appendix 2](#)).**

3. Background

- 3.1 On 16 March 2021, the Leadership Panel agreed to establish a short-term Member/ Officer Working Group (MOWG) to consider the Council's proposed Golf Strategy. Four Councillors were appointed to this group on a cross party basis.
- 3.2 In December 2021 the Leadership Panel approved the Golf Strategy 2022-32 and funding of £0.500m from uncommitted reserves and £0.500m from the existing capital programme. It was agreed that further consideration would be given through the capital programme as part of future budget setting processes.
- 3.3 From the £0.500m reserves allocation, £42,000 has been spent on course appraisals, £190,000 has been committed as a contribution towards a drainage and nature restoration project at Belleisle Golf Course and £100,000 has been committed as a contribution to a paths improvement project at Darley Golf Course. The remaining £168,000 is currently uncommitted. There has been no spend to date from the £0.500m allocated from the capital programme.
- 3.4 The following strategic objectives were identified to deliver the Golf Strategy in South Ayrshire 2022-2032:

- Achieve Golfing Excellence;
- Evaluate and Remove Obstacles;
- Create the Environment;
- Health and Wellbeing;
- Environmental Sustainability; and
- Management Control.

3.5 In August 2022, Golf Course Architects, KimberGlen, were appointed through a procurement exercise, to undertake a comprehensive appraisal of six Golf South Ayrshire courses. Belleisle and Darley Golf Courses were previously appraised in 2018 and 2020 respectively also by KimberGlen.

3.6 The appraisals considered all aspects of the golf courses including:

- Course layout;
- Enhance playability and reputation;
- Health and Safety;
- Resilience to climate change; and
- Reduce long-term operational/ maintenance costs.

3.7 In September 2022, the service engaged with South Ayrshire Council's Commercialisation, Thriving Communities and Procurement teams to improve the range of Member Benefits to increase the economic impact of Golf South Ayrshire for the region. These are set to be launched in time for the commencement of the 2023/24 golfing season.

4. Proposals

4.1 We will develop a fully costed marketing plan with a renewed focus and recognition that Golf is a main tourism driver for the region. Specific campaigns will be launched in partnership with the wider Destination South Ayrshire team to increase awareness of South Ayrshire Council golf courses and other related businesses and organisations.

4.2 Our 5-year development plan has been produced and we will begin to actively increase the opportunity for young people and new golfers in South Ayrshire and the service will look to obtain several internal and external partners, such as the Children's Golf Trust, Professional Golfers Association and Scottish Golf, to assist its delivery. The development plan sets out to increase the number of golfers in key areas including young people, females, and other under-represented demographics.

4.3 The replacement of maintenance and staff welfare facilities at Troon Links and Health and Safety (H&S) issues will continue to be progressed. Procurement and Professional Design Services, (P.D.S.), have engaged Golf Course Architects, KimberGlen, to progress the H&S work and P.D.S. are going through the design and build options.

- 4.4 Internal Audit has highlighted weaknesses within the current management of cash transactions in our Clubhouses. Employees have been given updated management procedures and training to reflect this. We will upgrade our customer services with a move to cashless catering and membership benefits.
- 4.5 Options for the redevelopment of courses were included in the golf course appraisals, which would enable South Ayrshire Council to achieve the agreed Strategic Outcomes and increase income from visitor and members. Based on the recommendations made by KimberGlen, it is proposed that the two priority courses for investment will be Darley and Belleisle, as outlined in [Appendix 2](#). Costs for each project will be confirmed once a schedule of works is agreed, and prices established through relevant procurement processes. Options for the redevelopment of the remaining courses should be considered when further investment becomes available.
- 4.6 Investment is required to ensure that the condition of our courses does not deteriorate and significantly impact year-round playability, and visitor and member income.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications immediately arising from this report; all procurement of project work must comply with the process requirements of the Council.

6. Financial Implications

- 6.1 There is currently £0.500m allocated to golf in the capital programme, which will be carried forward into 2023/24, and a further £0.500m allocated in reserves. There has been no spend to date from the capital allocation. The reserves allocation has had a spend of £42,000 for course appraisals and a further £290,000 committed to projects at Darley and Belleisle golf courses with £168,000 currently uncommitted.
- 6.2 If approved, the proposed £5m investment detailed in this report would come from the capital programme. This would provide a total of £6m investment over 5 years: £1m in 2023/24 followed by £1.5m in 2024/25, £2.5m in 25/26 and £1m in 2026/27. Re-profiling of this allocation can be undertaken once a schedule of works is agreed, and prices established. The newly proposed funding of £5m requires to be incorporated into the 12 year 2023/24 to 2034/35 Capital Investment Programme included as part of the 2023/24 Council budget (report elsewhere on this Council agenda).

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/

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

8.2.1 The risk is that the condition of the courses deteriorates which will significantly impact year-round playability, and visitor and member income.

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 3, 5 and 6 of the Council Plan: Grow Well, Live Well, Age Well/ Health and care systems that meet people's needs; 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 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Sport and Leisure, and the contents of this report reflect any feedback provided.

14. **Next Steps for Decision Tracking Purposes**

14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Enter into a procurement process to appoint contractors to deliver works at Darley and Belleisle Golf Courses	31 December 2023	Service Lead – Destination South Ayrshire
Provide Council with a report on the implementation of the strategy at the end of year 2	31 December 2023	Service Lead – Destination South Ayrshire

Background Papers **Report to South Ayrshire Council of 9 December 2021 – [Golf Strategy 2022-2032](#)**

Person to Contact **Laura Kerr, Service Lead – Destination South Ayrshire
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616421
E-mail laura.kerr4@south-ayrshire.gov.uk**

Date: 20 February 2023

GOLF STRATEGY IMPLEMENTATION UPDATE

Our Strategic Objectives

The following strategic objectives have been identified to deliver the Golf Strategy in South Ayrshire 2022-2032:

1. Achieve Golfing Excellence

- Provide golf courses with a year-round playing experience that is equal to, or better than, any comparable course in the region.
- Establish a high-quality development programme and practice facilities which support all standards of golfers and to increase participation, particularly by female golfers, families, and young people.
- Invest in golf courses to ensure they are compliant with modern safety standards, reflect advances in technology and meet the needs of members, visitors, and other users.

2. Evaluate and Remove Obstacles

- Establish a membership fee structure which supports inclusive golf.
- Establish a comprehensive and professional internal and external communications programme to raise the profile and reputation of Golf in South Ayrshire.

3. Create the Environment

- Ensure a warm, friendly, and welcoming environment for all members and visitors.
- Continue to invest in non-course assets to ensure that they are secure, maintained and developed to a high standard.
- Provide a consistent, high quality and cost-effective bar and catering service which supports both golfing and non-golfing activities.

4. Health and Wellbeing

- Establish a comprehensive programme to maximise the benefits of golf for all.
- Provide ease of access, year-round, for all.

5. Environmental Sustainability

- Ensure best greenkeeping practices and the latest techniques are used to maintain the courses.
- Achieve recognised environmental accreditation.
- Identify potential sources of green energy and income generation.
- Protect the courses from the effects of climate change.
- Ensure all working practices and facilities are compliant with current regulations.
- Meet or exceed reductions in annual carbon budgets to support the achievement of the Council's Net Zero ambitions by 2030.

6. Management Control

- Establish a sustainable and business aware management operation that guides the long-term ambitions of golf in South Ayrshire.
- Ensure that best practice governance sits at the core of decision making.
- Improve financial performance and planning through cost control, implementation of efficiency savings, and maximise opportunities to increase income generation.

These strategic objectives will be delivered across nine functional areas.

1. THE COURSES

In August 2022, Golf Course Architects, KimberGlen, were appointed through a procurement exercise, to undertake a comprehensive appraisal of six Golf South Ayrshire courses. Belleisle and Darley Golf Courses were previously appraised in 2018 and 2020 respectively also by KimberGlen.

The appraisals considered all aspects of the golf courses including:

- Course layout
- Enhance playability and reputation
- Health and Safety
- Resilience to climate change
- Reduce long-term operational/maintenance costs

Options for the redevelopment of courses were also included, which would enable South Ayrshire Council to achieve the agreed Strategic Outcomes and increase income from visitor and members.

Based on the recommendations made by KimberGlen, it is proposed that the two priority courses for investment will be Darley and Belleisle, as outlined in [Appendix 2](#). Costs for each project will be confirmed once a schedule of works is agreed, and prices established through relevant procurement processes. Options for the redevelopment of the remaining courses should be considered when further investment becomes available.

Investment is required to ensure that the condition of our courses does not deteriorate and significantly impact year-round playability, and visitor and member income.

An appraisal has not been carried out for the Maybole Golf Club; KimberGlen visited the site and reported that the upgrade required for the course would not warrant the investment.

Golf South Ayrshire is continuing to engage with Agronomists to undertake an agronomical assessment of all eight courses. The reviews will provide an insight into current turf and environmental conditions as well as current maintenance practices to assist the service to create five year maintenance plans.

Whilst engaging with the Golf Environmental Organisation and South Ayrshire Council's Environmental Team, a benchmark of 399.35 (TCO₂e) of Carbon Emissions (excluding sequestration) has been set for 2021/22. To achieve recognised environmental accreditation, several targeted actions are required and several KPI's have to be met. These KPI's will also be used to meet South Ayrshire Council's agreed annual carbon reduction targets to achieve net zero by 2030. These KPI's are set to be agreed by March 2023.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **ACHIEVE GOLFING EXCELLENCE**
- **ENVIRONMENTAL SUSTAINABILITY**
- **MANAGEMENT CONTROL**

2. MEMBERSHIPS

Following a significant upturn in popularity of the game during and post COVID, Membership sales have remained strong in 2022/23. Demand for tee times at both Troon Links and Belleisle Park courses have continued to be very high.

Several possible scenarios have been considered but wholesale changes to how the Season Tickets are categorised and priced would be fully dependant on the impact of the current cost of living crisis and the levels of investment the Council commits to the improvement of the courses.

Work is ongoing in relation to affiliated golf clubs who have permission to play on the courses. Consultation will be planned for season 2023-24 and implementation in season 2024-25.

In September 2022, the service engaged with South Ayrshire Council's Commercialisation, Thriving Communities and Procurement teams to improve the range of Member Benefits to increase the economic impact of Golf South Ayrshire for the region. These are set to be launched in time for the commencement of the 2023/24 golfing season.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **EVALUATE AND REMOVE OBSTACLES**
- **HEALTH AND WELLBEING**
- **MANAGEMENT CONTROL**

3. MARKETING

Further work on a fully costed marketing plan is being developed with a renewed focus and recognition that Golf is a main tourism driver for the region. Specific campaigns will be launched in partnership with the Destination South Ayrshire team to increase awareness of South Ayrshire Council golf courses and other related businesses and organisations.

The tour operator and hoteliers' scheme will be relaunched, and the region is looking to be represented at Bunkered Live at the NEC, Birmingham and the Scottish Golf Tourism event held in St Andrews early in 2024.

The current Golf South Ayrshire website is over 6 years old. It is the intention of the service to replace the current website to improve its internet presence using several techniques including professionally created video footage of the courses and improved photography to

increase the number of visitors to the region. The cost of this project will be met within existing revenue budgets.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **EVALUATE AND REMOVE OBSTACLES**
- **CREATE THE ENVIRONMENT**
- **MANAGEMENT CONTROL**

4. DEVELOPMENT

A comprehensive 5-year development plan to actively increase the opportunity for young people and new golfers in South Ayrshire has been created and the service will be looking to obtain several internal and external partners, such as the Children's Golf Trust, Professional Golfers Association and Scottish Golf, to assist its delivery. The development plan sets out to increase the number of golfers in key areas including Young People, Females, and other under-represented demographics.

The development plan sets out to increase the number of golfers in key areas including Young People, Females, and other under-represented demographics. The development plan is due to commence in April 2023 and will be completed at the end of the 2028 season.

Key events such as 'The Open', Royal Troon and the 'Scottish Ladies Open', Dundonald and others not yet announced, should be used to increase participation and opportunity for the key demographics previously identified. A 15-month roadmap will be set out working with key partners, such as the Children's Golf Trust, Professional Golfers' Association and Scottish Golf, and will be completed by March 2023.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **ACHIEVE GOLFING EXCELLENCE**
- **EVALUATE AND REMOVE OBSTACLES**
- **CREATE THE ENVIRONMENT**
- **HEALTH AND WELLBEING**

5. CLUBHOUSES

A temporary post of Clubhouse Officer was appointed in August 2022 to assist the service in delivering an improved Clubhouse experience focussing on the catering delivery.

Following a recruitment campaign, the service addressed many of the issues relating to staffing and the Stables Café re-opened on a limited number of days in September 2022. Whilst the business is still in its relative infancy after a lengthy closure, levels of custom are increasing, however the retail catering industry is challenging at present.

The Belleisle Park and Troon Links Golf Clubhouses are currently being reviewed and a full report is expected to be completed by March 2023. We are anticipating that the review will report that we need to attract more non-golfing customers to increase income through sales.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **MANAGEMENT CONTROL**
- **ACHIEVE GOLFING EXCELLENCE**
- **ENVIRONMENTAL SUSTAINABILITY**

6. ANCILLARY BUILDINGS AND INFRASTRUCTURE

Replacement of maintenance and staff welfare facilities at Troon Links and Health and Safety (H&S) issues are progressing. Procurement and Professional Design Services, (P.D.S.), have engaged KimberGlen to progress the H&S work and P.D.S. are going through the design and build options at present.

Funding has been secured from NatureScot and as such the service is working in partnership with the Environment and Sustainability Team and the Scottish Wildlife Trust to complete a Nature Restoration and Environmental Project on Belleisle Golf Course. This will see the creation of a network of open water areas and linked waterways aimed at both enhancing the playability of the Golf Course and increase biodiversity through habitat creation. This project is currently on target to be completed by March 2023.

Additional funding has been secured through the Place Based Investment Programme to create a network of paths to create a safe walking route through and around the perimeter of Darley Golf Course, Troon. The funding for this project will be committed by March 2023.

The service has also recently engaged with Ayrshire Roads Alliance and SWECO to discuss the potential impact to Lochgreen and Darley Golf Courses with the planned upgrading of the National Cycle Network. A number of course alterations are required to ensure the safety of Pedestrians and Cyclists using the upgraded route.

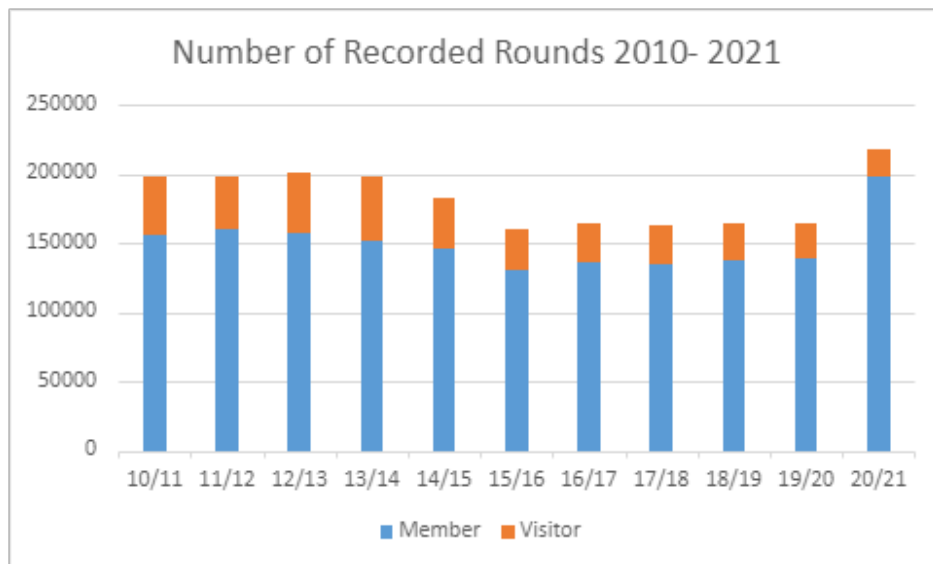
Following the successful progression of the outstanding P.D.S. Projects, the Service will further engage with P.D.S. to assist in the creation of a costed 10-year Capital Investment Programme based on the requirements of the Service to further enhance the Courses and Staff Welfare facilities at each location. This would be in addition to the proposed investment for upgrading Darley and Belleisle Golf Courses and would run from years 5-10 of the investment.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **ACHIEVE GOLFING EXCELLENCE**
- **ENVIRONMENTAL SUSTAINABILITY**
- **MANAGEMENT CONTROL**

7. SALES AND ADMINISTRATION

Following the unprecedented growth experienced during the pandemic, the demand for tee times from season ticket holders remains very high. Tee time availability is challenging, although non-member rounds have shown a decrease of 5% YTD:



Course utilisation of season ticket times, particularly on club competition days, generally Wednesday, Saturday and Sundays has improved significantly since the move to online priority booking and remains high, however levels of demand decrease significantly in the afternoons/twilight times and marketing activities will focus on improving the utilisation of these times.

Non-Member rounds remain lower than desired and corporate income targets remain unachievable. Further investigations are required to establish whether any changes to tee time booking rules are necessary. The service will therefore continue to monitor course usage for the 23/24 season before making recommendations to alter tee sheet rules.

The pre-existing Hotel and Tour Operators Scheme has been updated and the service will work on increasing the number of partners using the scheme. The service continues to be in discussions with colleagues in the Destination South Ayrshire team on how to maximise the economic impact of the golf courses for tourism and help achieve income targets.

A review meeting of 2021 Golf Festivals (Ayr Golf Week, Troon Links Weekender, Girvan Classic) was undertaken in October, with some changes in the format of competitions introduced for season 23-24.

Generally, events are showing lower than desired attendances and the information gathered will form the basis of any future changes to the competition formats.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **ACHIEVE GOLFING EXCELLENCE**
- **EVALUATE AND REMOVE OBSTACLES**
- **CREATE THE ENVIRONMENT**
- **MANAGEMENT CONTROL**

8. FINANCIAL

FUNCTIONAL AREA	ACTION	COMPLETION DATE	ASSIGNED TO
Financial	Complete profiled projections for each key area of the service to achieve relevant KPI's as agreed	MARCH 2023	GSA
Financial	Review current budget monitoring process and create Income and Expenditure budgets based on actual costs and projected income	MARCH 2023	GSA/Finance
Financial	Complete a Commercialisation Review of the Service exploring opportunities for new revenue streams and sources of income	MARCH 2023	GSA/Commercialisation Team

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- **EVALUATE AND REMOVE OBSTACLES**
- **MANAGEMENT CONTROL**

9. GOVERNANCE

Internal Audit has highlighted weaknesses within the current management of cash transactions in our Clubhouses. Employees have been given updated management procedures and training to reflect this. Progress is being made to upgrade our customer services with a move to cashless catering and membership benefits.

Further actions in this functional area are due for completion by March 2023. These are:

FUNCTIONAL AREA	ACTION	COMPLETION DATE	ASSIGNED TO
Governance	Review and propose a revised Structure for Golf based on achieving outcomes agreed within Strategy and new Council objectives.	MAR 2023	GSA
Governance	Review and Update where necessary all Terms and Conditions and Operational Policies	MAR 2023	GSA/Trading Standards / Legal
Governance	Review and Implement all Operational Health and Safety Policies	MAR 2023	GSA
Governance	Review Golf Insurance Product and	FEB 2023	GSA/Risk and

	Re-Tender		Insurance / Procurement
Governance	Review all Staff Handbooks and Operational Procedures including Annual Leave and other internal procedures	JAN 2023	GSA

Order of priority	Location	Overview of works	Duration of Works
Project 1	Darley Golf Course	<p>Full modernisation of Golf Course to address accessibility and safety issues to increase usage. Formalise all new paths and safe walking routes for non-golfing residents in Troon (North) and Barassie.</p> <p>Upgrade to existing irrigation system (greens, approaches, fairways and tees) and sustainable water sources.</p>	3 – 6mth construction + 6 – 9mth grow-in
Project 2	Belleisle Golf Course	<p>Partial redesign of golf course, which would include options for a golf academy.</p> <p>Modernisation of all bunkering</p> <p>Installation of irrigation system (greens, approaches and tees and practice facilities) and sustainable water sources.</p>	3 – 6mth construction + 6 – 12mth grow-in

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	Golf Strategy 2022 - 2032
Lead Officer (Name/Position/Email)	Laura Kerr Service Lead – Destination South Ayrshire 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		X
Disability		X
Gender Reassignment (Trans/Transgender Identity)		X
Marriage or Civil Partnership		X
Pregnancy and Maternity		X

Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers		X
Religion or Belief (including lack of belief)		X
Sex – (issues specific to women & men or girls & boys)		X
Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight		X
Thematic Groups: Health, Human Rights & Children’s Rights		X

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

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

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low

Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input type="checkbox"/> YES NO <input checked="" type="checkbox"/>
Rationale for decision: Additional funding to upgrade golf courses will have a positive impact, however it will be a low impact and it does not give rise to equality considerations related to a particular protected group.	
<div style="text-align: center; margin-bottom: 20px;">  </div> Signed Laura Kerr, Service Lead – Destination South Ayrshire Date:6/1/23.....	