

South Ayrshire Council
Sustainable Development and Climate Change Strategy
2019-2024
25 April 2019

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Foreword

We are proud to introduce South Ayrshire Council's first Sustainable Development and Climate Change Strategy. This strategy sets out a coherent framework for the council projects, policies and initiatives which promote sustainable development, mitigate climate changing emissions, and adapt to the impacts of climate change. Achieving the outcomes set out in this strategy will be an important contribution to our desire for South Ayrshire to be the best it can be and for all people and places to have the opportunity to reach their full potential.

The overall goal for our approach is:

People in South Ayrshire enjoy a good quality of life now and in the future – with a thriving economy, just society and healthy environment – while working to reduce greenhouse gas emissions to avoid the worst effects of climate change and build resilience to adapt to its impacts.

We will achieve this goal by working together across council services, with our community planning partners and the wider community. The strategy will guide decisions on our policies and projects given its overarching goal that encompasses social, economic and environmental outcomes. It also commits us to a just transition to a low carbon economy

Whilst there are many challenges, there are also opportunities, such as lowering energy bills, being more efficient with our resources, sustaining and creating local employment, supporting healthier lifestyles and making our communities more resilient. This strategy will ensure South Ayrshire is best placed to make the most of these opportunities, while contributing to national and global ambitions on climate change and sustainable development.

In this way, we can improve local services, provide best value for our communities, and do our part in addressing global challenges of climate change and sustainable development for current and future generations. We are proud of the good work South Ayrshire has done already, and this strategy will encourage us to up our game and inspire our community partners to work with us – businesses, the wider public sector, and communities.

Douglas Campbell, Council Leader and Eileen Howat, Chief Executive

1. Introduction

This strategy sets out how South Ayrshire Council aims to further sustainable development and tackle climate change over the next five years. It provides a strategic framework with clear outcomes and actions to drive progress. The strategy draws together relevant commitments from other council strategies and plans into one coherent framework, demonstrating that delivering the strategy will be a collective responsibility of the Council.

The strategy builds on the Council's early adoption of the Climate Change Declaration Commitment¹ in 2007 and broadens the context to explore how the council can contribute to the UN Sustainable Development Goals².

1.1 What do we mean by sustainable development and why is it important for the Council?

In simple terms, it is about ensuring all people can enjoy a good quality of life now and in the future. In practice this means achieving a strong and just society, a thriving economy, and a healthy environment - all are dependent on each other. This aspiration chimes with the council plan's overarching goal: "We want South Ayrshire to be the best it can be and for all people and places to have the opportunity to reach their full potential."³

The integration of social progress, a healthy environment and economic development is essential to achieving sustainable development and should be a guiding principle of the South Ayrshire Way⁴.

1.2 What is climate change and how can the Council make a difference?

Climate change is the defining issue of our time. The global climate is rapidly warming due to human activity, and this is leading to significant impacts such as rising sea level, more intense storms, hotter temperatures – all affecting our health and livelihoods now and in the future.

If greenhouse gas emissions are reduced early and rapidly, the extent of climate change will be mitigated. The Council has a key role to play here in reducing its own emissions and helping its community to do the same. The Council can also help the area to be more resilient and adapt to potential impacts of climate change, such as flooding.

1.3 What are the impacts for Scotland and South Ayrshire?

South Ayrshire's climate is already changing. Over the last century temperatures in Scotland have increased, sea levels have risen, and rainfall patterns have changed, with increased seasonality and more heavy downpours. These changes are projected to continue and intensify over the coming decades. We can expect future changes in climate to be far greater than anything we have seen in the past⁵.

Figure 1: SEPA Potentially Vulnerable Areas (PVAs) (indicated in brown) in the Firth of Clyde; Ayrshire Local Plan District: Local Flood Risk Management Plan 2016

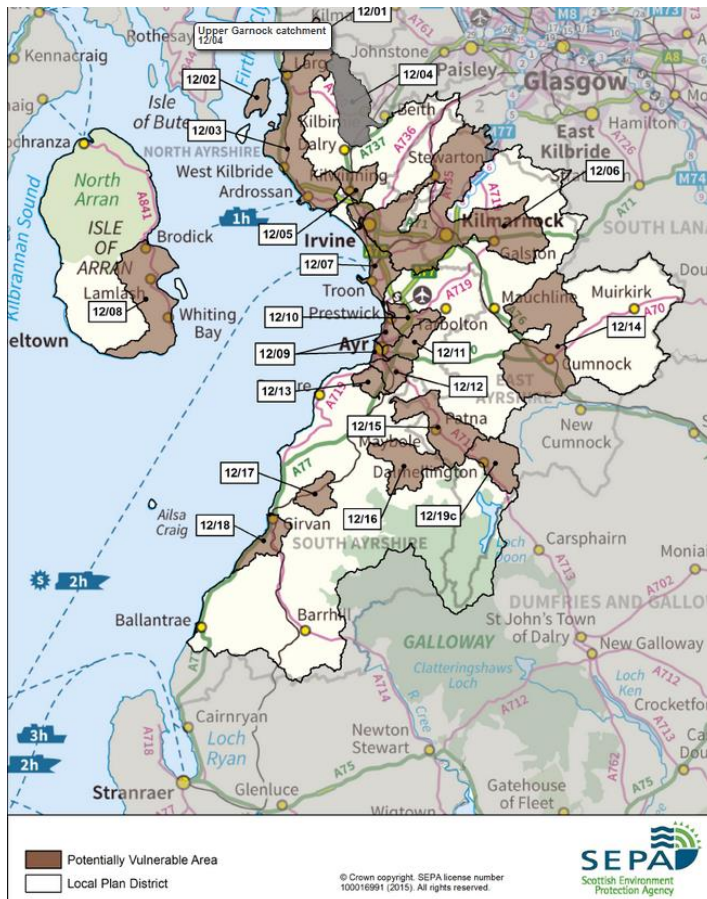
¹ Climate Change Declaration Report, 2011, South Ayrshire Council <https://www.south-ayrshire.gov.uk/documents/southayrshirecouncilscotlandclimatechangedeclaration2011.pdf>

² About the UN Sustainable Development Goals, United Nations General Assembly Resolution A/RES/70/1 of 25 September 2015, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

³ Our People, Our Place, Council Plan 2018-2022, South Ayrshire Council

⁴ South Ayrshire Way <https://www.myjobscotland.gov.uk/councils/south-ayrshire-council/south-ayrshire-way>

⁵ Climate trends and projections, Adaptation Scotland <https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections>



1.4 Strategy development

This strategy focuses on the environmental aspects of sustainable development and aligns with other Council strategies which focus on social and economic development.

The strategy's overarching goal on sustainable development and climate change is:

People in South Ayrshire enjoy a good quality of life now and in the future – with a thriving economy, just society and healthy environment – while working to reduce greenhouse gas emissions to avoid the worst effects of climate change and build resilience to adapt to its impacts.

The strategy has three themes:

- **Sustainable Council:** the Council's scope to reduce its greenhouse gas emissions and how its actions can improve the wider environment.
- **Sustainable Environment:** the Council's potential to protect and enhance the environment while improving the health, well-being and livelihoods of local communities.
- **Sustainable Community:** the Council's potential, through service delivery, to support local communities to reduce their greenhouse gas emissions, adapt to climate change impacts, and improve the local environment.

Each theme has a set of broad outcomes and actions to be achieved over the five-year period.

The strategy was developed in close consultation with key elected members, senior managers and officers. As the document pulls together existing commitments, it was determined that a Strategic Environmental Assessment was not required.

The strategic outcomes and actions are set out in Appendix 1 and provide the framework for the annual workplan.

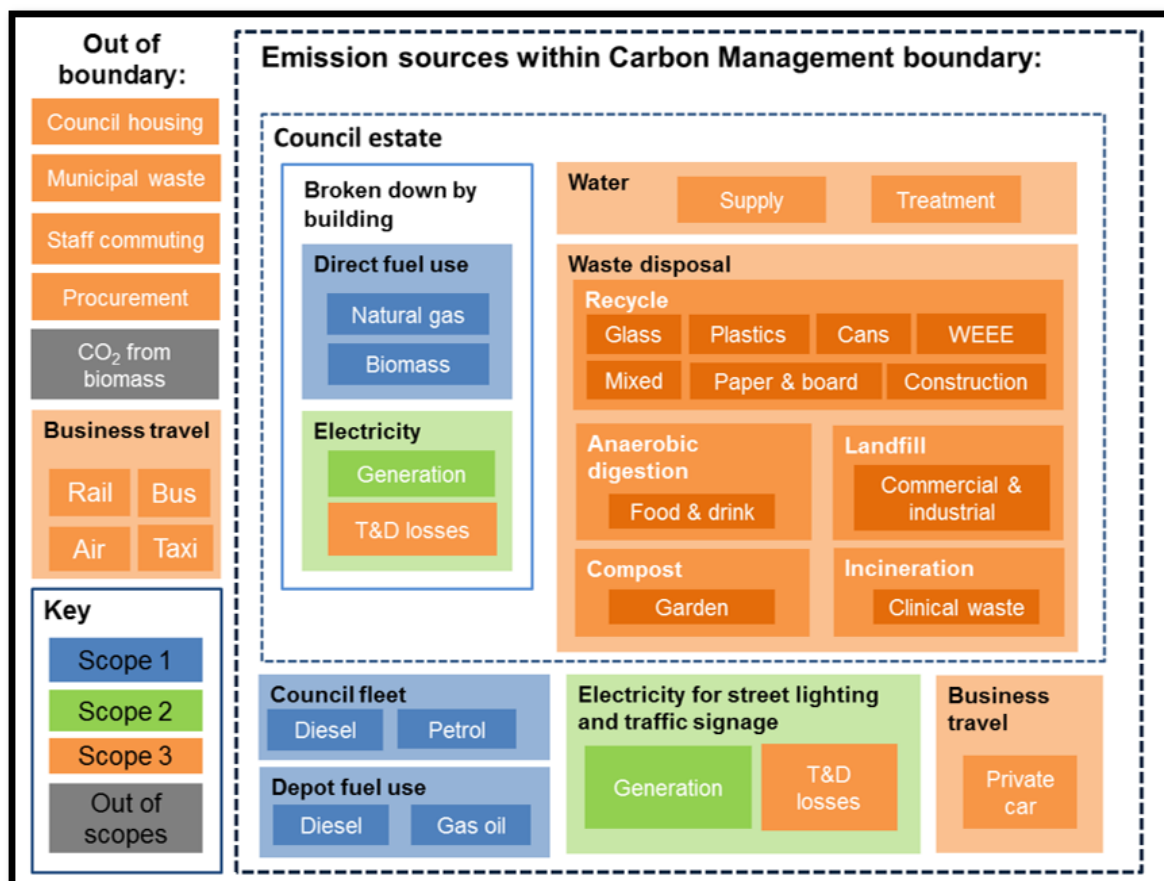
1.5 Understanding our emissions and priorities for action

1.5.1 South Ayrshire Council’s corporate and area-wide emissions

South Ayrshire Council’s corporate emissions were 22,414tCO₂e in 2017/18. This total represents a decrease of 13.31 percent since 2016/17⁶.

The Carbon Management Plan (2016) sets the baseline for our corporate emissions from which we can measure progress going forward. It also provides a project register, or list of priority projects to achieve both emissions and cost savings. The boundary for our corporate emissions includes the council estate (building energy use, water consumption and waste disposal), council fleet, street lighting, and business travel (private car).

Figure 2: Council Carbon Management Boundary, South Ayrshire Council Carbon Strategy Document, 2016



⁶ South Ayrshire Council Public Sector Climate Change Duties Report 2017/18

The Council measures progress on corporate emissions reduction on a year on year basis and data within the boundary has been directly comparable since 2014/15, although a footprint data set has been measured and used for carbon management at South Ayrshire Council as far back as 2005/6. The Council has a target to reduce its emissions from energy use in buildings by 3 percent year on year. This target will be reviewed during the period covered by this strategy.

Activities outwith the boundary are council housing, municipal waste, staff commuting, procurement, and business travel (bus, train, air, taxi). These are areas where the Council has a duty to show leadership and influence but they can be harder to control. Future improved systems and information collection will allow data to be gathered and presented in relation to travel which could move them within the boundary to allow for a more accurate picture of our corporate emissions.

All areas shown within and outwith the organisational boundary and baseline are captured in the area-wide emissions statistics for South Ayrshire. These statistics are published on an annual basis by the UK Government.⁷

1.5.2 How priorities are determined for the strategy and annual workplan

A regularly updated Carbon Management Plan with a project register allows the Council to develop a priority list of projects and policies which can take advantage of match funding opportunities.

The consideration of wider strategy actions for areas is more complex. Other agendas such as inequalities, the local economy, or resource efficiency can drive the prioritisation of actions which also serve the overall goal and outcomes of the Sustainable Development and Climate Change Strategy. Self-assessments and carbon budgeting are used to guide priorities, focusing on the value of each action independently rather than comparatively. Priorities are determined based on the following criteria, amongst other considerations:

- Impact - contribution to the Council's emissions reduction target
- Cost-effectiveness – achieving maximum impact for least cost
- Co-benefits – delivering on other council priorities.

2. Policy background

There are several international, national and local policy commitments which are relevant to this strategy.

2.1 International

2.1.1 UN Sustainable Development Goals

The United Nations has set a series of global Sustainable Development Goals that are part of an internationally agreed performance framework. All countries are aiming to achieve these goals by 2030. They address the big global challenges related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.⁸

⁷ UK local authority and regional carbon dioxide emissions national statistics, updated 2018, Department for Business, Energy and Industrial Strategy, UK Government.

⁸ UN Sustainable Development Goals, United Nations

Figure 3 UN Sustainable Development Goals



2.1.2 The UN Paris Agreement

The Paris Agreement, concluded in 2015, sets out a global action plan to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C.⁹

The Intergovernmental Panel on Climate Change report (2018) on the impacts of global warming above 1.5 degrees¹⁰ concluded that the likely impacts are seriously alarming and that all options must be put into play to avoid the most dangerous consequences. The report concludes that the next 12 years are critical, with global carbon emissions needing to be cut by 45 percent by 2030, and down to zero by 2050.

2.2 National

2.2.1 National Performance Framework

The Scottish Government's National Performance Framework¹¹ is aligned with the UN Sustainable Development Goals, putting into practice the commitment to embed the goals in all government activity. The Scottish Government believes national and international efforts on these critical issues must be interlinked. Local authorities work in partnership with the Scottish Government to realise these outcomes.

⁹ Paris Agreement, 2015, UN Framework Convention on Climate Change

¹⁰ Global Warming of 1.5 degrees, October 2018, Intergovernmental Panel on Climate Change

¹¹ National Performance Framework, Scottish Government, <https://nationalperformance.gov.scot/>

Figure 4 Scottish Government National Performance Framework¹²



As sustainable development is a cross-cutting issue, all the national outcomes are relevant. For the purposes of this strategy, the national outcomes on Economy and Environment are highlighted.

Table 1: Scottish Government National Outcomes for Sustainable Economy and Environment

National Outcomes	
Sustainable Economy	Environment
Productivity	Visits to the outdoors
International exporting	State of historic sites
Economic growth	Condition of protected nature sites
Carbon footprint	Energy from renewable sources
Natural Capital	Waste generated
Greenhouse gas emissions	Sustainability of fish stocks
Access to superfast broadband	Biodiversity
Spend on research and development	Marine environment
Income inequalities	
Entrepreneurial activity	

¹² Ibid.

2.2.2 Climate Change (Scotland) Act 2009

The Climate Change Act¹³ creates the statutory framework for greenhouse gas emissions reductions in Scotland by setting an interim 42 percent reduction target for 2020. It requires the development of five yearly Climate Change Plans and places climate change duties on public bodies.

The Scottish Government introduced a Climate Change Bill¹⁴ in 2018 which will make Scotland's climate targets tougher and aim to achieve net-zero emissions as soon as possible.

2.2.3 Climate Change Plan (2018-2032)

The Scottish Government's Climate Change Plan¹⁵ sets out how the government plans to drive down emissions over the period to 2032. The aim is for Scotland to have reduced its emissions by 66 percent by 2032, while growing the economy, increasing the wellbeing of the people of Scotland and protecting and enhancing our natural environment. The Plan includes a set of policies and proposals for key sectors and emphasises the collective responsibility for public, private and community sectors to work together to achieve the targets.

Scotland's Energy Strategy sets out the framework for decarbonisation of heat and electricity. The Energy Efficient Scotland Programme, which aims for all buildings to be net-zero carbon by 2050, is a cornerstone of that strategy.

2.2.4 Public Bodies Climate Change Duties

Public bodies have a key role to play in leading delivery of these national targets and influencing wider action. Annual reporting is critical to measuring progress and driving better decision making. All public bodies in Scotland must publish an annual report of their annual carbon emissions, climate change targets, as well as measures to reduce greenhouse gases from operations¹⁶. The report also includes a section on the Council's wider impact and influence on carbon emissions in the region.

The Integration Joint Boards (responsible for integration of health and social care services) are public bodies and are subject to the reporting requirements.

2.2.5 Climate Ready Scotland

Climate Ready Scotland is Scotland's Climate Adaptation Programme¹⁷, aimed at tackling and adapting to the impacts predicted by the UK Climate Change Risk Assessment¹⁸.

2.3 Local

The Council's plan, Our Vision, Our Place 2018-2022¹⁹, sets the framework for achieving the goal: "We want South Ayrshire to be the best it can be and for all people and places to have the opportunity to reach their full potential."

¹³ Climate Change (Scotland) Act 2009

¹⁴ Climate Change (Emission Reduction Targets) (Scotland) Bill, Scottish Parliament

¹⁵ Climate Change Plan: Third report on proposals and policies (2018-2032) (RPP3), February 2018, Scottish Government.

¹⁶ Public Bodies Climate Change Duties: Putting them into practice: Guidance required by Part 4 of the Climate Change (Scotland) Act 2009, Scottish Government.

¹⁷ Scotland's Climate Change Adaptation Programme, May 2014, Scottish Government

¹⁸ UK Climate Change Risk Assessment, 2017, UK Government

<https://www.gov.uk/government/publications/uk-climate-change-risk-assessment-2017>

¹⁹ Our Vision, Our Place, Council Plan 2018-2022, South Ayrshire Council

The South Ayrshire Way principles ‘respectful, supportive and positive’, support sustainable development aspirations for the Council and its community.

The table below highlights the sustainable development outcomes which relate to the Council Plan objectives.

Table 2: South Ayrshire Council Plan objectives related to sustainable development outcomes

Council Plan strategic objectives	Sustainable Development Outcomes
Effective leadership that promotes fairness	Leadership to ensure no one is left behind and everyone benefits in transition to low carbon future.
Reduce poverty and disadvantage	Lift households out of fuel poverty through more energy efficient homes. Reduce vulnerability to impacts of climate change.
Health and care systems that meet people’s needs	Enhanced environment provides health and well-being outcomes.
Make the most of the local economy	Green jobs growth through transition to low carbon economy.
Increase the profile and reputation of South Ayrshire and the Council	Leadership in the Council, partnerships and wider community to embed sustainable development and climate change goals.
Enhanced environment through social, cultural and economic activities.	Communities benefit from high quality and accessible green spaces, volunteer opportunities, active travel.

This strategy contributes to the overall Council Plan and links to relevant council strategies and plans where appropriate.

3. Sustainable Council

3.1 Background

The Sustainable Council theme is about the Council’s own performance to further sustainable development and actions on climate change. The Council has just over 4000 staff delivering a range of services to local communities, with an estate of over 700 buildings, including office buildings, council housing, schools and social care facilities. It has a responsibility to be a leader in the community and employ best practice to use resources wisely and reduce its carbon footprint. These actions not only help the environment but save money and improve the health and well-being of our employees and communities.

We reduce our carbon footprint through the way we manage energy use in our buildings, introducing innovative and low carbon heating, introducing LED street lighting and electric vehicles to our car fleet. Sustainable procurement is another way to reduce our environmental impact while supporting local businesses.

Strong leadership in driving forward progress on this strategy will embed sustainable development and climate change actions across all council plans, strategies and policies. Staff engagement and support is crucial to raising awareness and understanding across the Council and participating in energy saving and active travel campaigns.

3.2 Policy Drivers – Sustainable Council

Table 3: Relevant policy drivers and how applied to South Ayrshire Council operations

Policy	Local Application
UN Sustainable Development Goals and National Performance Framework	<ul style="list-style-type: none"> Invest in climate change mitigation and adaptation Use resources efficiently and reduce waste
Paris Agreement and Scotland’s Climate Change Plan	<ul style="list-style-type: none"> Reduce the Council’s carbon footprint Ensure service delivery and the council estate is resilient to the impacts of climate change
Public Bodies Climate Change Duties	<ul style="list-style-type: none"> Identify opportunities to contribute to emissions reduction targets Identify how to help deliver climate change adaptation
Sustainable Procurement Duty	<ul style="list-style-type: none"> Resource efficiency, sustainability and climate change action incorporated in procurement policy.

3.3 Achievements and Benefits

3.3.1 Citadel Leisure Centre

The original Citadel Leisure Centre was built in 1972. The existing ventilation to the pool hall, comprising a main pool, teaching pool and flexi multipurpose pool, was 100 percent fresh air supplied by 2 original Cyclone fans. The supply air was originally heated by steam coils and latterly by LTHW (Low Temperature Hot Water) from the heating system. The extract system was comprised of fans located in the roof void extracting the warm pool air to the atmosphere. There was no recirculation leading to a significant loss of heat that, with the right solution, could be usefully reclaimed.



Original Ventilation Fans

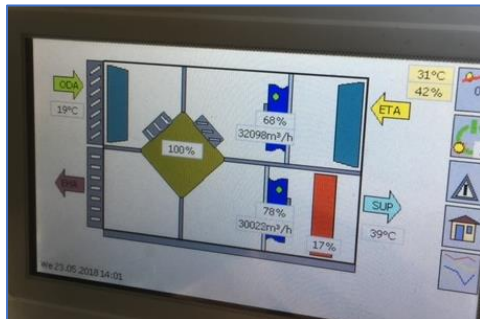
After a considerable amount of design and consultation a solution was found that would allow more than 75 percent of the rejected heat to be recycled and would not disrupt the operation of the swimming pools during installation. The unit would be located



outside in a compound under a concrete canopy. This location avoided a great deal of complex and disruptive

enabling works.

Funding was obtained using pre-existing government funding and a Dantherm DANX unit complete with heat recovery was installed. A stipulation in the specification was that Heat Recovery Unit would provide an “open protocol” controller on the unit to allow its integration with existing



controls and allow the performance of the unit to be continuously monitored. Touch screen technology makes it easy to adjust the operating parameters and match air flow to the buildings load requirements.

Savings were quickly achieved, with subsequent data analysis proving a calculated £65,000 savings per annum across gas and electricity. Payback will be just over 3 years.

3.3.2 Invergarven School, Girvan

Invergarven is a newly constructed school in Girvan for primary and secondary children and young people with complex additional support needs which opened in 2018. The school has capacity for 20 pupils with a gross floor area of approximately 1,200m². One of the major sustainable elements within this building is a



Passivent ventilation system. The Passivent system is an extract ventilation system which provides a low energy, automated method of optimising air quality and reducing the risk of harmful condensation and mould. Passivent was specified early in the design process to ensure that it was factored into early decisions about the building plan and orientation.

3.4 Strategic Outcomes

This section details the strategic outcomes for this theme and the activities to achieve them.

Theme 1 – Sustainable Council

Table 4: Sustainable Council, Outcome 1.1

Outcome 1.1 Council corporate emissions are reduced.	
Activity - Energy	Reduce emissions and increase renewable energy capacity as part of the council's approach to asset design and management, in particular planning for asset rationalization.
Activity - Transport	Reduce emissions in the council vehicle fleet through 'rightsizing', expansion of electric vehicle fleet and the development of a car club.
Activity - Transport	Reduce business travel emissions by encouraging employees to reduce the need to travel and travel by sustainable modes where possible.
Activity – Resource use	Reduce waste generated by council buildings and increase recycling and reuse.
Activity – Resource Use	Reduce water used through council operations.
Activity – cross-cutting	The Green Champions network engages staff in every service area and throughout the organization in campaigns to save energy in council buildings, promote sustainable travel, reduce waste and thinking about the impact of the things they buy.
Activity – cross-cutting	Provide training and development opportunities for staff to allow them to fully understand and execute the Council's sustainable development and climate change duties.
Relevant strategies/plans	Corporate Asset Management Plan Fleet Management Service Review 2017 Travel and Subsistence Policy Energy Strategy (to be developed)

Table 5: Sustainable Council, Outcome 1.2

Outcome 1.2 South Ayrshire Council procurement supports sustainable development and sustainable resource use outcomes.	
Activity	Promote local economic development and the circular economy.
Activity	Remove single use plastics from products the Council buys as far as possible.
Activity	Continue ongoing IT asset replacement to more energy efficient IT equipment and practices.
Activity	Develop a Food Strategy which will cover food growing as well as wider issues about food sustainability.
Activity	Continue to work towards a paperless office approach providing services with less impact by introducing options for online payment, e-planning, and self-service.
Relevant strategies	Procurement Strategy, Waste Strategy, ICT Strategy, and relevant strategies/policies from Professional Design Services, Special Projects, Economic Development

Table 6: Sustainable Council, Outcome 1.3

Outcome 1.3 Climate change duties (mitigation and adaptation) are embedded in service delivery and partnership working	
Activity - Governance	The need to address climate change is a guiding principle in all council strategies and plans.
Activity - Governance	Risks associated with climate change are given appropriate consideration on the corporate and services risk registers.
Activity - Mitigation	The Council will set out its carbon management plans for the next 5 years and include outcomes and intentions in the climate change annual reporting process.
Activity - Adaptation	Ensure the Council's climate change risks are assessed and covered appropriately through the service planning process.
Activity - Adaptation	Set out a proactive approach to climate change adaption within our Asset Management Plan.
Activity - Partnerships	Maximise partnership approaches to address climate change mitigation and adaptation.
Activity – Staff awareness	Staff are made aware of their roles and responsibilities for compliance with the Public Bodies Climate Change Duties with training, performance reporting and PDRs as appropriate.
Relevant strategies	Council Plan Asset Management Plan Carbon Management Plan Relevant partnerships

4. Sustainable Environment

4.1 Background

The focus of this theme is South Ayrshire's natural environment, and the benefits it brings to our communities. South Ayrshire is a great place to live with beautiful and varied landscapes, diverse wildlife, thriving cultural heritage and clean air.

Such a high-quality environment is known to support good health and well-being. The Council works with partners to make greenspace accessible so everyone can benefit through outdoor activities. A quality natural environment is also good for the local economy, with obvious links to tourism and the food and drink industry.

Climate change impacts present some risks to our environment. While it is difficult to quantify these risks, coastal erosion and flooding are more likely due to sea level rise, increased rainfall and intensity of storms.

Natural ecosystems can help us to mitigate carbon emissions and adapt to the impacts of climate change. For example, the restoration of peatland and woodlands can help store carbon, and wetlands and riparian woodlands can help reduce the impact of flooding.

4.2 Policy Drivers

Table 7: Relevant policy drivers on the environment and how applied to South Ayrshire Council service delivery

Policy	Local Application
UN Sustainable Development Goals and National Performance Framework	<ul style="list-style-type: none"> • Sustainable tourism for local jobs and businesses • Accessible green spaces to support healthy lifestyles • The natural and cultural heritage is protected and enhanced for future generations • Communities participate through local place-making
Paris Agreement and Scotland's Climate Change Plan	<ul style="list-style-type: none"> • Conservation and restoration of carbon sinks • Help natural systems adapt to climate change • Use the natural environment to minimise the impact of climate change • Increase carbon sequestration through peatland restoration and woodland creation.
Climate Change Assessment Tool	<ul style="list-style-type: none"> • Identify risks to the natural environment
Cleaner Air for Scotland	<ul style="list-style-type: none"> • Local Air Quality Planning

4.3 Achievements and Benefits

4.3.1 The Troon Dune Restoration Project

This project recycles and re-uses beach waste on Troon South beach to help sustain and restore the adjacent fragile sand dune formation. The Dune Project has provided an economically friendly way of disposing waste – with over 1,000 tonnes of waste from landfill in the first year (the project is now in its fourth year at this location), resulting in budget savings of over £80,000 and has helped the Council meet its landfill diversion targets.



It also helps to restore a delicate natural ecosystem that can easily be lost if left to erode. Natural habitats, wildlife and organisms that once were lost from the erosion of the dunes in previous years have been re-introduced.

In addition to the benefits to biodiversity and reduction of waste to landfill, we are also allowing dunes to develop naturally in some previously manicured areas in order to reduce windblown sand covering roads and car parks, blocking gulleys and generally being lost from the beach environment. This has allowed staff to be reprioritised to other work. The dunes also provide a buffer in terms of climate change adaptation in the coastal zone.



4.3.2 Belleisle Park

The revitalisation of Belleisle Park, funded by the Heritage Lottery Fund, included extensive works to the park, introduction of a hugely popular new play park, an events programmes and the redevelopment of the Old Stables ruins to form a Rangers base and visitors centre. Rangers were employed as part of the project and it is now hoped that their roles can be mainstreamed and extended to cover the full council area. The



rangers have focused on outreach to schools which would otherwise not benefit from the experiences in quality greenspace. The rangers have attracted additional funding from sources such as the Forestry Commission for their work, including events to bring people outdoors in all seasons.



4.4 Strategic Outcomes

Theme 2 – Sustainable Environment

Table 8: Sustainable Environment, Outcome 2.1

Outcome 2.1 South Ayrshire’s environment is protected, enhanced and respected	
Activity	Ensure planning and land use policies protect the environment and ecosystem services.
Activity	Use our natural environment and green infrastructure to adapt to and mitigate the impacts of climate change.
Activity	Meet our biodiversity duty by managing the council estate to enhance and protect biodiversity.
Activity	Seek to ensure high standards of air quality, water quality, animal health in South Ayrshire.
Relevant Strategies/Plans	Local Development Plan Open Space Strategy Ayrshire Green Network Partnership Ayrshire Rivers Trust

Table 9: Sustainable Environment, Outcome 2.2

Outcome 2.2 South Ayrshire’s enhanced environment provides health and well-being benefits to local communities.	
Activity	Greenspaces and access networks are maintained and enhanced to enable people to learn, play and be physically active in South Ayrshire.
Activity	Awareness of the importance of the local environment for wellbeing and quality of life is well understood, and people know how they can contribute to that.
Relevant Strategies/Plans	Local Development Plan Open Space Strategy Ayrshire Green Network Partnership

5. Sustainable Communities

5.1 Background

Sustainable communities have a good quality of life, supported by a healthy environment and thriving economy for current and future generations. The Council and its partners can work through policies, delivery of services and projects to help people live well, as part of a just society, within environmental limits.

The statutory climate change duties require the Council, along with all public bodies, to reduce our own emissions, but also to help reduce the emissions from the wider community. We are also required to support communities to be resilient to the impacts of climate change, such as flooding and sea level rise. There is concern that some of these impacts could affect those who can least afford to respond, thereby worsening social and health inequalities.

The Council helps communities through active travel routes, recycling services, support for energy efficient homes, helping businesses to transition to low carbon heat, and investing in resilience to climate impacts.

5.2 Policy Drivers

Table 8: Relevant policy drivers on sustainable communities and how applied to South Ayrshire Council service delivery

Policy	Local application
UN Sustainable Development Goals and National Performance Framework	<ul style="list-style-type: none"> • Integrate climate change mitigation and adaptation into local development planning. • Help build resilience to the impacts of climate change in communities. • Help children, young people and communities to acquire the skills and knowledge to promote sustainable development and tackle climate change. • Invest in energy efficiency and renewable energy to

	<p>tackle climate change and fuel poverty.</p> <ul style="list-style-type: none"> • Promote sustainable travel and resource efficiency (reuse, recycle). • Develop low carbon and resilient infrastructure to enable sustainable living and working for all.
Paris Agreement and Scotland's Climate Change Plan	<ul style="list-style-type: none"> • Council plans, strategies and policies support emissions reduction across the council area. • Work with communities to reduce emissions (waste, travel, energy, food) and build resilience to the impacts of climate change.
Climate Change Assessment Tool	<ul style="list-style-type: none"> • Local communities understand projected impacts and are supported to put in place adaptation measures.
Fairer Scotland Action Plan Energy Efficient Scotland Route Map	<ul style="list-style-type: none"> • Tackle fuel poverty through energy efficient homes that are affordable to heat.

5.3 Achievements and Benefits

5.3.1 Home energy efficiency improvements and health and well-being

South Ayrshire Council contracts the Energy Agency to manage the Scottish Government area-based programmes to insulate homes in order to tackle fuel poverty and reduce climate emissions.



Through these programmes 1,900 properties have had external wall insulation (EWI) installed.

These installations would not have taken place without the help of the government scheme. Annual savings from these measures are 1,745 tonnes CO₂ and £401,448 on fuel bills per year, and 62,830 tonnes of CO₂ and fuel bill savings in excess of £14.5m at current prices over their lifetime.

The programmes have been very successful, with residents warmer, proud of their homes and saving on fuel bills. The Energy Agency and NHS Ayrshire and Arran worked together to assess the health impacts of these solid-wall insulation schemes. Preliminary analysis suggests lower hospital admission rates for respiratory and cardiovascular related conditions in these areas compared with a control group of postcodes who had not yet participated in the scheme.²⁰

5.3.2 Provost's School Footprint Challenge

South Ayrshire Council created the Provost's School Footprint Challenge – a competition between all secondary schools in South Ayrshire – to encourage young people to look after the environment and empower them to reduce carbon emissions related to their schools' activities and buildings.

²⁰ Exploring the links between energy efficiency improvements and health and wellbeing, 2018 NHS Ayrshire and Arran http://www.healthscotland.scot/media/2218/4_elaine-caldow_cassandra-dove.pdf



The challenge requires schools to calculate their carbon footprint, participate in national environmental campaigns and undertake projects

which reduce their footprint in terms of energy, waste, food, transport, buildings and water.



With all nine South Ayrshire Council secondary schools taking part, the challenge has a proven track record of generating financial savings for the Council. This will help meet the Climate Change (Scotland) Act 2009 targets and requirements, while creating a legacy for the future by embedding sustainability considerations as part of everyday life for our young people.

5.4 Strategic Outcomes

Theme 3 – Sustainable Communities

Table 9: Sustainable Communities, Outcome 3.1

Outcome 3.1 Homes and communities are energy efficient, environmentally sustainable and fuel poverty is minimized.	
Activity - Energy	Retrofit social housing to meet required quality and energy standards.
Activity - Energy	Provide advice and support to private landlords, homeowners and local businesses to improve energy efficiency and transition to low carbon heat.
Activity - Energy	Develop a coordinated approach to local planning and delivery of energy efficiency and heat decarbonisation (Local Heat and Energy Efficiency Strategies – LHEES).
Activity – cross-cutting	Raise awareness and understanding of climate change in primary and secondary schools and the wider community through Earth Hour and the Provost's School Footprint Challenge.
Relevant Strategies	Housing Strategy Energy Agency Service Level Agreement

Table 10 Sustainable Communities, Outcome 3.2

Outcome 3.2 Council plans and strategies support communities to live more sustainably, reduce carbon emissions and adapt to a changing climate.	
Activity - energy	Design new developments and regeneration schemes in a way to be energy efficient, resilient to impacts of climate change, maximise use of renewables, and support active travel.
Activity - energy	Support renewable energy generation across South Ayrshire, helping to reduce the area’s carbon footprint.
Activity - waste	Support recycling through effective waste management services by householders and businesses.
Activity – waste	Work with other organisations and support communities to reduce use of single use plastics
Activity - travel	Support communities to shift to sustainable travel modes.
Activity - adaptation	Work in partnership with businesses and communities to ensure infrastructure is resilient to impacts of climate change.
Activity - adaptation	Embed a proactive approach to climate change adaptation in relevant council strategies and partnerships.
Relevant strategies	Open Space Strategy Local Development Plan Local Housing Strategy Local Transport Strategy Area Waste plan Ayrshire Local Plan District Flood Risk Management Strategy Ayrshire Shoreline Management Plan Energy Agency Service Level Agreement Central Scotland Green Network Ayrshire Roads Alliance

6. Governance

6.1 Success factors

Sustainable development informs how we deliver all our services and the actions in this strategy are integrated into council strategies and plans. Appendix 1 provides a summary of the outcomes and how they will be achieved. Appendix 2 provides a set of Key Performance Indicators for each theme. This is the over-arching framework for the annual workplan and for monitoring progress against the outcomes.

Successful delivery of the Sustainable Development and Climate Change Strategy depends on the following success factors, which have been incorporated into this strategy:

Leadership

The council leadership – political and administrative – provides high profile support to delivery of the strategy across all portfolios. Council members and senior level officers drive delivery of the strategy and monitor performance.

Audit and Performance reporting

Delivery of the strategy is guided by an annual workplan. Actions are embedded in the relevant service plans and monitored accordingly. Where appropriate, responsibilities and competencies are included in performance development reviews.

Council strategies and process

Reports to committee include a check against sustainable development and climate change impacts. Where possible, this is preceded by officer support and sustainability checks in preparing business cases and capital bids. Climate change is recognised on the risk register in terms of meeting duties, and the health, economic and health risks of climate change impacts.

Communications and training

Delivery of the strategy is supported by ongoing communications including online training, induction, bespoke seminars, and incentive programmes. The links between economic and social objectives, such as inequalities, health, local jobs, are made as well as the potential costs and benefits of action (or risks of not taking action).

6.2 Governance Structure

6.2.1 Member Officer Working Group for Sustainable Development and Climate Change

The responsibility for delivering the strategy rests with the Member Officer Working Group for Sustainable Development and Climate Change (SD&CC MOWG) which reports to the Leadership Panel.

The group is chaired by the Leader of the Council and includes the Sustainability portfolio holder and one additional Member, the Chief Executive, the Executive Manager for the Place Directorate, and Service Leads for Neighbourhood Services and Asset Management and Community Asset Transfer. The Co-ordinator for Sustainability and Fleet attends in a support capacity.

6.2.2 Sustainable Development and Climate Change Coordination Group

The purpose of the Sustainable Development and Climate Change Coordination Group is to support the work of the Council's Sustainable Development and Climate Change Member Officer Working Group (SD&CC MOWG) to deliver the Council's Sustainable Development and Climate Change Strategy, including making recommendations and developing work programmes.

It is made up of senior officers from the relevant services including: Environmental Health, Energy Management, Housing, ICT, Sustainability and Fleet, Learning for Sustainability, Local Development Planning, Sustainable Procurement, Sustainable Transport and Waste Management.

Further details, including a governance structure diagram and terms of reference, are provided in Appendix 3.

6.2 Monitoring and reporting

Delivery of the Sustainable Development and Climate Change Strategy is a collective endeavour. It gathers together the relevant activities from other council strategies and plans, so it is possible to monitor and assess progress in the round against the high-level outcomes.

Progress on the strategy and annual workplan are monitored quarterly using the Council's performance reporting system, PENTANA. Progress will be measured against the set of Key Performance Indicators for each theme set out in the strategy framework (see Appendix 2).

6.3 Climate Change Duties Reporting

In addition to the monitoring and reporting noted above, there is a statutory requirement to report annually on compliance with our Public Bodies Climate Change Duties. This report will be informed by the progress reports and will be submitted to Leadership Panel for approval. When submitted, this report is hosted alongside comparable reports from all other local authorities and public bodies.

Appendix 1: Sustainable Development and Climate Change Framework – Summary of Five-Year Outcomes and how we will achieve them

Theme	Outcome	Activity
Sustainable Council	Council corporate emissions are reduced	Reduce emissions and increase renewable energy capacity as part of the council’s approach to asset design and management, in particular planning for asset rationalization.
		The Council vehicle fleet reduces its emissions through ‘rightsizing’, expansion of electric vehicle fleet and the development of a car club
		The Council reduces business travel emissions by encouraging employees to reduce the need to travel and travelling by sustainable modes where possible.
		Reduce waste generated by council buildings and increase recycling and reuse.
		Reduce water used through council operations.
		The Green Champions network engages staff in every service area and throughout the organization in campaigns to save energy in council buildings, promote sustainable travel, reduce waste and thinking about the impact of the things they buy.
		Provide training and development opportunities for staff to allow them to fully understand and execute the Council's sustainable development and climate change duties.
	South Ayrshire Council procurement supports sustainable development and sustainable resource use outcomes	Promote local economic development and the circular economy.
		Remove single use plastics from products the Council buys as far as possible.
		Continue ongoing IT asset replacement to more energy efficient IT equipment and practices.
		Develop a Food Strategy which will cover food growing as well as wider issues about food sustainability.
		Continue to work towards a paperless office approach providing services with less impact by introducing options for online payment, e-planning, and self-service.
	Climate change duties (mitigation and adaptation) are embedded in service delivery and partnership working	The need to address climate change is a guiding principle in all council strategies and plans.
		Review place of climate change on corporate risk register.
		The Council will set out its carbon management plans for the next 5 years and include outcomes and intentions in the climate change annual reporting process.
		Ensure the Council’s climate change risks are assessed and covered appropriately through the service planning process
		Set out a proactive approach to climate change adaption within our Asset Management Plan
		Maximise partnership approaches to address climate

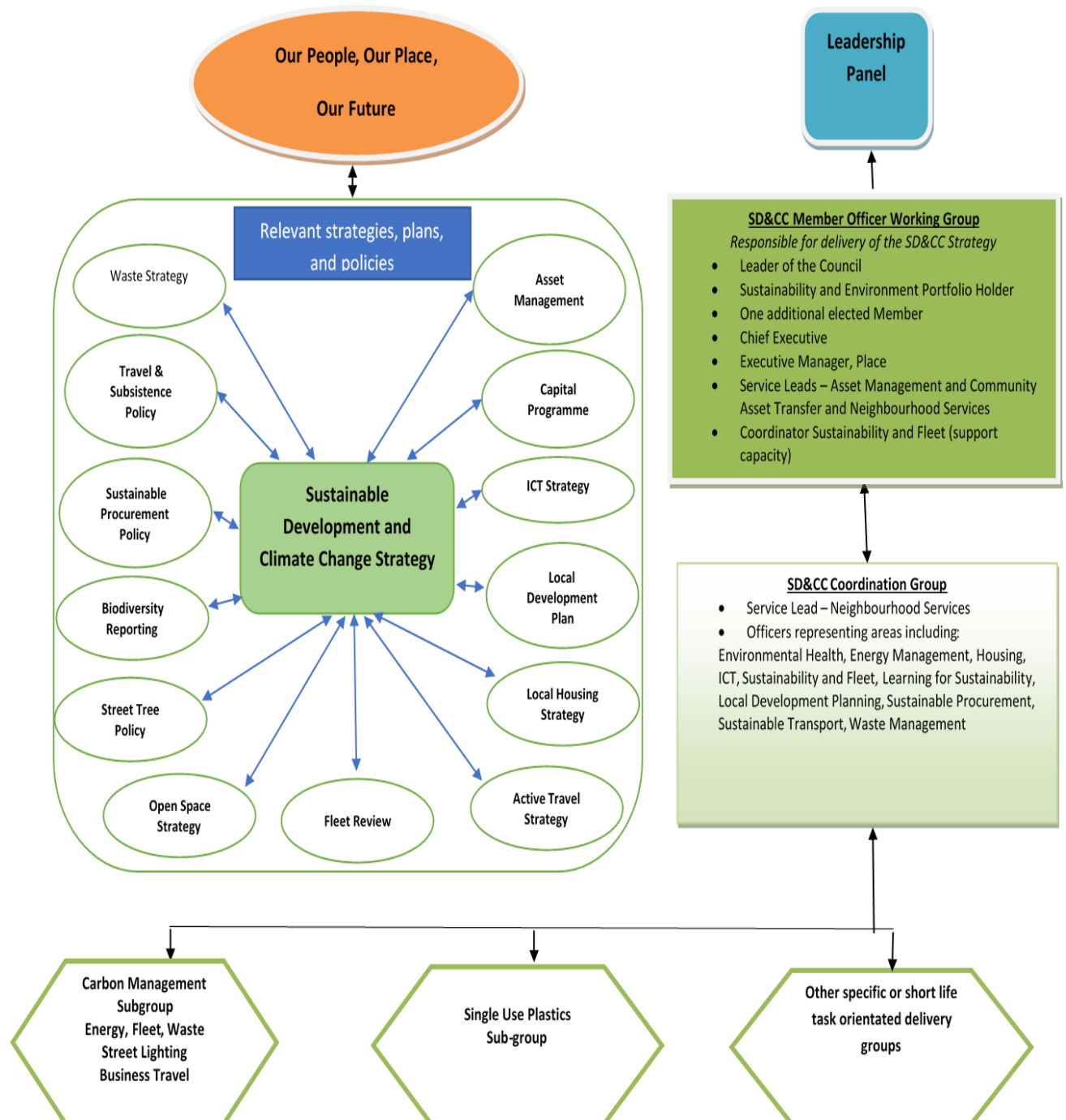
		change mitigation and adaptation
		Staff are made aware of their roles and responsibilities for compliance with the Public Bodies Climate Change Duties with training, performance reporting and PDRs as appropriate
Sustainable Environment	South Ayrshire's environment is protected, enhanced and respected	Ensure planning and land use policies protect the environment and ecosystem services.
		Use our natural environment and green infrastructure to adapt to and mitigate the impacts of climate change.
		Meet our biodiversity duty by managing the council estate to enhance and protect biodiversity.
		Seek to ensure high standards of air quality, water quality, animal health in South Ayrshire
	South Ayrshire's enhanced environment provides health and well-being benefits to local communities.	Greenspaces and access networks are maintained and enhanced to enable people to learn, play and be physically active in South Ayrshire.
		Awareness of the importance of the local environment for wellbeing and quality of life is well understood, and people know how they can contribute to that.
Sustainable Communities	Homes and communities are energy efficient, environmentally sustainable and fuel poverty is minimized.	Social housing retrofitted to meet required quality and energy standards and private rented properties comply with minimum energy performance standards.
		Provide advice and support to all homeowners, tenants, landlords (social and private) and local businesses to improve energy efficiency and transition to low carbon heat.
		Develop a coordinated approach to local planning and delivery of energy efficiency and heat decarbonisation.
		Raise awareness and understanding of climate change in primary and secondary schools and the wider community through Earth Hour and the Provost's School Footprint Challenge.
		Design new developments and regeneration schemes in a way to be energy efficient, resilient to impacts of climate change, maximise use of renewables, and support active travel.
	Council plans and strategies support communities to live more sustainably, reduce carbon emissions and adapt to a changing climate.	Support renewable energy generation across South Ayrshire, helping to reduce the area's carbon footprint.
		Support recycling through effective waste management services by householders and businesses.
		Work with other organisations and support communities to reduce use of single use plastics
		Support communities to shift to sustainable travel modes
		Work in partnership with businesses and communities to ensure infrastructure is resilient to impacts of climate change
		Embed a proactive approach to climate change adaptation in relevant council strategies and partnerships.

Appendix 2: Key Performance Indicators

Theme	Key Performance Indicators	Unit of measure
	Council greenhouse gas emissions	tCO2e
	Building energy performance rating achieved for new non-domestic buildings	number of new buildings built to EPC band A and above.
	Employees who have received training in sustainable development issues	# of employees
	'Five steps to managing your climate risks' tool	Steps we have reached
	Risk assessments to climate vulnerability outlining agreed mitigations	# of completed mitigations evidenced through risk assessment process
	Active Green Champions	# of active champions
Sustainable Environment	Adult residents normally taking visits to the outdoors at least once per week	% from Scottish Recreation Survey
	Formally constituted community groups working with the council to manage local greenspace, path networks, support biodiversity or biodiversity recording	# of groups
	Ranger Service engagement activities	# of events, reach of communications
	Teaching staff trained in leading outdoor learning	
	Properties prone to flooding	# of properties
Sustainable Communities	South Ayrshire area-wide greenhouse gas emissions	tCO2e
	South Ayrshire area-wide household energy consumption	KWh
	South Ayrshire recycling rate for domestic waste	% figure from SEPA
	Adults travelling to work or education by active or public transport	% from Scottish Household Survey
	Mode share of children travelling to school by active or public transport	% from annual national 'hands up' survey
	Electric vehicle charging bays available to the public in South Ayrshire.	# of charging bays
	Involvement in the Eco Schools, Provosts School Footprint Challenge and related programmes.	# of schools participating
	Groups within South Ayrshire who have been awarded funding from the Scottish Government Climate Challenge Fund.	No. of groups

Appendix 3 Governance Structure

Diagram of governance structure



1 Introduction

Climate change is the defining issue of our time. The global climate is rapidly warming due to human activity, and this is leading to significant impacts such as rising sea level, more intense storms, hotter temperatures – all affecting our health, livelihoods now and in the future.

If greenhouse gas emissions are reduced early and rapidly, the extent of climate change will be mitigated. The Council has a key role to play here in reducing its own emissions and helping its community to do the same. The Council can also help the area to be more resilient and adapt to potential impacts of climate change, such as flooding.

2 Purpose

The council’s Member Officer Group for Sustainable Development and Climate Change has responsibility for delivery of the council’s Sustainable Development and Climate Change Strategy. The group provides senior support, leadership and drive for the Council with regard to the strategy.

3 Council Plan Objectives

The following table shows how key outcomes for sustainable development and climate change contribute to the strategic objectives in the South Ayrshire Council Plan, Our Vision, Our Place.

Council Plan strategic objectives	Sustainable Development Outcomes
Effective leadership that promotes fairness	Leadership to ensure no one is left behind and everyone benefits in transition to low carbon future.
Reduce poverty and disadvantage	Lift households out of fuel poverty through more energy efficient homes. Reduce vulnerability to impacts of climate change.
Health and care systems that meet people’s needs	Enhanced environment provides health and well-being outcomes.
Make the most of the local economy	Green jobs growth through transition to low carbon economy.
Increase the profile and reputation of South Ayrshire and the Council	Leadership in the Council, partnerships and wider community to embed sustainable development and climate change goals.
Enhanced environment through social, cultural and economic activities.	Communities benefit from high quality and accessible green spaces, volunteer opportunities, active travel.

4 Roles and Responsibilities

- To ensure and oversee implementation of the Sustainable Development and Climate Change Strategy.
- To ensure that the Council fulfils its statutory duties under the Climate Change (Scotland) Act 2009 and submits annual progress reports to the Scottish Government.
- To ensure that the Council contributes to the UN's Global Sustainable Development Goals.
- To ensure that sustainable development and action on climate change is embedded within Council policy making as well as Service planning.
- To scrutinise performance monitoring reports on delivery against the outcomes of the strategy.
- To ensure sustainable development and climate change risks are identified and addressed robustly.
- To support the work of the Sustainable Development Coordination Group (and associated short-life task groups) and their work streams.
- To consider recommendations for further policy development, projects, initiatives, and review of the strategy to be put to the Leadership Panel.

5 Leadership and Communications

The Member Officer Working Group will provide collective leadership and commitment to delivery of the Sustainable Development and Climate Change Strategy. It will oversee communications to promote and raise the profile of the strategy and its actions. It will also oversee training and capacity building efforts to build knowledge and understanding amongst senior officers and Members on the key issues and implications of climate change for council business.

6 Goal and Outcomes in the Sustainable Development and Climate Change Strategy

Goal

People in South Ayrshire enjoy a good quality of life now and in the future – with a thriving economy, just society and healthy environment – while working to reduce greenhouse gas emissions to avoid the worst effects of climate change and build resilience to adapt to its impacts.

Outcomes

- Council corporate emissions are reduced
- South Ayrshire Council procurement supports sustainable development and sustainable resource use outcomes
- Climate change duties (mitigation and adaptation) are embedded in service delivery and partnership working
- South Ayrshire's environment is protected, enhanced and respected
- South Ayrshire's enhanced environment provides health and well-being benefits to local communities.
- Homes and communities are energy efficient, environmentally sustainable and fuel poverty is minimized
- Council plans and strategies support communities to live more sustainably, reduce carbon emissions and adapt to a changing climate

7 Meeting Arrangements and Practice

The group will meet no more than 3 times each year. Meetings will review progress based on reports from the Sustainable Development and Climate Change Co-ordination Group. Meetings will include presentations and seminars to support discussion and recommendations on new topics as appropriate.

8 Membership

The membership consists of:

- The Leader of the Council, the Sustainability and Environment Portfolio holder, and one other elected member (3 in total), each with a nominated substitute elected member
- Chief Executive
- Executive Manager for Place
- Service Leads for Neighbourhood Services and for Asset Management and Community Asset Transfer

The Coordinator Sustainability and Fleet would also be a standing member in a supporting capacity.

The Quorum for the group would be three members, two of which to be elected members.

[Sustainable Development and Climate Change Co-ordination Group](#) [Terms of Reference](#)

1 Introduction

Climate change is the defining issue of our time. The global climate is rapidly warming due to human activity, and this is leading to significant impacts such as rising sea level, more intense storms, hotter temperatures – all affecting our health, livelihoods now and in the future.

If greenhouse gas emissions are reduced early and rapidly, the extent of climate change will be mitigated. The council has a key role to play here in reducing its own emissions and helping its community to do the same. The council can also help the area to be more resilient and adapt to potential impacts of climate change, such as flooding.

The Council's Member Officer Working Group for Sustainable Development and Climate Change has responsibility for delivery of the Council's Sustainable Development and Climate Change.

2 Purpose

The purpose of the Sustainable Development and Climate Change Coordination Group is to support the work of the Council's Sustainable Development and Climate Change Member Officer Working Group (SD&CC MOWG) to deliver the Council's Sustainable Development and Climate Change Strategy, including making recommendations and developing work programmes.

The SD&CC MOWG is the Council's Sustainable Development and Climate Change Strategy Governance Board. See SD&CC MOWG terms of reference for more details.

3 Council Plan Objectives

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Make the most of the local economy	Green jobs growth through transition to low carbon economy.
Increase the profile and reputation of South Ayrshire and the Council	Leadership in the Council, partnerships and wider community to embed sustainable development and climate change goals.
Enhanced environment through social, cultural and economic activities.	Communities benefit from high quality and accessible green spaces, volunteer opportunities, active travel.

4 Roles and responsibilities

- Drive forward the delivery of the Council's Sustainable Development and Climate Change Strategy.
- Agree an annual workplan and review progress.
- Establish task groups to support delivery of the strategy. These will normally be of a short life nature with timespan established from the outset.
- Provide advice, support and make recommendations to the SD&CC MOWG.
- Represent and promote sustainable development and the climate change duties within their Resource / Service, including support for the Green Champions Network.
- Ensure Services are contributing to meeting the Council's statutory public bodies climate change duties.
- Oversee preparation of the annual public bodies climate change duties statutory reporting for Scottish Government.
- Collate and disseminate information in relation to sustainable development and climate change.
- Prepare and review guidance on sustainable development and climate change.
- Support employee communications and training.

5 Goal and Outcomes in the Sustainable Development and Climate Change Strategy

Goal

People in South Ayrshire enjoy a good quality of life now and in the future – with a thriving economy, just society and healthy environment – while working to reduce greenhouse gas emissions to avoid the worst effects of climate change and build resilience to adapt to its impacts.

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- South Ayrshire’s environment is protected, enhanced and respected
- South Ayrshire’s enhanced environment provides health and well-being benefits to local communities.
- Homes and communities are energy efficient, environmentally sustainable and fuel poverty is minimized
- Council plans and strategies support communities to live more sustainably, reduce carbon emissions and adapt to a changing climate.

6 Lifespan

Permanent, meets every eight weeks.

7 Taskgroups

- Carbon management (permanent, responsible for establishment of carbon management baseline and utilisation of organisational carbon footprint and project register tool to prioritise carbon and cost saving projects).
- Single use plastics (short life to March 2022).
- Others to be established as required to support delivery of the strategy.

8 Lead officer

Kenny Dalrymple, Service Lead, Neighbourhood Services

9 Members of group

Senior officers representing:

- Environmental Health
- Energy Management
- Housing
- ICT
- Sustainability and Fleet
- Learning for Sustainability
- Local Development Planning
- Sustainable Procurement
- Sustainable Transport

- Waste Management

Officers sitting on the group will be empowered through their line management to represent their service area and ensure flow of information between the group and their service area. They will link with the Green Champions within the service areas.

Other officers will be invited to participate on an 'as needed' basis to support delivery of the strategy.

Appendix 4: Consultation and Statutory Assessments

Background

South Ayrshire Council made a commitment to develop its first Sustainable Development and Climate Change Strategy at the time it approved the 2017/18 Annual Climate Change Duty Report in October 2018. It was agreed that this would be undertaken by the end of 2018. The development of the strategy builds on SAC's early adoption of the Climate Change Declaration Commitment (SAC was the first Council to sign this voluntary declaration in January 2007).

The strategy sets out an overall sustainable development goal and draws together commitments from relevant plans and strategies into one place. As the strategy is based on existing plans and strategies, it is not necessary to embark on a new consultative process or undertake a strategic environmental assessment.

Method

The development of the strategy was informed by interviews with the Leader of the Council, the Chief Executive, the Portfolio Holder for Sustainability and Environment, the Director of Place and relevant senior managers. Research was also undertaken on best practice in terms of governance and leadership of sustainable development and climate change strategies in other local authorities with the support of the Sustainable Scotland Network.

The interviews revealed universal support for the strategy, and significant enthusiasm for how it could drive forward cross-portfolio working on this important agenda, winning benefits in terms of the local economy, environment and community.

A presentation of the draft strategy and annual action plan was given to everyone who was interviewed, with an opportunity for discussion and suggestions for the strategy. An opportunity to provide written comments on the draft was also provided.

Approval process

The strategy, accompanied by the annual action plan for 19/20, was approved by Leadership Panel for approval in May 2019.

Summary of key findings from interviews:

Leadership on sustainable development and climate change

The strategy should reassert the Council's corporate commitment to sustainable development and climate change in words and action. It will demonstrate the Chief Executive's and Council Leader's commitment to supporting and promoting implementation of the strategy.

Coherent strategy working across portfolios towards a common goal

The strategy should have an overarching goal that encompasses social, economic and environmental outcomes. It should commit to a just transition to a low carbon economy and set a clear direction of travel over five years with agreed priorities.

The strategy should inform decisions on all projects and set the wider context and rationale for decisions. All services should be aligned to delivering its objectives.

The strategy should illustrate the financial savings and wider co-benefits, including non-financial benefits (e.g. addressing inequality, fuel poverty, local jobs, resilience to flood risk, benefits to NHS, energy resilience) to the council and community.

Annual Workplan

The strategy should be accompanied by an annual workplan with achievable targets, key performance indicators and a timetable. These actions should be embedded in each service plan, as appropriate. This process makes clear the collective and individual roles and responsibilities for implementing the strategy. The workplan should be reviewed and added to over the course of the strategy.

Some actions are related to regulatory requirements, though in other areas actions will go beyond minimum requirements to achieve wider sustainable development and climate change goals, e.g. the Council's single use plastics commitment.

Funding

The workplan should be costed, making the most of existing resources (e.g. doing the same job differently rather than new jobs).

The long-term view allows for lists of approved projects for which external funding can be sought, hence maximising opportunities to access external funding.

Where additional resources are required, the case needs to be made in terms of overall costs and benefits over the life-cycle of the project/investment (e.g. spend to save).

Governance

The panel process should support checking any decisions against sustainable development and climate change impacts/benefits.

A member / officer group should be established to oversee delivery of the strategy. This group should be supported by a cross-portfolio officer co-ordination group. The reporting mechanism should be based on existing structures. The PENTANA system will also support the monitoring of the delivery of the action plan.

Publicity and promotion

The strategy should showcase achievements and savings.

The strategy should be accompanied by a communications plan to make the most of the opportunity to raise awareness, educate staff, members and community of the need, the benefits and commitment to playing their part in delivery. This should include: a public launch; staff training and briefing sessions for service leads.

Staff engagement

The PDR process could be used to encourage/challenge people to think about, and document, their role in supporting the strategy.

The Green Champions Network should be re-launched to take action in council offices and ensure full coverage of the network across the organisation and estate. Link the sustainable development values to the South Ayrshire Way values and work with the South Ayrshire Way team to promote the strategy (e.g. with branded reusable water bottles or coffee cups).

Office facilities should be prepared to support staff action in office buildings (e.g. recycling, lighting, alternatives to single use plastics).

Suggested content for strategy/action plan

The strategy should be set in the context of international, national and local commitments, making clear this is core business. The strategy should make explicit links to the council plan objectives.

The strategy should include recent achievements, current commitments and plans/proposals for further action.

Appendix 5: Glossary

Adaptation Scotland - the Adaptation Scotland Programme provides help and advice to organisations, businesses and communities to prepare for and build resilience to climate change impacts.

Air Quality Management Area - where a local authority finds places where national air quality objectives are not likely to be achieved, it must declare an Air Quality Management Area there.

Best Value – a framework to help local authorities ensure the delivery of better, more responsive public services through continuous improvement and ensuring that they are of the highest quality at a cost which is acceptable to their local communities.

Biodiversity – the variety of life which inhabits the planet including all plants, animals, fungi and also the surroundings they live in.

Biodiversity Duty – a duty to further the conservation of biodiversity was placed on all public sector bodies in Scotland through the Nature Conservation Act (Scotland)

Biomass – a renewable energy source from organic materials that can be burned and used as a source of fuel. Wood is the main source such as sawdust or any type of waste from wood processed to make wood pellets for boilers and stoves.

Carbon dioxide (CO₂) – a colourless, odourless gas which is produced both naturally as people and animals exhale CO₂, and through human activities, such as burning fossil fuels and wood. In the earth's atmosphere CO₂ acts as a greenhouse gas and plays a major role in global warming and climate change.

Carbon emissions – the release of carbon dioxide into the atmosphere over a specified area and period of time.

Carbon footprint – a measurement of the amount of carbon dioxide produced by the activities of a person, company, organisation, country or the planet.

Carbon management – monitoring and measuring an organisation's carbon emissions and developing initiatives to reduce them through an agreed action plan.

Carbon sequestration – a natural or artificial process by which carbon dioxide is removed from the atmosphere and held in solid or liquid form.

Carbon sinks – a forest, ocean, or other natural environment viewed in terms of its ability to absorb carbon dioxide from the atmosphere.

Circular economy – an alternative to the traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

Climate Challenge Fund – a Scottish Government fund to help community groups tackle climate change through projects on active travel, waste, energy and food.

Climate change – a change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Climate change adaptation – actions or changes required in anticipation of, or in response to, the impacts of a changing climate.

Climate change duties – The Climate Change (Scotland) Act 2009 places duties on public bodies relating to climate change which requires them to: contribute to carbon emissions reduction targets; contribute to climate change adaptation in a way that supports sustainable development.

Climate change mitigation – limiting the extent of future climate change by reducing greenhouse gas emissions now and in the future. It can also mean removing carbon dioxide from the atmosphere, for example by planting more trees or restoring peat bogs (carbon sinks).

Climate Change (Scotland) Act 2009 – an act passed by the Scottish Parliament to set national targets for greenhouse gas emissions reductions and to support the transition to a low carbon economy.

Community planning – the process through which public sector organisations work together and with local communities and the voluntary sector, to identify and solve local problems, improve services and share resources.

Cultural heritage – the legacy of physical artefacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and conserved for future generations.

Decarbonisation – the reduction or removal of carbon dioxide from energy sources.

Earth Hour – an annual global event dedicated to heightening awareness of climate change.

Economic development – a process by which a community or nation creates, retains and reinvests wealth and improves quality of life.

Eco Schools – an international programme that engages children and young people in key issues including the environment, sustainability, global citizenship and the value of a low carbon future.

Ecosystem – short for ‘ecological system’, it includes all the living organisms such as plants, animals, and fungi existing together in a particular area and how they interact with each other and with the non-living elements of the area, such as climate, water, soil, etc.

Ecosystem services – the benefits that are supplied to society by an ecosystem; these include clean air, water, food, energy, medicine, jobs and places to live.

Energy efficiency – a goal to reduce the amount of energy required to provide products and services.

Fleet – a number of vehicles under the control of an organisation.

Framework – a broad outline of the principles and supports required to achieve a particular goal.

Fuel poverty – when a household needs to spend more than 10 percent of its income on energy to keep their home at a satisfactory temperature. Fuel poverty is driven by a number of factors including the cost of energy, the energy performance of the home, household income, and how energy use is managed.

Greenhouse gases – gases that stop heat escaping from the earth’s atmosphere ensuring that the planet is warm enough to sustain life. Human activity has increased the emission of greenhouse gases contributing to global warming.

Greenspace – an area of grass, trees, shrubs or other vegetation used for recreational or aesthetic purposes (eg a park or community garden).

Habitats – the natural home or environment of an animal, plant or other organism.

LED lighting – stands for ‘Light Emitting Diode’. An LED is an electronic device that emits light when an electrical current is passed through it. LEDs produce brighter light while using less energy than other types of bulbs and have a long lifespan.

Local development planning – planning for the future development of the local area, drawn up by the local planning authority in consultation with the community.

Local Flood Risk Management Plan – Scotland has been divided into 14 Local Plan Districts for flood risk management purposes. These districts are based on river catchments and coastal areas which cross administrative and institutional boundaries.

Low carbon – causing or resulting in only a relatively small net release of carbon dioxide into the atmosphere.

Low carbon economy – an economy that produces goods and services of increasing value while reducing the associated carbon dioxide in their production, use and disposal.

Low carbon energy/heating – energy or heating that comes from processes or technologies that produce power with substantially lower amounts of carbon dioxide emissions than is emitted from conventional fossil fuel power generation.

Low carbon future – a future society that has economic development while ensuring minimal carbon emissions. This may involve deployment of low carbon technologies and changes to behaviours and lifestyles.

Low emission zones – a defined area where access by some polluting vehicles is restricted or deterred with the aim of improving air quality.

Natural capital – the world’s stocks of natural assets which include geology, soil, air, water and all living things. It is from this natural capital that humans derive a wide range of services, often called ecosystem services, which make human life possible.

Outcome – desired end result following action.

Placemaking – a multi-faceted approach to the planning, design and management of public spaces.

Public Sector Climate Change Duties – a legal obligation for the public sector under the Climate Change (Scotland) Act to produce annual reports on efforts to reduce emissions and adapt to climate change impacts.

Renewable energy generation – energy which comes from natural resources such as sunlight, wind, rain, tides, and geothermal (thermal energy generated and stored in the Earth).

Resource efficiency – maximising the use of money, materials, staff and other assets to function effectively with minimum waste. It means using the Earth’s limited resources in a sustainable way while minimising environmental impact.

Scottish Housing Quality Standard – the Scottish Government’s principal measure of housing quality in Scotland.

Social development – improving the wellbeing of citizens and communities and creating the conditions for all individuals to reach their full potential.

Staff competencies – knowledge, skills, abilities and personal attributes that contribute to enhance employee performance and ultimately result in organisational success.

State of the Environment Report – provides information on the different aspects of the local environment.

Strategic Environmental Assessment – a requirement under the Environmental Assessment (Scotland) Act 2005, to consider environmental impacts both positive and negative in policies, plans, programmes and strategies developed by the public sector.

Sustainable procurement duty – The Procurement Reform (Scotland) Act 2014 places a duty on public procurement to maximise the social, environmental and economic benefits through effective and efficient procurement activity.

Sustainable Scotland Network – Scotland’s network for public sector professionals engaged in sustainability and climate action.

Sustainable tourism – an industry committed to making a low impact on the environment and local culture, while helping to generate future employment for local people.

Sustainable Urban Drainage – a natural approach to managing drainage in and around properties and other developments.