

South Ayrshire Council

**Report by Assistant Director - Place
to Leadership Panel
of 15 February 2022**

**Subject: The South Ayrshire Way Strategic Change Programme
– Preparing for the Future**

1. Purpose

1.1 The purpose of this report is to provide an update to the Leadership Panel regarding the South Ayrshire Way Strategic Change Programme.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the progress made by officers in progressing delivery of the projects within the Change Programme and progress with benefits planning;

2.1.2 notes the progress made by officers in relation to responding to the recommendations in the recent Best Value Audit and supporting the Council's recovery and transformation; and

2.1.3 requests a further update to Leadership Panel in June 2022 including benefits proposals for all change projects

3. Background

3.1 The Leadership Panel considered a report in November 2020 and made a commitment to delivering a 10-year programme of transformational change and the establishment of the 'South Ayrshire Way Strategic Change Programme' for 2020-30.

3.2 The *South Ayrshire Way Strategic Change Programme* has six overarching high-level themes which provide a framework for change activity. These themes are:

3.2.1 ***Delivering Council Plan priorities*** – focusing our services and expenditure on activities that support the Council Plan priorities.

3.2.2 ***Services which are designed to be fit for purpose and sustainable*** - ensuring that we carry out systemic and structural reviews of our services which will seek to identify opportunities for transformational change through improvement, flexibility and integration.

- 3.2.3 **Customers at the heart of what we do** – Ensuring that the quality of services and the customer experience is the best that it can be, while encouraging and supporting customers to be more flexible and to work with us to deliver sustainable services.
- 3.2.4 **Digitally confident** – doing more online and being more efficient in our processes.
- 3.2.5 **Maximising the use of our assets** – working with communities to support them to make best use of their local assets.
- 3.2.6 **A workforce for the future** – ensuring an engaged, empowered and informed workforce with the skills necessary to deliver the Council priorities.
- 3.3 The Panel approved initial temporary resourcing of the Programme Office to deliver the Programme and projects – 3 x 18 months posts (1 x Coordinator, 2 x Project Officers). The initial internal recruitment campaign failed to yield appointable candidates and the exercise was carried out externally. Three members of staff have been in post since June 2021 and are contracted on a temporary basis till December 2022.
- 3.4 The Leadership Panel received an update on the progress of the programme in October 2021 - including appointment of the three programme officers, establishment of the programme and project management arrangements and approving an initial scope of projects, with a request for a further update in January 2022.
- 3.5 The Leadership Panel in October 2021 approved the creation of 11 temporary posts within the Council's Corporate Support teams for a 24-month period, at a cost of £842,000 per annum funded from uncommitted reserves; in part to meet corporate support requirements in the delivery of the Change Programme. Recruitment of these posts is underway and contracts for temporary staff expected to be in place until the last quarter of 23/24.
- 3.6 The recent Best Value Audit of the Council undertaken by the Audit Commission identified actions required to improve the Council's approach to business change and transformation activity – *'The Council should make sure that its transformation work is fully aligned and integrated to its covid recovery planning work and improve its approach to its Strategic Change Programme by:*
- i) *adding greater detail about individual projects;*
 - ii) *setting clear timelines for each project; and*
 - iii) *developing a benefits realisation tracker to assess whether the Council has achieved its aims.'*
- 3.7 As well as meeting the current recommendations in the BVA, the Council has proposed additional success indicators as part of the BV Action Plan including:
- Change programme Communication Strategy approved and implemented (complete with scheduled updates on progress provided to the Strategic Change Executive);
 - Benefits plans and tracking for all projects in current scope implemented (target date June 2022); and

- Increase the percentage of projects at implementation /delivery phase from 60% (baseline Nov. 2021) to 80% (target date March 2022).
- 3.8 Important progress has been made by officers in moving projects into delivery phases, planning out project milestones and articulating project benefits. Of the 19 projects within the current scope, 14 projects are at implementation stage and 5 projects are at the planning stage. [Appendix 1](#) provides an update on delivery progress.
- 3.9 The Programme Office is working with project teams across all of the 19 projects and finance colleagues to input to benefits trackers using available baseline data and Engage Process Modeller software to support identification of measurable cashable, qualitative and/or quantitative benefits. Evidencing the impact of each of the projects is a key focus of activity for the Change Team over the next quarter and benefits proposals will be available for all 19 projects by the end of May 2022, with an update provided to the Leadership Panel in June 2022.
- 3.10 The four stage Benefits Management Process provides the framework for developing and realising project benefits, as outlined below:
- Stage 1 Identification – establishing high level benefits;
 - Stage 2 Baseline and proposal – identifying cashable, qualitative and quantitative benefits, baselining benefits and input to tracker;
 - Stage 3 Project Implementation – confirming the benefits management approach and signing off tracker; and
 - Stage 4 Benefits Realisation – track delivery of benefits and embed project and change activity.
- 3.11 Initial work has identified a number of productivity gains where the implementation of new processes will result in increased outputs and time savings, which may result in a requirement for reduced resource. This will be further clarified in the update to Leadership Panel in June 2022. The new software (currently on a trial period) is enabling the Council to evidence the forecast change and improvements delivered.
- 3.12 Four projects have progressed to Stage 2 of the Benefits Management Process (Baseline and Proposal). These are listed at Table A in [Appendix 2](#) with examples of types of benefits identified. Benefits are further quantified in benefits trackers. Table B in [Appendix 2](#) provides a timeline for the approval of benefits trackers at Stage 3 of the process (The pro-forma Benefits Tracker is available at [Appendix 3](#)).
- 3.13 A Resource Allocation system has been implemented to identify and ensure projects have the required level of delivery resource in place and a description is given in Table C below. The programme office team are currently operating close to full capacity.

Table C/

Table C: Change Programme Resource allocation

Tier Level	Description	Approximate officer time per week	Number of projects currently at this Tier
Tier 1	Monthly monitoring and reporting	Up to 0.5 days per week	8
Tier 2	Project delivery support	0.5-1.5 days per week	5
Tier 3	Full project lifecycle delivery	1.5 – 2.0 days per week	6

3.14 The Change Programme’s scope is reviewed quarterly to ensure it is resourced appropriately and that the Programme is delivering the right projects in line with the strategic themes. The Programme is gaining recognition as an enabler of change and since the initial scope was approved and programme communications launched, additional proposals are coming forward from a range of services and officers.

3.15 This includes:

- Future Operating Model additionality - opportunities have emerged from the reduced occupancy of Council offices and buildings, such as: the rationalisation of printing and photocopying; reduction in energy use; reduction in travel, courier, stationery and water costs, which will result in reduced costs for the Council. These require a project management approach to coordinate activity, baseline and capture benefits.
- The Promise - National policy delivery to support HSCP to plan and implement South Ayrshire’s commitment to young people and families. This aims to improve outcomes for looked after and accommodated young people.
- Sport and Leisure commercialisation - initially focussing on golf, initiatives will deliver additional income to the Council, qualitative benefits include improving the quality of golf courses, increasing membership numbers and attracting further investment.
- Digital platforms and services for residents – Enhance our online presence and provide opportunities for residents to engage in the digital marketplace.

4. Proposals

4.1 It is proposed a further updated to Leadership Panel is provided in June 2022, including forecast and actual benefits delivered by projects.

4.2 The update will also include any further action taken or activity, highlighted in the Best Value Audit.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 There are no financial implications arising from this report. Proposed cashable benefits from projects will be provided as part of the next update to Leadership Panel.

7. Human Resources Implications

- 7.1 There are no human resource implications arising from this report

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

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

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There is a risk that if the recommendations are rejected, then the Council will not be sufficiently updated on the South Ayrshire Way Strategic Change Programme.

9. Equalities

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as [Appendix 4](#).

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - 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 all six Commitments of the Council Plan.

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and Councillor Peter Henderson, Portfolio Holder for Corporate, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Assistant Director – Place will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the ‘Council and Leadership Panel Decision Log’ at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Provide a further update to Leadership Panel including benefits proposals for all change projects	30 June 2022	Assistant Director - Place

Background Papers **Report to Leadership Panel of 24 November 2020 – [The South Ayrshire Way Strategic Change Programme – Preparing for the Future](#)**

Report to Leadership Panel of 26 October 2021 – [The South Ayrshire Way Strategic Change Programme – Preparing for the Future](#)

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Date: 8 February 2022

Appendix 1 – South Ayrshire Way Strategic Change Programme: Project Updates

Key:

Project status: E = Exploratory; P = Planning; I = Implementation.

Programme team resource: Tier 1 = Monthly monitoring and reporting; Tier 2 = Project Delivery Support; Tier 3 = Full Project Lifecycle Support

Project title	Themes	Project Tier	Project Status	Project Progress	Progress to date	Key activity next period
Cunninghame Place Respite Resource	Delivering Council Plan priorities	Tier 1	I	On track	The application for the variation to premises at Cunningham Place has now been completed and submitted. The design is complete, and a Building Warrant has been issued. Procurement process is currently underway and tender responses have been received for the works.	Awarding contract for the build which is expected to take approximately three months.
Whole Family Whole System approach	Delivering Council Plan priorities	Tier 1	I	On track	The project is now up and running and is working Referral model established.	Full team have now completed 6 days Signs of Safety Training and will start to use the new SOS approach/paperwork going forward
Signs of Safety	Delivering Council Plan priorities	Tier 1	I	On track	Training delivered to staff and stakeholders. Baseline audit activity completed. Process mapping ongoing with all CP process completed. Templates being developed, with CP1 and CAP completed and currently being tested.	Complete process map and templates. Audit analysis report and share with Implementation Board. This report will also inform the Benefits Realisation Plan. Training to continue, with briefing sessions of partners
Foster Carers Recruitment Campaign	Delivering Council Plan priorities	Tier 1	I	On track	Recruitment strategy for an additional 25 new carers identified over a 2.5 yr period. This to include 5 carers for UASC and Adopters. Appointment of full time Team Leader, additional social worker, family placement team and 1 admin assistant. Recruitment Group established with campaign activities taking place. 3 fostering preparation groups have taken place and specific advertising has also been implemented across Ayrshire and South Ayrshire (including Advertising on West FM, Free Publication magazines, Pan-Ayrshire information outlets and Social Media)	A further campaign is in progress regarding carers for UASC. To-date 3 new foster carers have been approved with a further 7 assessments currently ongoing. We currently sit with 7 carers without children in their care, which potentially could equate to 10 children (where family groups exist) being matched.
Net Zero Action Plan & Implementation	Delivering Council Plan priorities	Tier 2	I	On track	Completion of Phase 1 (External consultants Faithful & Gould appointed) Options presented to November Leadership Panel which outlined an approach to taking the report forward, including validating energy use across Council buildings, undertake a rationalisation exercise of the estate, reviewing the planned capital programme and how it aligns with planned retrofit works,	Following approval at Leadership Panel, the team will be progressing the approved next steps, including developing business case, and outlining the retrofit programme scope.

Project title	Themes	Project Tier	Project Status	Project Progress	Progress to date	Key activity next period
					commence the retrofit programme setup, set out and obtain budget commitment and progress a small number of pilot projects. The Leadership Paper can be viewed here .	
Public Space CCTV Infrastructure upgrade	Digitally confident	Tier 3	I	Slightly behind	A tender exercise is being progressed: PIN has been issued and 14 responses have been received from interested vendors. Appointment of a subject matter consultant (Clancy) to assist in the publication of the technical specifications document as part of the tender requirements has increased delivery timescales. Best practice is to not publish over the holiday period which has delayed the tender exercise by 8-12 weeks. 'As Is' review of current estate has been completed. Timelines agreed and reviewed. Tender published 21 January.	Reviewing tender responses and undertaking procurement of preferred supplier.
Facilities Management Service Review	Services which are designed to be fit for purpose and sustainable	Tier 3	I	On track	SWOT Analysis sessions completed with Co-ordinators and Team Leaders to obtain feedback on how the service should be shaped going forward. A draft structure being developed. Finances being reviewed to identify potential savings. Project is following the Service Review Framework and is currently at Stage 3 of 5	Scoping of potential cashable benefits, such as revenue generating options. Complete an action plan following consultancy report on Catering Service. Identify potential operating models for consideration.
Roll out and adoption of PM Mobile Work Scheduling system (by other services)	Customers at the heart of what we do	Tier 3	I	On track	Five operatives have been identified to take part in the project trialing the new license; project mapping started on Engage software, which will quantify project benefits in more detail; discussions taking place with IT regarding licenses.	Next steps are to approve benefits and start the pilot.
In Cab Digitised Systems development	Digitally confident	Tier 2	I	On track	In Cab Devices are currently being installed within Council vehicles. Once all required devices have been installed the Benefits Realisation phase will begin and tracked via the use of the approved Benefits Tracker. Process mapping for the "As Is" and "To Be" processes undertaken and will inform benefits tracker.	Complete installation of the devices in vehicles. Validating the 'To Be' process for the new operating model and confirming the outlined benefits. Prepare end of project documentation.
IoT Accelerator	Digitally confident	Tier 3	I	On track	The necessary infrastructure for IoT has now been installed across South Ayrshire. Heat maps outlining strength of coverage will be provided. The Council has been successful in its bid for two different IoT pilots: waste management sensors and Building Health sensors which will monitor co2. A Sponsor for the project requires to be identified.	Developing success criteria for each of the pilots Confirm project sponsor Process mapping of waste management 'As Is' and 'To Be' in order to identify impact of the new IoT sensor technology

Project title	Themes	Project Tier	Project Status	Project Progress	Progress to date	Key activity next period
Transforming the Estate	Maximising the use of our assets	Tier 3	I	On track	External consultants appointed to drive forward phase 1 which will be a review of the As Is process, development of an outline vision for the Council's estate and the 'to be'. Workshop consultations with senior staff scheduled for early February.	Facilitate consultation workshops. Draft report and recommendations produced by consultants.
Place Planning	Maximising the use of our assets	Tier 1	I	Slightly behind	Consultations currently taking place for Prestwick, Heathfield and Northfield and due for completion on 31 January 2022. After this, consultations will pause during election process. Analysis of consultations already completed is in progress.	Next steps to approve benefits and get feedback and action plan from Service Leads as to how to take forward feedback from communities.
Mechanical & Electrical Engineering in sourcing	A workforce for the future	Tier 2	I	Slightly behind	Recruitment of new posts is now complete, following second recruitment exercise. Successful candidates are internal and now in post. Benefits being articulated.	Prepare end of project documentation and sign off benefits tracker.
New Waste Transfer and Green Waste Station	Delivering Council Plan priorities	Tier 3	P	On track	Site options for the new station are currently being explored. Project team has been established and data and information being collated to form a business case for the development.	Progress site options appraisal. Develop an outline business case for the new station.
Housing Customer Self-Service systems development	Maximising the use of our assets	Tier 2	P	On track	Project team is considering a number of options and undertaking software demonstrations. Process mapping taking place to identify further benefits of digitalising the service.	Proposal being taken in January for approval of preferred module provider.
Oracle	Digitally confident	Tier 1	I	On track	<p>Programme plan is in the process of being baselined</p> <p>Project Charter has been reviewed, outstanding items are to be addressed prior to approval</p> <p>PID draft ready to incorporate Project Charter</p> <p>HLA's completed</p> <p>Questionnaires completed</p> <p>Data Cleaning strategy in progress for review</p> <p>L&D Strategies currently under review</p> <p>System Support Model design in progress</p> <p>Operating model for solution and business change being created</p> <p>Communications and Engagement approach agreed</p>	<p>Gaps, Alignment, Issues and Decisions (GAID) from HLAs to be addressed</p> <p>1st Draft of Design Documents to be completed</p> <p>HLA deliverables to be signed off</p> <p>Business Readiness Activities to be agreed</p> <p>South Ayrshire Council Programmes and Projects Heat Map to be created for review</p> <p>System Support Model design to be agreed and commence process review for "To Be"</p> <p>Specification for Interface Requirements to be drafted</p>

Project title	Themes	Project Tier	Project Status	Project Progress	Progress to date	Key activity next period
Housing Asset Management System	Maximising the use of our assets	Tier 2	P	On track	Discussion/meetings continue between Housing staff and suppliers to find a software solution to the management of SAC housing stock. System demonstrations have taken place.	Progress the detail around system functionality and make decision on best path forward. Process mapping of existing systems and software to be undertaken which will inform benefits plan.
New Street Cleaning Operating Model	Delivering Council Plan priorities	Tier 1	E	Not yet started	Project at exploratory phase and is on hold until resource is in place to move the project forward.	Move the project from exploratory to planning phase and begin to develop the detailed scope for moving the project forward.
Review of Commercial Bin infrastructure	Delivering Council Plan priorities	Tier 1	E	Not yet started	Project at exploratory phase and is on hold until resource is in place to move the project forward.	Move the project from exploratory to planning phase and begin to develop the detailed scope for moving the project forward.

Appendix 2

Table A: Types of benefits identified for projects at Stage 2 of the benefits process

Project	Types of benefit	Benefits Categories
In Cab Digitised Systems	<ul style="list-style-type: none"> • Reduced paper costs (replaced by digital processes) • Improved response times to correct operational issues and address complaints. • Reduced fuel costs (through optimised routing) • Reduction in CO2 emissions • Reduction in number of complaints from public • Productivity gains (more efficient process) 	Cashable and qualitative
Mechanical and Electrical In-Sourcing	<ul style="list-style-type: none"> • Reduction in consultancy / contractor costs • Faster deployment of projects 	Cashable, Qualitative
Property Maintenance Mobile Work Scheduling	<ul style="list-style-type: none"> • Improved customer experience and satisfaction • Productivity gains: emergency repairs completed faster • Reduced paper costs (replaced by digital processes) • Reduced fuel costs (less vehicles) • Reduction in CO2 emissions 	Quantitative, Cashable, Qualitative
Place Planning	<ul style="list-style-type: none"> • Increased number of residents taking part in Place Planning 	Qualitative

Table B: Timeline for Benefits Tracker approval at Stage 3 of the benefits process

Project	Lead Service	Benefits Baseline and Proposal Approved
Property Maintenance Mobile Work Scheduling System	Place	31 Jan 22
Mechanical and Electrical Engineering In-Sourcing	Place	31 Jan 22
Place Planning	Place	31 Jan 22
In Cab Digitised Systems Development	Place	28 Feb 22
Public Space CCTV Infrastructure upgrade	Place	28 Feb 22
Facilities Management Review	Place	31 Mar 22
Internet of Things Accelerator	Corporate	31 Mar 22
Signs of Safety	HSCP	31 Mar 22
Whole Family Whole System Approach	HSCP	31 Mar 22
Cunninghame Place Respite Resource	HSCP	31 Mar 22
Foster Carer's Recruitment Campaign	HSCP	31 Mar 22
Oracle ERP Upgrade	Corporate	31 Mar 22
New Waste Transfer and Green Waste Station	Place	31 May 22
Housing Asset Management System	Place	31 Mar 22
Housing Customer Self-Service	Place	31 Mar 22
New Street Cleaning Operating Model	Place	30 Apr 22
Review of Commercial Bin Infrastructure	Place	30 Apr 22
Transforming the Estate	Place	31 May 22
Net Zero Action Plan and Implementation	Place	31 May 22

Appendix 3 – Pro-forma Benefit Tracker

1	2	3	4	5	6	7	8	9	10
<i>Insert a reference for tracking the benefit</i>	<i>Provide a description of the benefit, including information on any stakeholders positively affected by the benefit</i>	<i>Choose whether the benefit is qualitative or quantitative. You may not have measurement data for qualitative benefits.</i>	<i>Starting figure or measurement which will be used for comparison purposes</i>	<i>State the source of the baseline and system used to capture the information</i>	<i>KPI for the change in service delivery (cash/non-cash) Figure or measurement you aim to achieve</i>	<i>KPI for the change in service delivery Figure or measurement you aim to achieve</i>	<i>Date you expect to realise the benefit</i>	<i>Describe how data will be captured and measured i.e. satisfaction survey, budget reports etc.</i>	<i>Person responsible for ensuring the realisation of this benefit</i>
Benefit Ref ID	Description of Measurable Benefit	Benefit Type	Baseline / Current Performance	Source	Target (financial)	Target (non financial)	Target Date	Method for measuring benefit	Benefits Owner

11	12	13	14	15	16	17	18	19
<i>State how often progress will be measured</i>	<i>State how progress will be reported, e.g. system download, Word document, Screen Shot</i>	<i>State how often progress on the benefit will be reported</i>	<i>Is the benefit on track to being delivered, or is further action necessary?</i>	<i>Provide the date of the last review of progress</i>	<i>Provide information on remedial actual if benefit is off track</i>	<i>Data/Final measurement at point of realisation</i>	<i>Date on which the benefit has been realised (measurable data should confirm this)</i>	<i>Provide name and role of individual(s) who have approved and signed off the benefit</i>
Frequency of Measurement	Reporting method	Reporting frequency	RAG Status	RAG Status Date	Comment on RAG status	Actual Achieved	Actual Date Realised	Approval authority

South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: [Equality Impact Assessment including Fairer Scotland Duty](#)

Further guidance is available here: [Assessing impact and the Public Sector Equality Duty: a guide for public authorities \(Scotland\)](#)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: [Interim Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	South Ayrshire Way Strategic Change Programme
Lead Officer (Name/Position/Email)	Stuart MacMillan, Project Implementation Co-ordinator – stuart.macmillan@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	No	No
Disability	No	No
Gender Reassignment (Trans/Transgender Identity)	No	No
Marriage or Civil Partnership	No	No
Pregnancy and Maternity	No	No
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	No
Religion or Belief (including lack of belief)	No	No
Sex – gender identity (issues specific to women & men or girls & boys)	No	No
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	No
Thematic Groups: Health, Human Rights & Children's Rights	No	No

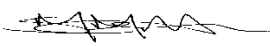
3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent’s education, employment and income	-	-

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

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	No adverse impact identified. Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	No adverse impact identified. Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	No adverse impact identified. Low
Increase participation of particular communities or groups in public life	No adverse impact identified. Low
Improve the health and wellbeing of particular communities or groups	No adverse impact identified. Low
Promote the human rights of particular communities or groups	No adverse impact identified. Low
Tackle deprivation faced by particular communities or groups	No adverse impact identified. Low

5. Summary Assessment

<p>Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)</p>	<p>———— YES</p> <p>NO</p>
<p>Rationale for decision:</p> <p>This proposal does not directly impact on service delivery. If future work leads to amendments in policy then the need for a full Equality Impact Assessment will be considered</p>	
<p>Signed :  Stuart MacMillan</p>	<p>Coordinator</p>
<p>Date: 9 December 2021</p>	