

South Ayrshire Council

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

Subject: Council Plan 2023-28

1. Purpose

1.1 The purpose of this report is to seek approval from the Council for the Council Plan for 2023-2028.

2. Recommendation

2.1 It is recommended that the Council:

2.1.1 approves the Council Plan for 2023-2028 attached as Appendix 1 to this report; and

2.1.2 notes that, following approval, service plans based on the agreed outcomes will be developed by each service area and made available for scrutiny by Members at the Council meeting in June 2023.

3. Background

3.1 The previous Council Plan 2018-22 was approved on 1 March 2018, with a mid-term refresh approved on 5 March 2020. Due to the Council elections in May 2022, it was agreed on 18 January 2022 that the Council Plan 2018-22 (mid-term refresh) should be extended until 31 March 2023 to allow a new administration time to set its strategic priorities.

3.2 Since the last plan was agreed, local, national and global events have altered the landscape of how we operate. The COVID-19 pandemic fundamentally changed the way we work and live and the war in Ukraine has led to a humanitarian emergency and contributed to an ongoing cost of living crisis.

3.3 While much has changed, many of the long-term, strategic challenges faced by our residents and communities remain the same such as child poverty, climate change and our ageing population.

3.4 The plan has been developed following consultation with elected members, our communities, our partners and our employees.

3.5 Development of this plan has sought to recognise best practice and emerging innovative approaches to service delivery throughout Scotland. The Council have engaged heavily with the Improvement Service and the priorities and outcomes

identified below have been influenced by the Places and Wellbeing Outcomes, a joint initiative between Public Health Scotland and the Improvement Service aimed at recognising the important effect our places have on the wellbeing of our communities and environment.

4. Proposals

4.1 The proposed Council Plan is split into 8 sections:

- Introduction;
- About the Council Plan;
- Overview of South Ayrshire;;
- Our vision and values;
- The role of our support services;
- Council priorities;
- Cross cutting themes; and
- Challenges facing local government in Scotland.

4.2 The introduction is provided by the Leader of the Council and Chief Executive and the overview provides background to the plans development along with some key facts and figures about South Ayrshire.

4.3 The challenges section draws from Audit Scotland’s overview of Local Government in 2022 and provides context to our service delivery.

4.4 Our vision and values highlight the work carried out in partnership with colleagues over 2019 and 2020 to establish the South Ayrshire Way. The South Ayrshire Way articulates our shared purpose as an organisation and the values that underpin the way we work.

4.5 The plan acknowledges the critical role our support services play in enabling the Council’s activities to be delivered to our communities.

4.6 The proposed Council priorities and outcomes place an emphasis on the connection between our places and the wellbeing of our communities and environment. The place-based approach recognises that every area has a different blend of physical, social and economic characteristics that influence each other and aims to address complex problems that no one service alone can solve.

4.7 The priorities provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

4.8 The proposed priorities and associated outcomes are:

Priority	Outcomes
Spaces and Places	Moving around and the environment – Everyone can access streets, places and spaces that are well-connected, well designed and maintained.

Priority	Outcomes
	Play, Sport and Recreation – Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation.
Live, Work, Learn	Education and lifelong learning – Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.
	Work and economy – Everyone benefits from a local economy that provides opportunities for people and helps our businesses flourish
	Housing – Everyone can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected.
Civic and Community Pride	Pride in South Ayrshire – Everyone (residents, visitors and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.
	Community Engagement – Everyone has the opportunity to influence and contribute to what happens in their local area.

4.9 The cross-cutting themes section recognises the complex legislative and strategic landscape that local authorities operate in and proposes a new impact assessment process that will ensure key national and local priorities are always considered when developing new policies, strategies and initiatives. Areas proposed to be included in the impact assessment are:

- Equalities (required);
- Fairer Scotland Duty (required);
- United Nations Convention on the Rights of the Child;
- Sustainability, Climate Change and Adaptation;
- Our Ageing Population;
- South Ayrshire’s Parenting Promise;
- Trauma Informed Practice; and
- Best Value.

4.10 Once approved, officers will develop new service plans that will capture existing activities that contribute to the priorities and highlight new actions aimed at meeting the agreed outcomes. The Performance Management Framework will be revised and submitted to a future Cabinet for approval to ensure that the governance and reporting on the plan is robust and sustainable.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The Council Plan has been prepared in anticipation of what might be agreed in revenue budget and capital budget, which are the subject of separate reports to this meeting. Service plans will be developed in line with available funding.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 Risk Implications of Adopting the Recommendations

8.1.1 The ongoing risks associated with the delivery of the Council Plan will be managed within existing operational activities and reference to the status of mitigations will be updated through the Strategic Risk and Service Registers

8.2 Risk Implications of Rejecting the Recommendations

8.2.1 Failure to approve the Council Plan could result in a perceived lack of a clear strategic direction, and that the Council is not seen as maintaining its agreed performance management framework.

9. Equalities

9.1 An Equalities Impact Assessment (EQIA) has been carried out on the proposals contained in this report, which identifies potential positive and negative equality impacts and any required mitigating actions. The EQIA is attached as Appendix 2.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - Sustainable development considerations will be considered as part of the progression of all elements of the Plan.

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 Not applicable.

13. Results of Consultation

13.1 Public consultation took place from 20 December 2022 until 10 February 2023 and there were 99 responses and these have been considered in the development of the plan.

13.2 Consultation has taken place with Councillor Martin Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
All services to develop new Service Plans based on new priorities	May 2023	Service Lead – Policy, Performance and Community Planning
Service Plans submitted to Council	June 2023	Service Lead – Policy, Performance and Community Planning
Submit new Performance Management Framework for approval by Cabinet	June 2023	Service Lead – Policy, Performance and Community Planning
Develop Integrated Impact Assessment on cross-cutting themes	September 2023	Service Lead – Policy, Performance and Community Planning

Background Papers [Council Plan 2018–2022](#)

[Our People, Our Place Council Plan 2018-2022 \(2020 mid-term refresh\)](#)

[Report to Service and Performance Panel – 8 February 2022 – South Ayrshire’s Performance Management Framework \(Update January 2022\)](#)

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Date: 22 February 2023

South Ayrshire Council Plan 2023-2028

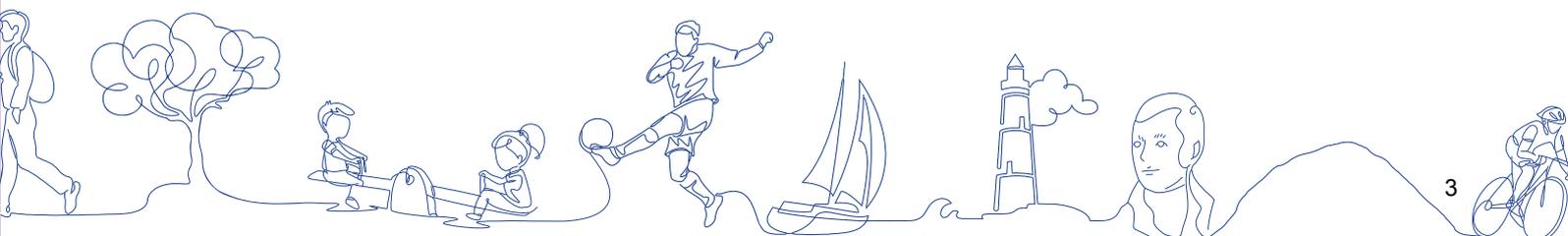






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Introduction

We are delighted to present to you our Council Plan covering 2023-28.

South Ayrshire stands out in Scotland as an area of outstanding natural beauty, with its coastal and rural communities, and long record of innovation and ambition. We are an area rich in heritage, with strong historical connections, fantastic community spirit, welcoming people, a thriving voluntary sector, beautiful scenery, and strong ambitions for an economic and sustainable future where people choose South Ayrshire as a place to live, visit and invest in.

Since we produced our last Council Plan in 2018 the world has changed. Local, national, and global events have altered the landscape of how we operate and the challenges we must address. The COVID-19 pandemic fundamentally changed the way we work and live and the war in Ukraine has led to a humanitarian emergency and contributed to an ongoing cost of living crisis. While much has changed, many of the long-term, strategic challenges faced by our residents and communities remain the same such as child poverty, climate change and our ageing population.

The Council faces unprecedented financial challenges and increasing demand from communities that quite rightly expect the highest quality of services. As demand for quality services rises and resources are restricted, we need to provide best value for money – better services at lower cost.

Despite these challenges, we remain an ambitious council and we will place people at the centre of everything we do as we look to deliver the best possible outcomes. We are ambitious for our communities too and our new Council Plan is based on priorities and outcomes that we believe will have the greatest impact on the wellbeing of our communities, our local economy, and our environment.

This is a challenging plan but also an exciting plan. We look forward to working with Council staff, with our partners and most importantly with the people and communities of South Ayrshire to deliver it.



**Councillor Martin Dowey,
Leader of South Ayrshire Council**



**Eileen Howat,
Chief Executive, South Ayrshire Council**





About the Council Plan

This Council plan was developed through a process of research and engagement and identifies key areas of focus over the next 5 years. Development of this plan has sought to recognise best practice and emerging innovative approaches throughout Scotland.

The Council has engaged heavily with the Improvement Service and the priorities and outcomes identified below have been influenced by the Places and Wellbeing Outcomes, a joint initiative between Public Health Scotland and the Improvement Service, aimed at recognising the important effect our places have on the wellbeing of our communities and environment. Drawing on the principles recommended by the

Christie Commission for the future of public services, our priorities are:

- preventative in nature
- drive collaboration between services and partners
- require the participation and meaningful involvement of those with local lived knowledge of their community.

Alongside our priorities, the plan highlights cross-cutting strategic themes that will be considered in all our decision making, ensuring that collaboration is embedded in our everyday practice and our resources are used as efficiently and effectively as possible.



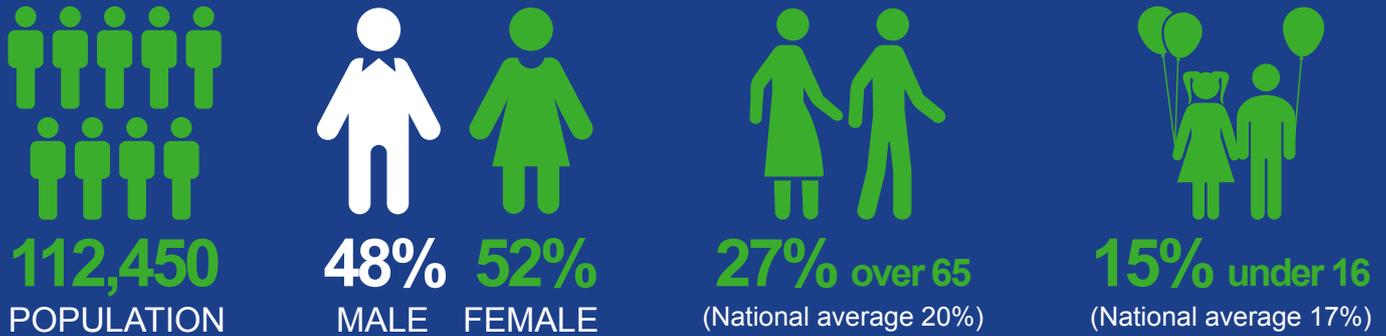
South Ayrshire Overview

By 2043, the South Ayrshire population is projected to be 105,191 – a decrease of 6.5% compared to the population in 2018. The population of Scotland as a whole is projected to increase by 2.5%.

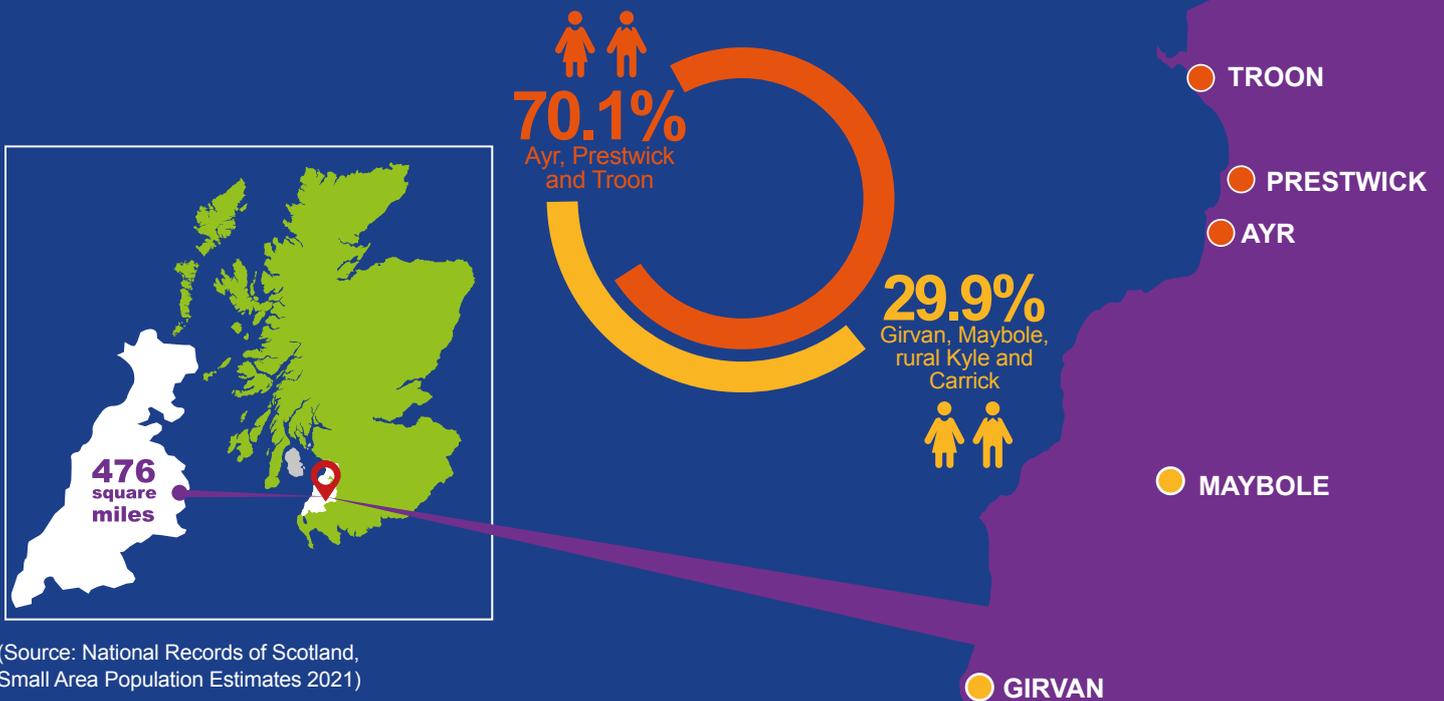
The pensionable age population is, however, projected to increase by 17% by 2043. More dramatically, the South Ayrshire population aged 75+ is projected to increase by 65% by 2043.

The projected change in South Ayrshire is not evenly spread across the different age groups. The number of children aged 0-15 years is projected to decrease by 17% and our working age population by 14%.

These anticipated changes to the population will have considerable consequences for the Council as it strives to ensure social, educational, housing and community services continue to meet the needs of the community.



(Source: National Records of Scotland, 2021 Mid-Year Population)



(Source: National Records of Scotland, Small Area Population Estimates 2021)

About The Council

Elected Members
(Post 2022 Election)

- CONSERVATIVE 10
- SNP 9
- LABOUR 5
- INDEPENDENT 4



Staff

4,640 full-time equivalent
(as at 31 March 2022)

Our Purpose, Vision and Values



Our Purpose

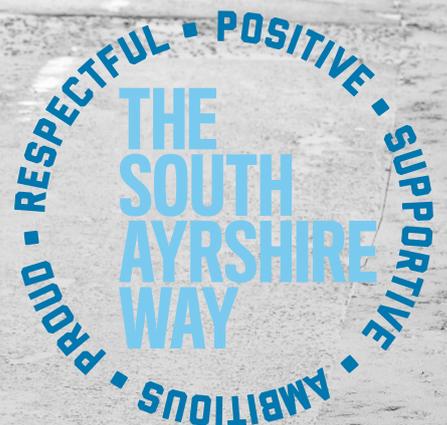
To Serve South Ayrshire

Our Vision

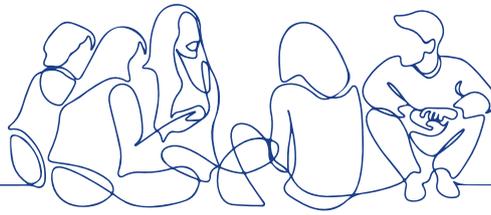
To Make a Difference Every Day

Our Values

Respectful, Positive, Supportive, Proud and Ambitious



Community Planning



The Community Empowerment (Scotland) Act 2015, states that community planning is about how public bodies work together, and with the local community, to plan for; resource and provide; or secure the provision of services which improve local outcomes in a local authority area, with a view to reducing inequalities. In other words, it is about working together to make a real difference to our local

communities and people’s lives.

The Community Planning Board is the executive and decision-making body of [South Ayrshire Community Planning Partnership \(CPP\)](#) and is chaired by an elected member.

Membership comprises:

- South Ayrshire Council
- NHS Ayrshire & Arran
- Scottish Fire and Rescue Service
- Scottish Enterprise
- Ayrshire College
- NatureScot
- Ayrshire Chamber of Commerce
- South Ayrshire Health and Social Care Partnership
- Police Scotland
- Strathclyde Partnership for Transport
- Skills Development Scotland
- University of the West of Scotland
- Jobcentre Plus
- Voluntary Action South Ayrshire

The plan on a page provides an overview of the CPP high level outcomes



Reducing inequalities and improving outcomes for people in South Ayrshire is a key focus of [South Ayrshire Community Planning Partnership](#) (CPP). The Community Planning Board is the executive and decision-making body of South Ayrshire Community Planning Partnership (CPP). It makes decisions on priorities, [strategic outcomes](#) and objectives for the CPP and has responsibility for the delivery of the Local Outcomes Improvement Plan.

The Community Empowerment (Scotland) Act 2015 has given CPPs a statutory purpose regarding public service reform at a local level. The Act requires CPPs to produce a Local Outcomes Improvement Plan (LOIP) which sets out a vision and focus based on agreed local priorities where, through collaborative working with our community planning partners

and local communities, we can work to reduce inequalities and improve outcomes in South Ayrshire.

South Ayrshire CPP has two strategic themes as an agreed area of focus for the LOIP – these are: **‘Supporting older people to live in good health’** and **‘Closing the poverty-related outcomes gap’**. Under the strategic themes there are five supporting improvement priorities:

- reducing social isolation and loneliness;
- support for people living with dementia and their carers;
- improving outcomes for care experienced children and care leavers;
- providing support for young people who are carers; and
- employability and lifelong learning.

The latest annual progress report for the LOIP (2022) can be found [here](#). Work will take place during 2023 to refresh our Local Outcomes Improvement Plan to identify a new set of priority areas from April 2024 onwards.

In addition to producing a LOIP, there is also a requirement to identify smaller areas within South Ayrshire and prepare and publish locality plans to improve outcomes on agreed priorities for these areas. In South Ayrshire locality plans are known as ‘place plans’.

The CPP is currently in the process of developing a route-map towards locality-based working – ongoing engagement is taking place with partners, including South Ayrshire Council, on how to take this forward.

Engagement has taken place with the CPP on the Shaping Places for Wellbeing programme to support a common understanding amongst partners and how we can use this framework to underpin future strategic development.



Enabling Services



We would not be able to achieve successful outcomes for our communities without the support of our enabling services. While rarely involved in frontline service delivery, it is critical that these services continue to be run efficiently and effectively to allow our outcomes and priorities to be achieved. Our enabling services include:



Corporate Planning and Improvement

Corporate Planning and Improvement works with other services and partners on improvement planning including:

1. The development of the Council Plan, Service Plans and Partnership Plans.
2. They also provide research, information, and analytic services and give advice and guidance on the design and use of strategic and corporate performance indicators.
3. Carry out performance monitoring and reporting both internally and externally.
4. They produce the Council's Annual Performance Report and Local Government Benchmarking Report and represent the Council at key national forums, ensuring good practice is shared and brought back to South Ayrshire

subsequent production of Minutes and Action Plan/Work Plan follow ups.

Democratic Support generally provide, via County Buildings Officers, direct support to allow Council Headquarters to operate effectively including the provision of a comprehensive security and janitorial service, delivery of items within the building, mail duties, room setups, minor maintenance and driving duties.

Member Support staff provide administrative support to elected members including to the Leader of the Council and to the Provost and Civic Office. Democratic Support staff generally play an important role in elections as they are involved in providing key support to the Returning Officer in the preparation and facilitating of electoral events.



Democratic Support

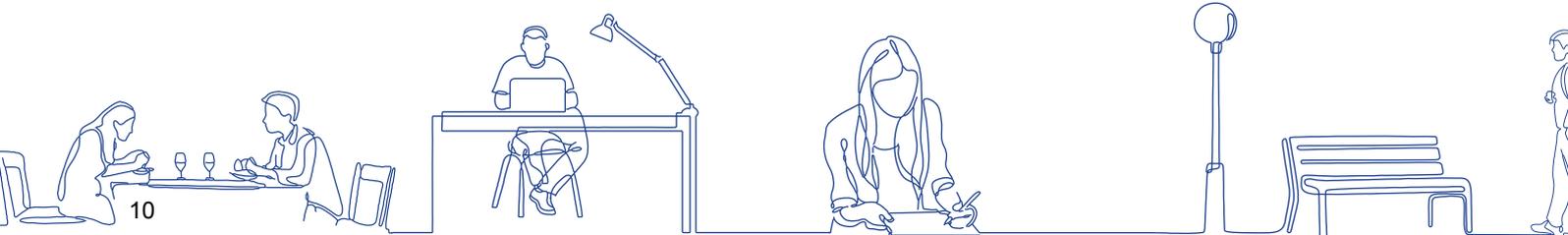
Committee Services support the decision-making process of the Council by providing administrative support to the Council's Panels, Boards and a variety of Member/ Officer Working Groups. This work includes the preparation and electronic distribution of reports ahead of council meetings, clerking the meeting, dealing with system requirements in relation to broadcasting the meeting and the



Finance, ICT and Procurement

The Service has the following responsibilities:

1. Corporate and service finance, including accounting and budgeting
2. Treasury, banking, and income management
3. Revenues Administration
4. Benefits Administration
5. ICT Operations and delivery
6. ICT Enterprise Architecture
7. Corporate procurement and accounts payable





Health and Safety, Risk Management, Insurance and Civil Contingencies

The Risk and Safety Team provides advice, guidance and support to internal Council Directorates in the following areas:

- Strategic and Operational Risk Management
- Insurance Provision and Claims Handling
- Health and Safety at Work
- Civil Contingency Planning
- Business Continuity Planning



HR and Payroll

HR and Payroll play a lead role in developing and implementing the strategic framework of employment policies, procedures and

conditions of service including pension administration in line with employment and HMRC legislation.

The service supports Council priorities through the provision of policy frameworks and standards in relation to the management of Council employees and the promotion of a positive and inclusive working culture. The service also works in partnership with recognised Trade Unions to develop and implement new initiatives.

The service is committed to continuous improvement in the delivery of our services by way of service redesign and implementing

new ways of working through enhanced digital functionality which supports organisational change and modernisation of working and employment practices in the achievement of Council strategic plans and priorities.

More recently the development and implementation of Oracle Fusion an integrated financial, procurement, HR and payroll system has been one of the main projects for the service which will deliver improved ways of working within the service as well as across the council through the roll-out of manager and employee self-service functionality.

Continually working with services to identify strategies to support the recruitment and retention issues currently experienced across council services. A pivotal project for the service has been the design and implementation of a new pay model where the first point of the pay model is above the Living Wage rate, making the Council an employer of choice in the local area.

Post COVID-19 there has been a strong emphasis on employee wellbeing particularly in relation to mental health where additional resources have been made available and continue to be developed.





Internal Audit & Corporate Fraud

Internal audit is an independent, objective assurance and consulting activity. The main objectives are to; examine, evaluate and report on the adequacy of internal controls as a contribution to the efficient, effective and economic use of resources; follow up the implementation of audit action points; prepare an annual evidence based opinion on the adequacy of the Council’s internal control systems; assist officers and members of the authority in the effective discharge of their responsibilities including the Section 95 Officer responsible for ensuring the proper administration of the authority’s financial affairs; and, support the Chief Executive in discharging their overall responsibilities as Head of Paid Service. The Corporate Fraud Team is a specialist investigative unit with the Internal Audit and Corporate Fraud Service with responsibility for proactively and reactively investigating all types of fraud against the Council.



Legal and Licensing

The Legal and Licensing Service provides advice and support to Council Services, Elected Members and the Council including legal advice for the Council and its various panels and committees, and for all other Services across a broad range of areas including litigation, property, contract matters and regulatory considerations within the planning system. The Service also provides licensing services to the public (Liquor, Civic Government and Gambling).



Organisational Development

Organisational Development support the design and implementation of corporate and change projects such as organisational culture change; employee engagement; workforce and succession planning and reward and recognition. They support managers to develop the workforce and assist in the implementation of the people strategy and the employee deal.



Procurement

The Procurement Service have 4 key objectives,

1. Procurement Capability Development;
2. Maximising Efficiencies Through Procurement;
3. Development of Collaborative Opportunities;
4. Fulfilment of Sustainable Procurement Duties.

These objectives, alongside the Public Contracts (Scotland) Regulations 2015, provide the framework for all the Council’s procurement activities.





Registration, Records and Information Services

Ayrshire Archives

Ayrshire Archives was formed in 1996 to comply with Sections 53 and 54 of the Local Government (Scotland) Act 1994, as local authorities have a statutory obligation to make proper arrangements for the preservation and management of records transferred to them or created by them. The Ayrshire Archives is funded by all three Ayrshire Councils, with South Ayrshire Council acting as the lead authority. Public access to archived records and documents is provided for South Ayrshire at South Harbour Street, Ayr. The team are responsible for selecting, appraising, cataloguing, and interpreting records and making them or information about them available to the public.

Information Governance

The Information Governance (IG) Team provides a central resource in supporting the Council meeting its legal obligations under Freedom of Information and Environmental Information Requests, compliance with the Public Records (Scotland) Act 2011, Records Management, Complaints and Data Protection Legislation. They also coordinate the postal voting service during Elections and provide general support for a variety of election functions including answering general queries for the election office, collating equipment for polling staff, assisting with the allocation of materials/registers /notices to polling staff.



Transformation and Strategic Change

In our Council Plan we set out the range of work we are doing to create a prosperous South Ayrshire. Our Transformation and Change Programme will accelerate how we do this, both in terms of delivering investment in the right areas and changing how we work as an organisation, to become more efficient and cost effective, bringing benefits to our residents.

We will be looking at how we work as a Council, increasing the digitisation and automation of services to make it easier for residents and businesses to access Council services

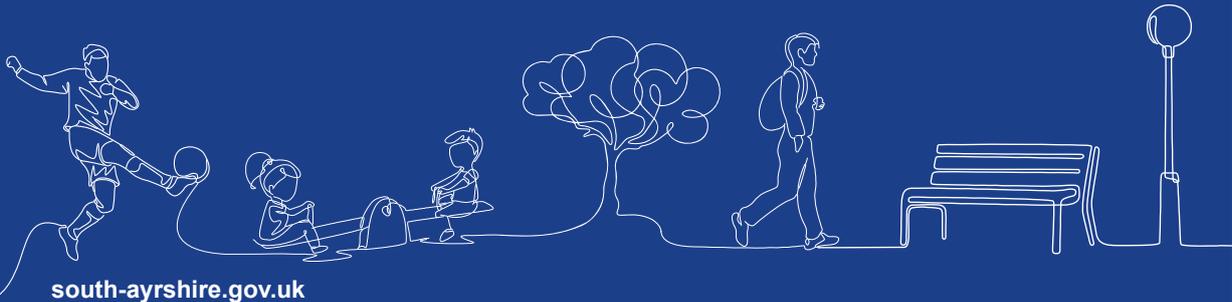


Council Plan Priorities and Outcomes 2023-2028



The Council's priorities and outcomes place an emphasis on the connection between our places and the wellbeing of our communities and environment. The place-based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve. The priorities provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

Priority One Spaces and Places



south-ayrshire.gov.uk

Moving around and the environment

Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained.

Play, Sport and Recreation

Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation.



Priority Two Live, Work, Learn



south-ayrshire.gov.uk

Education and lifelong learning

Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.

Work and economy

Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish.

Housing

Everyone can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected.





Priority Three

Civic and Community Pride



south-ayrshire.gov.uk

Pride in South Ayrshire

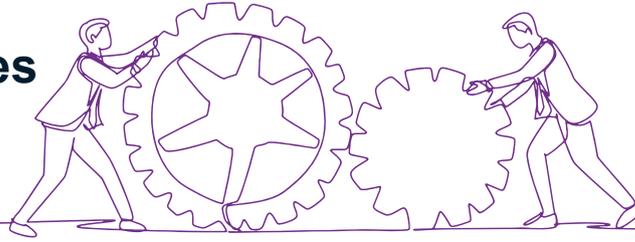
Everyone (residents, visitors, and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.

Community Engagement

Everyone has the opportunity to influence and contribute to what happens in their local area.



Our cross-cutting themes



Local government and partner agencies work in complicated legislative and strategic landscapes that often unintentionally result in silo working and inefficient use of resources. To increase opportunities for effective collaboration and ensure key local and national priorities are always part of our decision-making process, a new integrated impact assessment will be developed. The impact assessment will encourage services to explore where priorities overlap and converge, allowing for a more joined up approach to tackling shared strategic challenges.

Our cross-cutting themes that will be incorporated into the impact assessment include:



Equalities and the Fairer Scotland Duty

The Public Sector Equality Duty (PSED) (or general duty) in the Equality Act 2010 came into force in April 2011, this requires the Council in the exercise of their functions to have ‘due regard’ to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
2. Advance equality of opportunity between those who share a protected characteristic and those who do not; and
3. Foster good relations between those who share a protected characteristic and those who do not.

As a local authority we must also give due regard to reducing socio-economic disadvantage such as low/no wealth, low income, area deprivation and material deprivation.

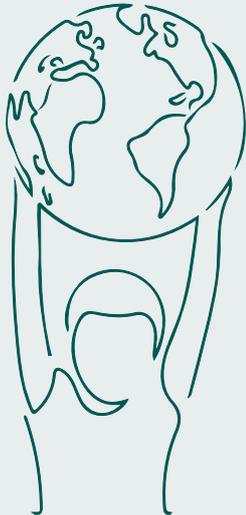
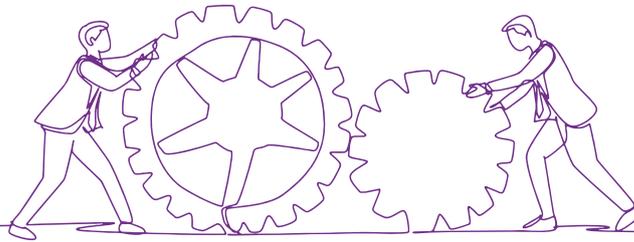
Equalities Impact Assessments (or scoping papers) that incorporate the Fairer Scotland Duty are already a requirement for all Council decisions and will continue to be so.



United Nations Convention on the Rights of the Child (UNCRC)

The proposed enshrinement of the UNCRC into domestic law requires public bodies and the children’s services partnership to act in a manner which is compatible with the UNCRC and report every three years on what they are doing and plan to do to meet the UNCRC requirements.





Sustainability, climate change and biodiversity

The council aims to both fulfil and show leadership in relation to our statutory climate change, sustainability, and biodiversity duties across all our services, decision making and work with partners. We have committed to be net zero by 2045 and to adapt to the already locked in impacts of a changing climate. In doing so we aim to ensure a just transition for people and nature, supporting ecological recovery and wellbeing, reducing inequalities and creating sustainable, liveable places where people are connected to nature, climate literate and understand the natural systems we rely on, are supported to develop green skills and can work in a fast-evolving local green jobs market, travel less overall and make active and sustainable travel choices first.



Our Ageing Population

South Ayrshire has one of the oldest populations in Scotland and this will get increasingly pronounced. For example, the over-75 population will almost double in the next 20 years. This results in challenges not just for formal health and care services – like hospitals, primary care and care homes – but also the wider supports that older people may need to keep independent, healthy, active and connected. This means that services that South Ayrshire Council has responsibility for such as housing, leisure, libraries, as well those of wider Community Planning Partners (such as transport, NHS, Health and Social Care Partnership, voluntary groups) will be materially affected by this very significant local demand. Developing a workforce sufficient to meet this issue will be one of the most significant collective challenges in the locality.





Trauma Informed Practice

The Council has agreed to become a trauma-informed Council. Officers are developing proposals which deliver on the following objectives:

- to become a trauma-informed organisation that recognises the impact trauma can have on people's lives;
- to deliver services in a way that responds to individuals' needs by creating nurturing and supportive environments where people feel valued;
- adopt the trauma-informed principles of safety, choice, collaboration, empowerment, and trust in our approach to service delivery; and
- to support our partner organisations in adopting a trauma-informed approach as part of a Trauma Informed South Ayrshire.



The Promise

In 2020 Scotland made [the Promise](#) that care experienced children and young people will grow up loved, safe and respected. By 2030, that promise must be kept.

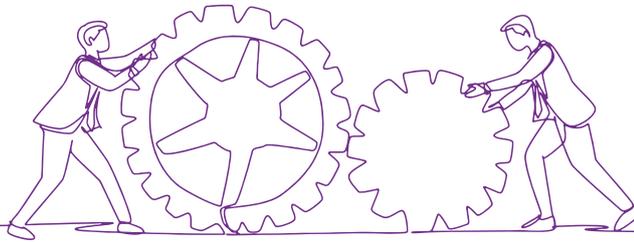
South Ayrshire's Parenting Promise is a plan written for those who are care experienced and details what you can expect of us as your Corporate Parents. As Corporate Parents, under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of South Ayrshire's 'looked after children' and 'care leavers'.

We want to make South Ayrshire the best place it can be for children, young people and their families and it matters to us that all young people get the chance to grow up loved, safe and respected to be the very best they can be.

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

We are leading, collaborating, and driving change through South Ayrshire's 10 Improvement areas right now. You will find South Ayrshire's 10 improvement areas within our [Promise outline](#).





Best Value

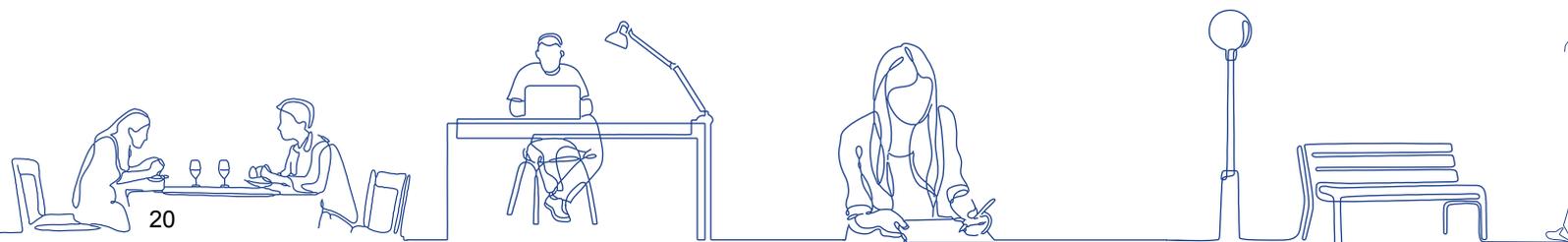
South Ayrshire Council has an ongoing commitment to Best Value which is monitored through a Members Officers Working Group that supports the development of South Ayrshire's approach to meeting key aspects of Best Value. Areas of focus include:

- Delivery of South Ayrshire's Best Value Action Plan
- Council Plan and Community Planning
- Performance and outcomes reporting
- Medium and long-term financial plans
- Workforce Plan Strategy
- Transformation Strategy
- Treasury Management Strategy
- Community Engagement Strategy
- Elected Member training and development



Reporting and Governance

In order to report effectively on our progress towards meeting the Council's priorities, new service plans will be developed by each service. The service plans will show the specific activities required to deliver our priorities and a range of performance measures, data and targets will be developed which will help measure our impact. Regular reports will be submitted to the Service and Performance panel for scrutiny.



The Challenges



The [Local Government in Scotland Overview 2022](#) has outlined the major challenges and changing local government environment faced by Scottish local authorities:

- Alongside the ongoing response to the pandemic, councils have faced challenges in recovering services, dealing with increased demand and backlogs, and meeting community needs and expectations. This has taken place against a backdrop of long-standing pressures such as increased demand from an ageing population and rising poverty.
- Councils are operating in a difficult and uncertain strategic context and face longer-term financial pressures, a lack of certainty and flexibility over long-term funding, and the prospect of major service reforms. This challenging context needs local government leaders skilled in effective strategic thinking, decision-making and collaborative working, and able to learn lessons from new ways of working. Collaborative leadership is more important than ever as councils work with partners, communities, and citizens to support recovery and improve outcome.
- Councils are continuing to experience challenges with skills shortages and issues with staff wellbeing. Workforce plans will need to be critical and wellbeing support for the workforce must be maintained.
- Councils have worked hard and adapted well to maintain service delivery. However there are some areas where Council services are still under pressure. Councils must ensure that the most vulnerable people in our community are supported.
- The early response showed what could be achieved by working closely with communities and the voluntary sector. This momentum may be lost if communities and the voluntary sector are not involved in shaping recovery. Flexible governance and decision-making structures will be needed, as will opportunities for more local participation.
- Data has been important in guiding the response to the pandemic but there are key areas where a lack of data could hamper recovery, such as unmet needs, service demands and backlogs. Data is a key tool in tackling inequality but there are gaps in equality data, particularly at a local level.



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Making a Difference Every Day

South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty

Section One: Policy Details*

Name of Policy	Council Plan 2023-28
Lead Officer (Name/Position)	Kevin Anderson, Service Lead Policy, Performance and Community Planning
Support Team (Names/Positions) including Critical Friend	Jane Murnin, Co-ordinator, Strategic Planning Susan McCardie, Lead Officer Community Planning

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	<p>The Council Plan and the Council's cross-cutting themes sets out the priorities and outcomes that will drive the work of the Council.</p> <p>Our cross-cutting themes include: Transformation</p> <p>Sustainability, climate change and biodiversity The council aims to both fulfil and show leadership in relation to our statutory climate change, sustainability and biodiversity duties across all our services, decisions and work with partners. We have committed to be net zero by 2045 and to adapt to the already locked in impacts of a changing climate. In doing so we aim to ensure a just transition for people and nature, supporting ecological recovery and wellbeing, reducing inequalities and creating sustainable, liveable places where people are connected to nature, climate literate and understand the natural systems we rely on, are supported to develop green skills and can work in a fast evolving local green jobs market, travel less overall and make active and sustainable travel choices first.</p> <p>Fairer Scotland Duty – as a local authority we must give due regard to reducing socio-economic factors such as low/no wealth, low income, area deprivation and material deprivation. Also taking account of poor skill and attainment, low quality, less secure and lower paid work, greater chance of being a victim of crime,</p>
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less chance of being treated with dignity and respect and lower healthy live expectations.

Trauma Informed Practices

South Ayrshire Council have made a commitment to develop trauma informed and responsive systems and services, and due to Government funding allocated to Community Planning Partnerships, now have a dedicated Trauma Lead Officer who will focus on supporting the implementation. A strategic governance group and a lived experience led, multi-agency group has been established; a comprehensive training plan has been developed; new policies and strategies have been reviewed in line with the 5 national principles of trauma informed practice; staff-wellbeing initiatives are currently being implemented; and plans to develop and strengthen partnership networks to reduce silo working, operationally and strategically, are on-going. It is the hope that in January, the Community Planning Partnership will support the signing of the Trauma Pledge which commits to working towards a trauma informed and responsive Scotland.

The Promise

In 2020 Scotland made [the Promise](#) that care experienced children and young people **will** grow up loved, safe and respected. By 2030, that promise **must be kept**.

We are leading, collaborating, and driving change through South Ayrshire's 10 Improvement areas right now. You will find South Ayrshire's 10 improvement areas within our [Promise outline](#).

Workforce Planning

Workforce planning considers talent management activities, with specific focus in areas such as pipeline development, skills gaps, and succession planning. A range of templates and training for managers has been put in place to help embed workforce and succession planning within Service Plans and Service Reviews (and other strategic change) and inform and progress the Council's corporate workforce plan. The aim is help facilitate a shift from reliance on short-term operational planning to strategic longer-term planning.

Older People

Work on supporting older people to live in good health continues to be led through the social isolation and loneliness strategy and dementia strategy. Both these strategies are supported by implementation plans which

	<p>are monitored through the Health and Social Care Partnership. Reporting on the LOIP priorities will take place via the Communities and Population Health Strategic Delivery Partnership.</p> <p>South Ayrshire has one of the oldest populations in Scotland and this will get increasingly pronounced. For example, the over-75 population will almost double in the next 20 years. This results in challenges not just for formal health and care services – like hospitals, primary care and care homes – but also the wider supports that older people may need to keep independent, healthy, active and connected. This means that services that South Ayrshire Council has responsibility for including housing (including sheltered housing), leisure, libraries, as well those of wider Community Planning Partners (such as transport, workforce development, voluntary groups) will be materially affected by this very significant local demand. Developing a workforce sufficient to meet this issue will be one of the most significant collective challenges in the locality.</p> <p>United Nations Convention on Rights of the Child (UNCRC)</p> <p>The proposed enshrinement of the UNCRC into domestic law requires public bodies and the children’s services partnership to act in a manner which is compatible with the UNCRC and report every three years on what they are doing and plan to do to meet the UNCRC requirements.</p>
<p>What are the intended outcomes of the policy?</p>	<p>Priority One - Spaces and Places</p> <p>Moving around and the environment Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well-connected, well designed, and maintained.</p> <p>Play, Sport and Recreation Everyone can access a range of high quality, safe, well-maintained, accessible places with opportunities for play, sport and recreation.</p> <p>Priority Two - Live, Work, Learn</p> <p>Education and lifelong learning Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.</p> <p>Work and economy</p>

	<p>Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish.</p> <p>Housing Everyone has access to a variety of housing types and sizes and a home that is affordable, energy efficient and adaptable to changing needs.</p> <p>Priority Three - Civic and Community Pride</p> <p>Pride in South Ayrshire Everyone (residents, visitors and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.</p> <p>Community Engagement Everyone has the opportunity to influence and contribute to what happens in their local areas.</p>
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Section Two: What are the Likely Impacts of the Policy?

<p>Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)</p>	<p>Yes, the Plan will impact the whole population of South Ayrshire.</p>
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
<p>Age: Issues relating to different age groups e.g. older people or children and young people</p>	<p>There are five outcomes that will have a positive impact on age.</p> <ul style="list-style-type: none"> • Play, sport and recreation • Moving around and the environment • Education and lifelong learning • Housing

	<ul style="list-style-type: none"> • Community engagement
Disability: Issues relating to disabled people	<p>There are five outcomes that will have a positive impact on disability.</p> <ul style="list-style-type: none"> • Play, sport and recreation • Moving around and the environment • Education and lifelong learning • Housing • Community engagement
Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	<p>There are three outcomes that will have a positive impact on gender reassignment.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Community engagement • Play, sport and recreation
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	No specific impact
Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	<p>There are two outcomes that will have a positive impact on pregnancy and maternity.</p> <ul style="list-style-type: none"> • Moving around and the environment • Community engagement
Race: Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<p>There are five outcome that will have a positive impact on race.</p> <ul style="list-style-type: none"> • Housing • Community engagement • Play, sport and recreation • Work and economy • Education and lifelong learning
Religion or Belief: Issues relating to a person’s religion or belief (including non-belief)	<p>There are two outcomes that will have a positive impact on sexual orientation.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Community engagement
Sex: Issues specific to women and men/or girls and boys	<p>There are two outcomes that will have a positive impact on sex.</p> <ul style="list-style-type: none"> • Work and economy • Community engagement
Sexual Orientation: Issues relating to a person’s sexual orientation i.e. LGBT+, heterosexual/straight	<p>There are two outcomes that will have a positive impact on sexual orientation.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Community engagement

Equality and Diversity Themes Relevant to South Ayrshire Council	Positive and/or Negative Impacts
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<p>Health Issues and impacts affecting people's health</p>	<p>There are four outcomes that will have a positive impact on health.</p> <ul style="list-style-type: none"> • Play, sport and recreation • Housing • Moving around and the environment • Community engagement
<p>Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.</p>	<p>There are five outcomes that will have a positive impact on human rights.</p> <ul style="list-style-type: none"> • Community engagement • Moving around and the environment • Education and lifelong learning • Work and economy • Housing

Socio-Economic Disadvantage	Positive and/or Negative Impacts
<p>Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>There are three outcomes that will have a positive impact on low income/income poverty.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Work and economy • Housing
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>There are three outcomes that will have a positive impact on low income/income poverty.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Work and economy • Housing
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>There are five outcomes that will have a positive impact on material deprivation.</p> <ul style="list-style-type: none"> • Education and lifelong learning • Work and economy • Housing • Play, sport and recreation • Pride in South Ayrshire
<p>Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>There are six outcomes that will have a positive impact on area deprivation.</p> <ul style="list-style-type: none"> • Housing • Work and economy • Education and lifelong learning • Pride in South Ayrshire • Community engagement • Moving around and the environmen

Section Three: Evidence Used in Developing the Policy

<p>Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how?</p>	<p>Elected Members and Leadership An Elected Members Seminar was held in October 2022 facilitated by the Improvement Service to discuss the Council Priorities.</p> <p>Meetings took place with CLT and the Administration</p> <p>Place Planning South Ayrshire Council Thriving Communities services carried out a series of place planning sessions with communities throughout South Ayrshire between September 2021 and February 2022. The engagement consisted of a number of focused meetings with community groups as well as an online survey. The Scottish Government designed Place Standard toolkit was used to measure and assess the community's priorities.</p> <p>The Place Standard sees a score awarded for each of the identified topics that make up a successful place. This ranges from 1, where most improvement is needed, to 7, where no improvement is needed. The scores given by each member of the community who took part were averaged to give an indication of priorities.</p> <p>Over 1,100 people took part in the engagement by attending one of the sessions or completing the survey online. A full summary of the results were collated for each area and place plans will be produced.</p> <p>Public consultation Public consultation started on 20th December 2022 and ran until 10th February 2023, results available in Appendix 3.</p> <p>Reminders were issued to the Council on 17 January 2023 via the Council's Comms Team.</p> <p>A wide range of in-depth consultation have taken place over the last 2 years, these have been summarised in Appendix 4.</p> <p>Staff, Leadership and Elected Members The consultation was highlighted to staff, leadership and elected members via the internal communication network.</p> <p>Moving forward we will continue our community conversation with target groups such as, the Youth Forum, Older People's Forum, Lived Experience Forum and Community Councils.</p>
<p>Data and Research In assessing the impact set out above what evidence has been collected from</p>	<p>The Council's research area on the Intranet is updated with a wide range of data which can be access by all members of staff and elected members.</p>

research or other data. Please specify what research was carried out or data collected, when and how this was done.	Elected Members were issues with data packed which contained demographic information at council, locality and ward level.
Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners	Improvement Service Place and Wellbeing Outcomes Shaping Places for Wellbeing Programme Improvement Service
Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?	Budget uncertainty Robust service planning process

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

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
1	Develop a service planning process that will deliver the priorities and outcomes set out in the Council Plan 2023-28	Kevin Anderson	June 2023
2	Review the Performance Management Framework to ensure that there is appropriate governance around the Council Plan, including monitoring and reporting to Elected Members	Kevin Anderson	June 2023
3			
4			

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

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

When is the policy intended to come into effect?	1 April 2023
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When will the policy be reviewed?	Continuous consultation will take place on the Council Plan via the Council's Communication and Engagement Platform, Consul. Feedback will be reviewed regularly and any suggested changes to the plan submitted to Cabinet.
Which Panel will have oversight of the policy?	Service and Performance Panel

Section 6

South Ayrshire Council

Appendix

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy:Council Plan 2023-2028.....

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

<p>Eliminate discrimination</p> <p>The Council Plan and the cross-cutting themes of the Council aims to eliminate discrimination through the implementation of the Council Plan and other plans and strategies adopted by the Council</p>
<p>Advance equality of opportunity</p> <p>Each outcome takes account of the needs of different populations and geographies and is applied in a way that ensure they achieve equitable outcomes for all.</p>
<p>Foster good relations</p> <p>In delivering the Council Plan we will continue to foster good relations by developing communication and engagement networks and work in collaboration with partners and the third sector.</p>

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
Review the equality impact assessment documentation to include the cross-cutting themes and provide an online integrated equalities impact assessment solution for officers to use.	April 2024
All new plans and policies being brought forward for consideration by the Council will have undergone an integrated equalities impact assessment to ensure that consideration is given to the cross-cutting themes.	April 2024

Signed: Kevin Anderson.....Service Lead

Date: ..9/2/23.....

