

Non-protected

# Equality impact assessment

Preferred option for the future of **sportscotland** national training centre Cumbrae

Sport for life

**sportscotland**  
the national agency for sport

## Introduction

Lead officer	Forbes Dunlop
Others involved in the assessment	Stuart Ogg, Michelle Borland, Barry Fleeting
Date(s) of assessment	February 2020

## Description of decision

Scope and background	<p>This EQIA covers the preferred option for delivering high level support to sailing which has historically been the role of the <b>sportscotland</b> national training centre Cumbrae (Cumbrae).</p> <p>The preferred option is to empower the Royal Yachting Association Scotland (RYAS), the Scottish governing body for sailing, by enhancing their capacity to develop sailing opportunities across Scotland. This will include developing the provision and delivery of sailing from Largs as well increased capacity in their education and training team and their regional team.</p> <p>This option moves us away from the current centralised model based on national centre Cumbrae.</p> <p>By enhancing facilities at Largs, the RYAS will be able to:</p>
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	<ul style="list-style-type: none"> <li>• deliver to performance squads.</li> <li>• provide high level courses required to support sailing and sailing clubs across Scotland.</li> <li>• support sailing events across Scotland.</li> <li>• meet other demands as they arise including those which develop the support previously provided by Cumbrae.</li> </ul> <p>Strengthening RYAS’s regional development capacity will enable it to:</p> <ul style="list-style-type: none"> <li>• support more sailing clubs to develop their own local provision.</li> <li>• develop performance athletes across Scotland.</li> </ul> <p>The preferred option will mean that national centre Cumbrae will close. These changes are supported by the RYAS, Largs Sailing Club, Largs Sailing Club Training Association, the <b>sportscotland</b> Board and its subsidiary the <b>sportscotland</b> Trust Company Board.</p> <p>This assessment will explore the equality impact of closing national centre Cumbrae on Cumbrae staff and Cumbrae customers. The impact of closing Cumbrae on the island community is addressed in our Island Communities Impact Assessment.</p>
<p><b>How it links to sportscotland corporate strategy and business plans</b></p>	<p>Our mission is to help the people of Scotland to get the most from the sporting system.</p> <p>This project connects to helping everyone to take part in sport at the level they choose. This can be participating for the first time or performing consistently on the world stage. We work with sports to develop the pathways and resources that support people on their sporting journey.</p> <p>This project supports our business plan objectives related to Scottish governing bodies of sport (SGBs). These are wide-ranging, but include supporting them to:</p> <ul style="list-style-type: none"> <li>• provide effective leadership, governance, planning and development of their sport.</li> <li>• understand and describe their sporting pathway.</li> </ul>

	<ul style="list-style-type: none"> <li>• improve connections with local partners and the third sector to build capacity and capability within clubs, hubs and communities in areas of greatest need.</li> <li>• take a more integrated and strategic approach to places.</li> <li>• deliver against shared performance outcomes and priorities.</li> <li>• implement sustainable performance systems.</li> </ul>
<p><b>How we are planning and implementing this decision</b></p>	<p>We have developed the preferred option through a strong partnership with RYAS, Largs Sailing Club and its training arm Largs Sailing Club Training Association.</p> <p>The planning and decision-making process has involved an extensive research and consultation programme covering individuals, organisations and the local community on Cumbrae.</p>

## Impact of decision

### Who decision is likely to impact on and how

<p><b>Who will the decision impact on?</b></p>	<p>The primary impact of the decision is on national centre Cumbrae's staff and customers.</p> <p>The decision will also impact on Isle of Cumbrae residents and the wider sailing community in Scotland.</p>
<p><b>Is it designed to impact on one/some/all people who share a protected characteristic? How?</b></p>	<p>The decision is not designed to impact on people who share particular protected characteristics.</p>

<p><b>How will the people impacted be involved in informing the decision? If no involvement mechanism, how will customer needs be identified and addressed?</b></p>	<p>As part of our decision-making process we have consulted directly with:</p> <ul style="list-style-type: none"> <li>• national centre Cumbrae staff</li> <li>• Representatives of a range of stakeholders associated with watersports, particularly sailing. RYAS has been a key partner in the process.</li> </ul> <p>The main outcomes of our consultation are available in the consultation section of this EQIA.</p>
<p><b>Which partners will be involved in the decision-making process? How?</b></p>	<p>As part of our decision-making process we have worked closely with:</p> <ul style="list-style-type: none"> <li>• North Ayrshire Council – The national centre is also a local asset and we have worked closely with the Council to understand the impact of closing it on the local community. This is covered in our Island Communities Impact Assessment.</li> <li>• The RYAS – We have worked closely with the RYAS to ensure our decision considers the needs of the sailing community in Scotland, as the primary users of the centre.</li> <li>• Largs Sailing Club and its training arm Largs Sailing Club Training Association.</li> </ul>

## Impact on General Equality Duty

This section considers the impact the decision will have on eliminating discrimination, promoting equality of opportunity and fostering good relations between different groups.

Protected characteristic <sup>1</sup>	What do we know about this group in the context of this decision?? <sup>2</sup>	What is the potential impact (positive, neutral and negative) on people who share the characteristic?	What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information? What further evidence should we collect?
Age	<p><b>Cumbræ staff</b></p> <p>We employ 14 permanent members of staff at Cumbræ and 31 casual instructors. Of the permanent staff members nearly 80% are between the ages of 41 and 60. When you include casual instructors ages of staff are more evenly dispersed between 20 and 60.</p> <p><b>Cumbræ customers</b></p> <p>From 2014-15 to 2018-19 Cumbræ served an average of circa 3,000 individual customers per year and provided an average of 9,000 participant days per year. As an example, one individual on a five-day course equals five participant days. Roughly 58% of these</p>	<p>The decision to close Cumbræ has the potential to have a negative impact on staff regardless of their age.</p> <p>Overall the proportion of customers is evenly split between adults and children. However due to the higher usage of the centre by older adults, there is potential for the closure to have a more negative impact on older people.</p>	<p>We will offer all permanent Cumbræ staff the opportunity to take voluntary redundancy regardless of their age. We will also explore possible redeployment within the <b>sportscotland</b> Trust Company, <b>sportscotland</b> more widely or the RYAS. We will support staff to retrain where this is required.</p> <p>We will offer staff one-to-one consultations with our HR Team and the Head of Centre so they can discuss their future and seek advice about their personal circumstances before making a decision.</p> <p>Our increased investment into RYAS will help them support clubs to develop capacity to respond to</p>

<sup>1</sup> See Appendix 1 for more information.

<sup>2</sup> Best practice would involve gathering evidence through internal and external consultation.

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	<p>customers were adults and 42% were children.</p> <p>Since 2017-18 we have collected more detailed data on the age bands of customers. This data shows us that the age band with the highest usage of the centre is 46-65, peaking for men between 61 and 65.</p> <p>Sports participation declines substantially with age. Only 49% of adults aged 45-59 participate in sport and this declines to 36% for adults aged 60-74.</p>		<p>the needs of the communities they serve.</p> <p>We will ensure that courses in high demand continue to be provided by RYAS or through other providers.</p>
Disability	<p><b>Cumrae staff</b></p> <p>Our employee data is recorded via a self-service HR system. No Cumrae staff reported that they consider themselves to be disabled, although a large proportion chose not to specify.</p> <p><b>Cumrae customers</b></p>	<p>The decision to close Cumrae should not have a differential impact on staff members that are disabled.</p> <p>We expect the decision to close Cumrae to have a positive impact on disabled sailors. The additional investment into the RYAS regional infrastructure and the decentralised model of delivery has the potential</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.</p> <p>We can work with the RYAS to explore how the additional investment in their regional infrastructure can enhance their</p>

Protected characteristic <sup>1</sup>	What do we know about this group in the context of this decision?? <sup>2</sup>	What is the potential impact (positive, neutral and negative) on people who share the characteristic?	What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information? What further evidence should we collect?
	We do not hold information on whether customers are disabled.	to improve sailing provision for disability sailing in local communities. RYAS have achieved Advanced Level of the Equality Standard for Sport and their equality action plan includes specific work to develop disability sailing.	Sailability programme in line with their equality action plan.  We can support RYAS to use national centre Inverclyde to enhance their Sailability programme. It has 60 rooms capable of accommodating two wheelchair users. The physical preparation facilities at Inverclyde can also accommodate disabled people. The staff are fully trained and have experience working with disabled people.
Gender reassignment	<p><b>Cumbræ staff</b></p> <p>Our employee data is recorded via a self-service HR system. No Cumbræ staff reported that they are currently going through or have gone through gender reassignment, although a large proportion chose not to specify.</p> <p><b>Cumbræ customers</b></p>	The decision to close Cumbræ should not have a differential impact on staff or customers that are transgender.	We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.

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	We do not hold information on whether customers are transgender.		
Race	<p><b>Cumbræ staff</b></p> <p>Our employee data is recorded via a self-service HR system. 20% of staff reported they are white Scottish. 70% chose not to specify.</p> <p><b>Cumbræ customers</b></p> <p>We do not hold information on customers' race.</p>	The decision to close Cumbræ should not have a differential impact on staff or customers that are from an ethnic minority background.	We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.
Religion or belief	<p><b>Cumbræ staff</b></p> <p>Our employee data is recorded via a self-service HR system. 80% of staff did not state their religion.</p> <p><b>Cumbræ customers</b></p> <p>We do not hold information on customers' religion or belief.</p>	The decision to close Cumbræ should not have a differential impact on staff or customers with different religions or beliefs.	We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.
Sex	<p><b>Cumbræ staff</b></p>	The decision to close Cumbræ should not have a differential impact on staff due to their sex.	We will ensure staff have an opportunity to seek advice on decisions about their options for VR



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	<p>Our employee data is recorded via a self-service HR system. Nearly 80% of Cumbrae staff are male.</p> <p><b>Cumbrae customers</b></p> <p>From 2014-15 to 2018-19 Cumbrae served an average of circa 3,000 individual customers per year and provided an average of 9,000 participant days per year. As an example, one individual on a five-day course equals five participant days. Roughly 37% of customers were female and 63% were male.</p> <p>Since 2017-18 we have collected more detailed data on the age bands and sex of customers. This data shows us that female usage of the centre peaks between the ages of 46 and 50 while male usage peaks between 56 and 65.</p> <p>Overall sports participation is lower for women than men.</p>	<p>A higher proportion of Cumbrae customers are male. This reflects wider sports participation trends. Closing Cumbrae will impact negatively on more men than women.</p>	<p>and redeployment based on their individual needs.</p> <p>We recognise the intersectionality between age and sex. We will ensure that courses in high demand continue to be provided by RYAS or through other providers.</p>

Protected characteristic <sup>1</sup>	What do we know about this group in the context of this decision?? <sup>2</sup>	What is the potential impact (positive, neutral and negative) on people who share the characteristic?	What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information? What further evidence should we collect?
Sexual orientation	<p><b>Cumbrae staff</b></p> <p>Our employee data is recorded via a self-service HR system. 80% of staff chose not to state their sexual orientation.</p> <p><b>Cumbrae customers</b></p> <p>We do not hold information on customers' sexual orientation.</p>	<p>The decision to close Cumbrae should not have a differential impact on staff or customers due to their sexual orientation.</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.</p>
Pregnancy and maternity*	<p><b>Cumbrae staff</b></p> <p>None of the staff at Cumbrae are currently pregnant (as far as we are aware) or on maternity leave.</p> <p><b>Cumbrae customers</b></p> <p>Not applicable.</p>	<p>Not applicable.</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.</p>
Marriage/civil partnerships*	<p><b>Cumbrae staff</b></p> <p>Our employee data is recorded via a self-service HR system. 70% of staff did not specify their marital status.</p> <p><b>Cumbrae customers</b></p> <p>Not applicable.</p>	<p>The decision to close Cumbrae should not have a differential impact on staff due to their marital status.</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.</p>

Protected characteristic <sup>1</sup>	What do we know about this group in the context of this decision?? <sup>2</sup>	What is the potential impact (positive, neutral and negative) on people who share the characteristic?	What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information? What further evidence should we collect?
Most deprived communities **	<p><b>Cumrae customers</b></p> <p>We collect information on the postcode of customers. We only collect the postcode of the person booking even if more than one person is included in the booking. Since April 2018 only 5.3% of course bookings were made by customers in the 20% most deprived areas of Scotland.</p> <p>Since April 2018 14 individual schools have made bookings with Cumrae (10 state schools and four independent schools). The distribution of state schools making bookings with Cumrae is not significantly out of line with the overall distribution of schools in Scotland.</p>	<p>The decision to close Cumrae should not have a differential impact on staff or customers due to socio-economic status.</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR and redeployment based on their individual needs.</p>
Care-experienced young people	<p><b>Cumrae staff</b></p> <p>We do not hold information on whether staff are care-experienced.</p>	<p>We expect the decision to close Cumrae to have a neutral impact on care-experienced young people.</p>	<p>We will ensure staff have an opportunity to seek advice on decisions about their options for VR</p>

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	<p><b>Cumbræ customers</b></p> <p>We do not hold information on whether customers are care-experienced.</p>		and redeployment based on their individual needs.

\* where policy is HR related

\*\* Scottish Index of Multiple Deprivation 2016 <https://www2.gov.scot/Topics/Statistics/SIMD>

## Consultation

We have consulted with a range of stakeholders dating back to November 2018. This has helped us to understand the impact of this decision. The table below provides a summary of engagement related to this EQIA.

Consultee	Key messages
Cumbræ staff	<p>We presented information to all Cumbræ staff covering:</p> <ul style="list-style-type: none"> <li>external market changes.</li> <li>an appraisal of the centre's operational and financial performance.</li> <li>the options being considered for the future of the centre.</li> </ul> <p>We introduced the preferred option and sought questions and suggestions. We offered staff the opportunity to meet with the Head of Centre and HR to discuss further.</p> <p>We kept staff updated on the progress with the review and shared details of how the centre would operate over the winter period. We explained additional practices being introduced to help manage costs including the voluntary severance scheme.</p>

RYAS	<p>Ongoing consultation with staff and Board covering:</p> <ul style="list-style-type: none"> <li>• updates on Cumbrae review progress</li> <li>• how they could increase accessibility to sailing by strengthening sailing clubs across Scotland, including further developments at Largs Marina</li> </ul>
Other SGBs	<p><b>British Sub Aqua Club</b> – We provided information on the Cumbrae review and the options we were considering. We agreed to circulate a questionnaire to their members who use Cumbrae. We received 14 responses and overall these people appreciated being able to use the Cumbrae facility for a range of reasons. However, the income generated by this user group was only 1.6% of total income in 2017-18 and diving is also not the core role of the centre. Therefore, these views did not influence the final decision.</p> <p><b>Scottish Canoeing</b> – We discussed the approach to reviewing paddle sports across the central belt of Scotland. They already have a strategic partnership with our national centre Glenmore Lodge. They felt this was important to the future of paddle sports in Scotland. Cumbrae only offers a limited range of their qualifications so the closure would not have a major impact.</p>
Largs Sailing Club and Largs Sailing Training Association	<p>We provided information on the Cumbrae review and the options we were considering. The Club's executive agreed to help develop the preferred option.</p>
Other national bodies interested in water-based activities	<p><b>Royal National Lifeboat Institution (RNLI) and Water Safety Scotland</b> – We provided information on the Cumbrae review and the options we were considering. We discussed using the centre for RNLI/water safety activities. RNLI have their own established training centre on the south coast and do not require additional capacity. They indicated they would be willing to contribute to existing courses to enhance the focus on water safety and other activities such as towing yachts.</p> <p><b>Maritime and Coastguard Agency</b> – We had an exploratory discussion to assess the opportunities for collaboration. The Maritime and Coastguard Agency has its own national training centre in Southampton and sends all employees to this for their training. They could not see any opportunities for using National Centre Cumbrae.</p>

**Sail Scotland** – We provided information on the Cumbrae review and the options we were considering. Sail Scotland understood the challenges we were facing. They did not share specific views on the review and understood Cumbrae could close as a result.

## Action plan

**What recommended steps should we take to mitigate against potential negative impacts of the decision or enhance potential positive impacts?**

Action	Responsibility	Timeline
<p>Offer all Cumbrae staff the opportunity to take voluntary redundancy.</p> <p>Explore possible redeployment for staff within the <b>sportscotland</b> Trust Company, <b>sportscotland</b> more widely or the RYAS.</p> <p>Support staff to retrain where this is required.</p> <p>Offer staff one-to-one consultations with our HR Team and the Head of Centre so they can discuss their future and seek advice about their personal circumstances before making a decision.</p>	<p>Barry Fleeting</p> <p>Jo Dixon</p>	<p>Spring 2020</p>
<p>Work with the RYAS to explore how the additional investment in their regional infrastructure can enhance their Sailability programme in line with their equality action plan.</p> <p>We can support RYAS to use national centre Inverclyde to enhance their Sailability programme. It has 60 rooms capable of accommodating two wheelchair users. The physical preparation facilities at Inverclyde can also accommodate disabled people. The staff are fully trained and have experience working with disabled people.</p>	<p>Lorna Callan</p> <p>Barry Fleeting</p>	<p>Spring/Summer 2020</p>
<p>We will ensure that courses in high demand continue to be provided by RYAS or through other providers.</p>	<p>Lorna Callan</p>	<p>Autumn 2020</p>

# Sign off

<b>Assessment signed off by:</b>	Senior Management Team
<b>Sign off date:</b>	27/03/2020