

22 November 2023

To:- **Councillors Dowey (Chair), Clark, Connolly, Davis, Ferry, Kilbride, Lyons, Pollock and Shields.**

**All other Members for INFORMATION ONLY**

Dear Councillor

## **CABINET**

You are requested to participate in a meeting of the Cabinet to be held **on Tuesday, 28 November 2023 at 10.00 a.m.** for the purpose of considering the undernoted business.

This meeting will be held in the County Hall, County Buildings, Ayr on a hybrid basis for Elected Members, will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

**Yours sincerely**

**CATRIONA CAVES**  
Head of Legal and Regulatory Services

## **B U S I N E S S**

1. Declarations of Interest.
2. Minutes of previous meeting of 31 October 2023 (copy herewith).
3. Decision Log -
  - (a) Overdue Actions – *none*;
  - (b) Actions Listed with Revised Dates – for approval; and
  - (c) Recently Completed Actions.(copies herewith).

4(a)/

#### 4. Education

- (a) Revised Devolved School Management Scheme – Submit report by the Director of Education (copy herewith).
- (b) Update on Pupil Equity Fund and Scottish Attainment Challenge – Submit report by the Director of Education (copy herewith).

#### 5. Buildings, Housing and Environment.

- (a) Biodiversity Duty Report 2021 to 2023– Submit report by the Director of Strategic Change and Communities (copy herewith).
- (b) South Ayrshire Council Public Bodies Climate Change Duties Annual Report 2022-23 – Submit report by the Director of Strategic Change and Communities (copy herewith).
- (c) Redevelopment of Former Hourstons Building and Arran Mall, Ayr – Submit report by the Chief Executive (copy herewith).

#### 6. Buildings, Housing and Environment/Finance, HR and ICT.

- (a) Affordable Housing – Former St. Ninians Primary School, Adamton Road North, Prestwick – Submit report by the Chief Executive (copy herewith)

#### 7. Economic Development.

- (a) Active Travel Strategy Progress Report – Submit report by the Chief Executive (copy herewith).
- (b) Ayr Town Centre Framework and Levelling Up Fund – Submit report by the Director of Strategic Change and Communities (copy herewith).
- (c) Business Support – Refreshed AMBITION Programme – Submit report by the Director of Strategic Change and Communities (copy herewith).
- (d) Place Based Investment Programme 2023-2024 – Submit report by the Director of Strategic Change and Communities (copy herewith).
- (e) Ayrshire Growth Deal – Roads Enabling Progress Report– Submit report by the Depute Chief Executive and Director of Housing, Operations and Development (copy herewith)
- (f) Regional Economic Strategy – Delivery Plan – Submit report by the Director of Strategic Change and Communities (copy herewith).

#### 8. Economic Development/Finance, HR and ICT.

- (a) Business Relief Programme – Submit report by the Director of Strategic Change and Communities (copy herewith).

#### 9. Corporate and Strategic.

- (a) Community Councils – Amendments to Scheme for Establishment – Submit report by the Director of Strategic Change and Communities (copy herewith).

10(a)/



10. Corporate and Strategic/Finance, HR and ICT/Buildings, Housing and Environment.
  - (a) Ayr Esplanade Strategy – Submit report by the Chief Executive (copy herewith).
11. Corporate and Strategic/Finance, HR and ICT.
  - (a) Communications Strategy 2023-28 and Communications Team Staffing Proposals – Submit report by the Director of Strategic Change and Communities (copy herewith).
12. Tourism, Culture and Rural Affairs/Sport and Leisure.
  - (a) The International Ayr Show – Festival of Flight 2023 – Submit report by the Director of Strategic Change and Communities (copy herewith).
13. Health and Social Care.
  - (a) Chief Social Work Officer Annual Report – Submit report by the Director of Health and Social Care (copy herewith).
14. Finance, HR and ICT.
  - (a) Budget Management – Revenue Budgetary Control 2023/24 – Position as at 30 September 2023 – Submit report by the Head of Finance, ICT and Procurement (copy herewith).
  - (b) General Services Capital Programme 2023/24: Monitoring Report as at 30 September 2023 – Submit report by the Chief Executive (copy herewith).
  - (c) ICT Support and Maintenance Contracts – Submit report by the Head of Finance, ICT and Procurement (copy herewith).
  - (d) Medium Term Financial Plan Update – Submit report by the Head of Finance, ICT and Procurement (copy herewith).
  - (e) Organisational Development – Review of Staffing Arrangements – Submit report by the Director of Strategic Change and Communities (copy herewith).
  - (f) Financial Inclusion Strategic Development - Submit report by the Director of Strategic Change and Communities (copy herewith).
15. Finance, HR and ICT/ Buildings, Housing and Environment.
  - (a) Housing Capital Programme 2023/24: Monitoring Report as at 30 September 2023 – Submit report by the Chief Executive (copy herewith).
16. Finance, HR and ICT/Economic Development/Tourism, Culture and Rural Affairs/Sports and Leisure.
  - (a) Thriving Communities Service Review and Funding available in 2023/24 – Submit report by the Director of Strategic Change and Communities (copy herewith).
17. Buildings, Housing and Environment/Tourism, Culture and Rural Affairs.
  - (a) **Girvan Bandstand, Stair Park, Henrietta Street, Girvan – Common Good Consultation – Submit report by the Chief Executive (Members only).**

18. Buildings, Housing and Environment.

- (a) **Lease of Kiosk and Part of Public Conveniences at South Beach/St Meddans Street, Troon – Submit report by the Depute Chief Executive and Director of Housing, Operations and Development (Members only).**
- (b) **Lease and Redevelopment of Former Toilet/Shelter at Esplanade, Ayr – Submit report by the Depute Chief Executive and Director of Housing, Operations and Development (Members only).**

19. Consideration of Disclosure of the above confidential reports.

For more information on any of the items on this agenda, please telephone  
Committee Services on at 01292 612436, at Wellington Square, Ayr or  
e-mail: [committee.services@south-ayrshire.gov.uk](mailto:committee.services@south-ayrshire.gov.uk)  
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**CABINET**

Minutes of a hybrid webcast meeting on 31 October 2023 at 10.00 a.m.

Present

in County Hall: Councillors Martin Dowey (Chair), Alec Clark, Brian Connolly, Ian Davis, Lee Lyons, Martin Kilbride, Bob Pollock and Bob Shields.

Present

Remotely: Councillor Stephen Ferry.

Attending  
in County  
Hall:

M. Newall, Depute Chief Executive and Director of Housing, Operations and Development; J. Bradley, Director of Strategic Change and Communities; L. McRoberts, Director of Education; C. Caves, Head of Legal and Regulatory Services; T. Baulk, Head of Finance, ICT and Procurement; C. Cox, Assistant Director – Planning and Development; K. Dalrymple, Assistant Director – Housing and Operations; G. Hunter, Assistant Director – Communities; D. Alexander, Service Lead – Procurement; F. Ross, Service Lead – Neighbourhood Services; T. Burns, Service Lead – Asset Management and Community Asset Transfer; C. Carroll, Co-ordinator (Housing Policy and Strategy); A. Gibson, Committee Services Officer; and E. Moore, Committee Services Assistant.

**Opening Remarks.**

The Chair took the sederunt, confirmed to Members the procedures to conduct this meeting and advised that the meeting was being broadcast live. It was noted that Members had been advised that item 8(a) entitled “Thriving Communities” had been withdrawn from the agenda.

**1. Declarations of Interest.**

There were no declarations of interest by Members of the Cabinet in terms of Council Standing Order No. 17 and the Councillors’ Code of Conduct.

**2. Minutes of previous meeting.**

The minutes of 26 September 2023 were [submitted](#) and approved.

### 3. **Decision Log.**

The Cabinet

#### **Decided:**

- (1) to note there were no overdue actions.
- (2) to approve the actions listed with a revised due date; and
- (3) to note the recently completed actions.

### **Buildings, Housing and Environment.**

#### 4. **Proposed Disposal of Council and Common Good Property: 'MVF Watchful', South Harbour, Ayr.**

There was submitted a report ([issued](#)) of 18 October 2023 by the Depute Chief Executive and Director of Housing, Operations and Development seeking

- (1) approval for the proposed disposal of the following Common Good asset, subject to consultation undertaken under Section 104 of the Community Empowerment (Scotland) Act 2015: MVF Watchful (also known as 'Watchful', 'The Watchful'), a former fishing vessel located in Ayr South Harbour; and
- (2) its removal from the site and scrapped (along with attendant concrete support stanchions).

Following questions from Members and having noted that there would be a consultation period of eight weeks with a further report being presented to Cabinet in early 2024; and that the safety of the vessel would again be immediately inspected by officers, the Cabinet

#### **Decided:**

- (a) to grant approval to declare MVF Watchful surplus to Council requirements in accordance with the Council's policy for the Disposal and Acquisition of Council Land and Property;
- (b) to approve the proposal to remove and scrap MVF Watchful and its supporting structure, conditional upon the undertaking of a consultation under the terms of Section 104 of the Community Empowerment (Scotland) Act 2015; and
- (c) to request that a subsequent report be placed before Cabinet on the responses to the consultation, as detailed in the report, in order that the Council may pay due regard to any responses received before deciding whether to proceed with the above proposals.

**5. Strategic Housing Investment Plan (SHIP) – 2024/25 to 2028/29.**

There was submitted a report ([issued](#)) of 18 October 2023 by the Depute Chief Executive and Director of Housing, Operations and Development seeking approval of the draft Strategic Housing Investment Plan (SHIP) for submission to the Scottish Government.

There was discussion regarding the need for this to be South Ayrshire wide and not just housing being provided for Ayr; the needs of rural communities; and available subsidies.

Having noted that the Co-ordinator (Housing Policy and Strategy) would provide Members with a Note on the percentage of homeless presentations from outwith the South Ayrshire Council area, the Cabinet

**Decided:**

- (1) to approve the Strategic Housing Investment Plan (SHIP) as detailed in Appendix 1 of the report, with associated tables for onward submission to the Scottish Government; and
- (2) to delegate authority to the Depute Chief Executive and Director of Housing, Operations and Development to amend and finalise this document based on feedback received from the Scottish Government.

**Economic Development.**

**6. Strategic Approach to Inward Investment.**

There was submitted a report ([issued](#)) of 18 October 2023 by the Director of Strategic Change and Communities seeking support for a strategic approach to inward investment.

The Cabinet

**Decided:**

- (1) to approve the proposal, as set out in paragraph 4.1 of the report and commission a refresh of the Council's Strategic Economic Plan with a clear focus on sector development and Inward Investment;
- (2) to endorse the proposed approach to Inward Investment and request an Inward Investment/Sectoral Development Strategy, including associated operational structure for consideration in April 2024; and
- (3) to note and approve the role of the Economy and Regeneration Team in facilitating inward investment activities.

## **Corporate and Strategic.**

### **7. Approval under Delegated Authority – Former Ayr Station Hotel.**

There was submitted a report ([issued](#)) of 18 October 2023 by the Head of Legal and Regulatory Services advising of matters determined under delegated authority on the grounds of urgency.

The Cabinet

**Decided:** to acknowledge the matters determined under delegated authority on the grounds of urgency.

## **Finance, Human Resources and ICT and Economic Development .**

### **8. Annual Procurement Report 2023.**

There was submitted a report ([issued](#)) of 31 October 2023 by the Head of Finance, ICT and Procurement seeking approval for the publication of the Council's Annual Procurement Report 2023 which detailed the Council's procurement activity between 1 April 2022 and 31 March 2023.

Following discussion regarding the use of local contractors, the Cabinet

**Decided:**

- (1) to approve the Annual Procurement Report 2023, as detailed in Appendix 1 of the report; and
- (2) to request that officers forward this report to the Scottish Government prior to publication on the Council's website.

## **Buildings, Housing and Environment and Finance, Human Resources and ICT.**

### **9. Neighbourhood Services Structure Changes.**

There was submitted a report (Members only) of 25 October 2023 by the Depute Chief Executive and Director of Housing, Operations and Development seeking approval for the new Neighbourhood Services Structure in line with the Council's approved budget for 2023/24.

Following discussion on the benefits of the proposed structure changes, the Cabinet

**Decided:** to approve the Neighbourhood Services employee structure as set out in the Addendum (confidential) to this report and present a Briefing Note providing further detail of the activities of the officers within this structure to Members.

10. **Consideration of Disclosure of the Above Confidential Report.**

**Decided:** to authorise under Standing Order 32.4 disclosure of the report and related addendum once personal and financial information had been redacted in accordance with GDPR requirements.

- Neighbourhood Services Structure Changes.

The meeting ended at 11.08 a.m.

DRAFT

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
CAB	29/08/2023	Vacant Educational Premises in Maybole and Maybole Swimming Pool	["H, O and D"]	Burns, Tom	Market the Gardenrose Primary site for use as residential development	No	30/11/2023	31/01/2024	Planning brief to be prepared. Demolition of property to be undertaken.	Kilbride, Martin
CAB	29/08/2023	Covid-19 Recovery Project and LACER Funding Review	["H, O and D"]	Newall, Mike	The cross-party Financial Inclusion Member/ Officer Working Group to report back to Cabinet on its new remit and use of the remaining uncommitted Covid-19 reserve funds	No	31/10/2023	28/11/2023	Update 03-Nov-23: MOWG being arranged by George Hunter with a view to reporting to Cabinet on 28 November	Davis, Ian
CAB	20/06/2023	Active Travel Member/ Officer Working Group	["H, O and D"]	Newall, Mike	MOWG recommendations to inform a follow-up report to the Cabinet	No	31/10/2023	28/11/2023	Update 03-Nov: report being progressed for Cabinet on 28 November	Pollock, Bob;Clark, Alec;Connolly, Brian
CAB	29/11/2022	ICT Data Centre – Hosting and Delivery Model	["CEO"]	Mullen, Kevin	Implementation of Cloud Governance Model	No	31/12/2023	30/09/2024		Davis, Ian



Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
CAB	29/11/2022	ICT Data Centre – Hosting and Delivery Model	["CEO"]	Mullen, Kevin	Phase 2 implementation	No	31/03/2024	30/09/2024		Davis, Ian
LP	17/03/2020	Fleet Transport Update	["H, O and D"]	Dalrymple, Kenneth	Amend Fleet, Travel and Transport Policy and the Drivers, Supervisors and Managers Handbook and roll out training programme	No	31/10/2023	16/01/2024	<p>The Fleet Travel &amp; Transport Policy and the Fleet Handbook has received legal review from the professional body. They are both currently being updated and will be presented to Cabinet on 16 January 2024.</p> <p>Cabinet on 23/05/23 - agreed new due date of 30/06/23 (previously 25/04/23).</p> <p>Cabinet on 29/09/23 - agreed new due date of 31/10/23 (previously 30/06/23).</p>	

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
SAC	12/10/2023	Report on the Public Engagement on Relocation of Troon Early Years	["EDUC"]	Valenti, Aileen	Relocation of Troon Early Years Centre	Yes	31/08/2025			Kilbride, Martin; Ferry, Stephen; Clark, Alec
SAC	12/10/2023	Report on the Public Engagement on Relocation of Troon Early Tears	["SC and C"]	Kerr4, Laura	Relocation of Troon Library	Yes	31/10/2024			Kilbride, Martin; Ferry, Stephen; Clark, Alec
CAB	20/06/2023	External Event Funding	["SC and C"]	Kerr4, Laura	Funding agreements in place with external event partners.	Yes	31/03/2024			Dowey, Martin; Connolly, Brian
CAB	23/05/2023	Lease with Option to Purchase of the Foresters Hall, 44 New Road, Ayr	["CEO"]	Caves, Catriona	Lease to be concluded	Yes	30/11/2023		Council's offer of lease with option to purchase has now been accepted. Lease sent out for signing and awaiting return of same, with date of entry as at 01/10/2023. Update 13/11/23 - transaction completed at 1/10/23.	Kilbride, Martin

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
CAB	25/04/2023	Sale of Girvan Bandstand, Stair Park, Henrietta Street, Girvan	["H, O and D"]	Burns, Tom	Carry out a Common Good consultation under the Community Empowerment (Scotland) Act 2015 Section 104; and thereafter bring a further report to Cabinet detailing the representations received	Yes	30/11/2023		With Estates to carry out Common Good consultation and take responses back to Cabinet. Draft petition will be prepared by Legal services when required.  At the Cabinet Meeting on the 31 October 2023, it was agreed that the current due date of 30/09/2023 be amended to 30/11/2023.	Kilbride, Martin; Clark, Alec
SAC	29/06/2023	Service Plans 2023-2024	["SC and C"]	Anderson, Kevin	Quarterly report to Service and Partnerships Performance Panel	Yes	21/11/2023		Q2 performance due to be considered by S&PPP in November.	
CAB	31/10/2023	Strategic Housing Investment Plan (SHIP) – 2024/25 to 2028/29	["H, O and D"]	Carroll, Chris	Submission of the Strategic Housing Investment Plan (SHIP) in draft format (subject to final clearance) to the Scottish Government	Yes	03/11/2023		Submitted to Scottish Government on 3 November 2023	Kilbride, Martin
CAB	31/10/2023	Annual Procurement Report 2023	["CEO"]	Alexander, David	Publication of Annual Procurement Report 2023	Yes	01/11/2023			Pollock, Bob; Davis, Ian

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
CAB	20/06/2023	Redevelopm ent of Former Hourstons Building and Arran Mall, Ayr	["H, O and D"]	Cox, Chris	Report to Cabinet with detailed proposals and demolition update	Yes	31/10/2023		Report going to Cabinet on 28 November 2023	Kilbride, Martin
SAC	01/03/2023	Public Engagement on Relocation of Troon Early Years Centre	["EDUC"]	Valenti, Aileen	Report to Council	Yes	31/10/2023			Kilbride, Martin;Ferry, Stephen;Clark, Alec
CAB	29/11/2022	Annual Climate Change Duty Report 2021-22	["SC and C"]	Anderson, Kevin	Prepare annual report for 2023	Yes	31/10/2023		Report to be considered by Cabinet in November.	Kilbride, Martin
CAB	29/08/2023	Penalty Charge Notice Increase	["H, O and D"]	Kevin Braidwood	Apply PCN increase	Yes	30/10/2023		implemented Monday 30 October 2023	Pollock, Bob

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
NA	10/03/2022	Future Operating Model	["SC and C"]	Tait, Jamie	Provide a detailed report on the effectiveness of Thriving Communities shared model of delivery and the public consultation exercise.	Yes	30/10/2023		Thriving Communities Year 2 'The story so far' planned for August 2023  Report due September - Service and Performance October  At the Cabinet Meeting on 31 October 2023, it was agreed that the current due date of 30/09/2023 to 30/10/2023.	Dowey, Martin; Davis, Ian
SAC	12/10/2023	Appointments to Panels and Working Groups (including change to Vice-Chair of South Ayrshire Integration Joint Board	["CEO"]	Carlaw, Wynne	publish details of membership of Panels and Working Groups	Yes	20/10/2023			Dowey, Martin
SAC	12/10/2023	Standing Orders Relating to Meetings	["CEO"]	Caves, Catriona	updated standing orders relating to meetings to be published and notified to employees	Yes	20/10/2023			Dowey, Martin

Mtg	Mtg Date	Title of Report	Director ate	Manage d by	Implementation	Comp lete	Current Due Date	Requested Revised Due	Notes	Portfoli o Holder
SAC	12/10/2023	Motion re Station Hotel, Ayr	["CEO"]	Newall, Mike	Letters to be sent to Scottish Government and UK Government	Yes	13/10/2023			Kilbride, Martin
SAC	12/10/2023	SAC LLP (Nominees) Limited	["CEO"]	Briggs, Karen	where approved, lodge appropriate form with Companies House to update company information	Yes	10/10/2023		Companies House information updated.	Dowey, Martin

**South Ayrshire Council**

**Report by Director of Education  
to Cabinet  
of 28 November 2023**

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**Subject: Revised Devolved School Management Scheme**

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**1. Purpose**

- 1.1 The purpose of this report is to seek Cabinet's approval to implement a revised Devolved School Management (DSM) Scheme.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 considers and approves the revised, 2024, Devolved School Management Scheme (attached as Annex 1); and**

**2.1.2 delegates authority to the Director of Education to amend the Devolved School Management Scheme to take account of any future Council decisions that impact on it.**

**3. Background**

- 3.1 In June 2019 the Scottish Government and COSLA published updated [DSM Guidelines](#), which sought to build on and improve the DSM arrangements in Local Authorities, reflecting principles agreed within the [Education Reform Joint Agreement](#) of June 2018.

- 3.2 The guidelines established that improved Devolved School Management enhances the control of resources in schools, through greater management of budgets, and an ability to respond to local needs more effectively. Recommendations also concluded that Headteachers are the leaders of learning and teaching in their school, they are senior officers of the Council and have operational responsibility for the service they provide, and therefore the majority of decisions should be made at school level.

- 3.3 Following the publication of the Scottish Government's revised DSM guidelines in 2019, SAC Educational Services' current DSM Scheme was established and approved at the Council's [Leadership Panel of 18 February 2020](#).

- 3.4 The 2020 DSM Scheme included a review date of August 2023, for a new scheme to be implemented by April 2024, and as such, a working group has recently been established to review the Council's existing DSM Scheme. The working group consisted of representatives from the Educational Services team, from the

Corporate Finance team, and various Head Teachers involved in the delivery of education at all stages.

- 3.5 Informing the proposed DSM update presented to Cabinet for approval, the group discussed the main issues Head Teachers had experienced with the existing scheme, over the past three academic sessions, particularly the complexities of resource budgets allocated for supplies, services, property and administration costs, as well as issues with the Promoted Post Structure and level of Management Time allocated to primary schools.

#### **4. Proposals**

- 4.1 The revised DSM Scheme (attached as Annex 1), can be achieved within current Education budgets and reflects both the Council's educational priorities, as well as the requirements of the Scottish Government's DSM guidelines. The scheme has been simplified while ensuring transparency remains over how budgets are calculated and allocated to schools. Generally budgets are based on the size of the school but also take account of staff numbers, pupil demographics and Additional Support Needs (ASN).

- 4.2 Opportunities to improve and simplify the structure of school budgets have been taken in the new scheme proposed, informed through the discussions of the working group, with key changes for the 2024 DSM Scheme including;

4.2.1 Management Time for Depute Head Teachers (DHT) in primary schools has been increased from 0.1 to 0.6 FTE, and Management Time for Principal Teachers (PT) in primary schools has increased from 0.1 to 0.4 FTE. In a primary school where there is no DHT, the PT will receive 0.6 FTE Management time.

4.2.2 All primary school PTs will be graded as PT1 on the SNCT PT payscale. Any posts currently filled at PT2, will retain that grade until the post is vacated.

4.2.3 A primary school with a roll of less than 100 learners, that is not a Shared Headship, will now receive a 0.5 FTE PT post.

4.2.4 Where a primary school has a roll of between 90 and 175 learners, and does not receive a Nurture staffing allocation, , an additional 0.4FTE unpromoted teaching post will be allocated.

4.2.5 Guidance has been added to the primary school Promoted Post Structure, advising that the Early Years roll will be removed from calculating the PT entitlement in primary schools where the associated Early Years Centre (EYC) operates for 52 weeks of the year, and therefore already has a Depute Manager.

4.2.6 Within the primary school Promoted Post Structure, where a school has an associated ASN specialist provision/base, the base roll will be removed from their DHT and PT entitlement calculation, as schools with an ASN specialist provision are already allocated a DHT via the DSM Scheme.

4.2.7 Where previously budget has been allocated from the DSM Scheme for various, prescribed, resource costs such as supplies and services costs, employee transport costs, agency costs and other administrations costs,



a school's devolved resources budget, using the revised, 2024 DSM Scheme, has been simplified to one monetary value for 'Supplies and Services' which will be calculated as a per capita allocation based on pupil roll.

4.2.8 Additional guidance on permissible Carry-Forward of underspent budgets has been added at 4.16, and a formal process put in place for schools to request this prior to the end of each financial year.

4.3 The current budget arrangements for Early Years Learning and Childcare will remain unchanged and will be subject to a separate review, later in 2024.

4.4 A further review of the DSM Scheme will take place, at the very latest, in another three years' time.

4.5 It is proposed that Cabinet considers and approves the revised DSM Scheme and delegates authority to the Director of Education to amend the DSM Scheme to take account of any future Council decisions that impact on it.

## **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 revised DSM Scheme can be delivered within current Education budgets. To support Head Teachers in the management and monitoring of their budgets, the corporate finance team will issue the annual budget for each education establishment at the beginning of the financial year, and monthly budget monitoring reports will be provided. A sample of these reports are contained in the DSM Scheme.

6.2 Schools will continue to have the powers to agree budget transfers and carry forwards within the context of the Council's Financial Regulations and DSM guidelines. Carry forward arrangements are a key feature of DSM and will not be restricted by underspends or overspends elsewhere in the Council or Directorate.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### ***8.1 Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 The revised DSM Scheme has been updated on the principles of empowerment, fairness, consultation, communication, transparency and accountability. Rejecting the recommendations will require schools to continue to operate within the existing scheme which was last updated in

2020 and does not reflect current educational requirements, as established by the DSM working group.

## **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 Annex 2.

## **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 Priority Two of the Council Plan: Live, Work, Learn and Outcome One: Education and lifelong learning.

## **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 Stephen Ferry, Portfolio Holder for Education, and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with a working group of Corporate Finance colleagues and school Head Teachers. The contents of this report reflect any feedback provided.
- 13.4 Consultation has taken place with Trade Unions 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 Education 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Publish the revised DSM Scheme and issue to all schools	31 March 2024	Director of Education
Construct the 2024/25 school budgets using the new DSM Scheme	30 April 2024	Service Lead - Corporate Accounting

**Background Papers**    **Report to Leadership Panel of 18 February 2020 - [Revised Devolved School Management Scheme](#)**

**[Scottish Government and COSLA – Devolved School Management Guidelines – June 2019](#)**

**[Scottish Government and COSLA - Education Reform Joint Agreement - June 2018](#)**

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**Date: 17 November 2023**

# South Ayrshire Council

## Devolved School Management Scheme (DSM)

April 2024



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## 1. INTRODUCTION

South Ayrshire is one of 32 Scottish Local Authorities and comprises of eight multi-member wards, each represented jointly by three or four local Councillors.

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.

Within the Council's most recent [Council Plan \(2023-28\)](#) three strategic priorities include priority two, Live, Work, Learn and an objective on Education and Lifelong Learning, in the pursuit that everyone in South Ayrshire benefits from high quality education and lifelong learning.

The Council's Educational Services team is led by the Director of Education, supported by the Assistant Director of Education and a central team of Quality Improvement Managers and support staff, working in partnership to ensure our children and young people have the very best opportunity to achieve their potential. Collectively we are working towards getting it right for every child.

### 1.1 DSM Overview

DSM was introduced nationally in 1993 to enhance and improve the management of resources at school level.

The most recent [Devolved School Management Guidelines](#) were published by the Scottish Government and COSLA in 2019, and sought to build and improve on the DSM Guidelines of 2012, reflecting and integrating the Education Reform Programme and priorities emerging from the Education Reform Joint Agreement of June 2018, focusing on school empowerment, collaboration, parental engagement and pupil participation.

The Guidelines were prepared through collaboration and consultation with a wide range of stakeholders and assist Local Authorities in reviewing and developing their own DSM schemes, with the aim of encouraging participation from stakeholders including, schools and parents. Collaboration is essential to a successful local DSM Scheme and this is captured within the Joint Agreement and Head Teachers' Charter to which these guidelines align and support.

DSM is already a key policy of South Ayrshire Council and operates within the Council's overarching [Scheme of Delegation](#), [Financial Regulations](#) and [Standing Orders Relating to Contracts](#). Through this process, decision-making powers and budgetary responsibilities are devolved to Head Teachers to allow them to respond to local needs more effectively. DSM is intrinsically linked to the school improvement planning process and enables schools to plan for improvement and raise educational attainment.

## Principles of DSM

DSM is built upon the foundations and principles of:

- Subsidiarity and Empowerment
- Collaboration
- Accountability and Responsibility
- Clarity and Equity

These principles reflect the National Improvement Framework aims of excellence through raising attainment and achieving equity. The principles also fully endorse those proposed in the Fair Funding consultation:

- **Support excellence and equity** - ensuring every child and young person has the same opportunity to succeed
- **Be fair** - placing the needs of all children and young people at the centre
- **Be simple**, transparent and predictable – ensuring the costs of delivering education can be easily understood and explained and that schools are able to manage and plan ahead with certainty
- **Deliver value for money** – ensuring that every penny spent is used effectively

### 1.2 Education Context within South Ayrshire

The quality of learning and teaching in South Ayrshire is considered to be very good and this has been highlighted in many school inspections carried out by Education Scotland.

South Ayrshire Council is responsible for the education provision of approximately 16,000 children and young people. This is delivered through 8 secondary schools, 40 primary schools, 2 special schools and a number of integrated specialist facilities for children and young people with additional support needs. Early Learning and Childcare provision is delivered through 35 Early Years Centres.

The Council's [Educational Services Recovery and Improvement Plan \(2021-24\)](#) takes account of the feedback from consultation with our stakeholders across the council and community to ensure delivery of the agreed priorities of the National Improvement Framework.

Working in close partnership with the Council, with the communities of South Ayrshire and as part of the South West Educational Improvement Collaborative (SWEIC), the plan has a clear focus on improving outcomes for all of our learners, and sets out how we will address the inequalities of outcomes that exist for different equity groups.

The service plan builds on the very strong teamwork demonstrated by all staff working across Educational Services. It highlights our commitment to improvement and for ensuring the very best for all our learners.

### 1.3 Parent Council's

Parents and carers are the most important influence throughout a child's education and parental involvement in learning makes a real difference to children's achievements.

Parent Councils help parents and carers to become more actively and effectively involved in their children's learning. They were established under the Scottish Schools (Parental Involvement) Act 2006 in recognition of the important role that parents can play, both in their own children's learning, and in the life of a school. Parent Forum is the collective name for every parent, carer or guardian at a school. The Act gives each school's Parent Forum the right to set up a Parent Council. More information can be found on the Parents' page of the Scottish Government website at [www.scotland.gov.uk/parents](http://www.scotland.gov.uk/parents).

The role of the Parent Council is to:

- Support the school in its work with children and young people
- Represent the views of parents and carers
- Encourage links between the school, parents and carers, children and young people, pre-school groups and the wider community

Parent Councils play an important part in providing opportunities for parents to get involved in ways that suit them and to support their school in getting the best education for their children and young people. Under the Council's DSM Scheme, Head Teachers will be required to update their Parent Council's on their school budget throughout the school year.

## 2. BUDGET OVERVIEW

The Council receives the majority of its funding from the Scottish Government through Aggregate External Finance (AEF). The Council agrees its budget annually in March and financial plans are aligned with the delivery of the priorities outlined in the Council Plan.

School budgets are primarily based on the school roll and the specific responsibilities of Head Teachers in relation to the administration and management of school budgets are clearly identified within the DSM Scheme.

The Scheme ensures that there is transparency throughout the process and that budgets are allocated on a fair and consistent basis.

The Scheme in general covers two main budget areas. These are:

- Employee costs; and
- Supplies & Services costs.

In Appendix 1 a brief title or description for each delegated budget line is detailed. The basis of allocation is then described (for example, a fixed rate plus a per pupil allocation).

The actual amount allocated to each budget line in cash terms is not detailed in this document, as it will change each year, to take into account factors such as changes in pupil numbers or Council policy. Information on detailed amounts is made available to each school at the start of a new financial year.



The ability to move monies from one budget line to another is known as virement and is permitted on most budget lines subject to the provisions in the Financial Regulations. Virement will be available to Head Teachers in certain budget lines, although financial support staff will closely monitor the amounts of virement and raise any issues if necessary. Permissible virements are detailed in Appendix 1.

### **3. AREAS OF EXPENDITURE DEVOLVED TO SCHOOLS**

Whilst Head Teachers are given maximum flexibility over their budgets, there are areas of expenditure that are generally not considered suitable for devolution. The reasons for this may include, but are not limited to: areas outside the influence of a Head Teacher; areas that are too bureaucratic such as property maintenance costs; have unacceptable levels of risk e.g. insurance costs; benefit from economies of scale e.g. school transport; require professional expertise e.g. corporate support functions.

The areas that will be devolved to schools under this scheme and subject to its conditions are:

#### **3.1 Employee Costs**

All employee budgets are devolved under the scheme. The budgets for staff have been broken down into teaching and school support staff most of which are allocated on a formula basis. Head Teachers will continue to appoint and manage employees in accordance with the Council's policies and procedures.

Although the scheme gives greater flexibility for the management of employee budgets, Head Teachers should always consider the wider implications of any proposals, for example, staffing standards, employment rights etc; and therefore, Head Teachers should contact relevant central education staff who can assist/advise them with any such decisions.

All staffing entitlement detailed within the scheme, that is based on roll band, will only be changed if the school roll has remained within the new band for two academic sessions. Changes to staffing entitlement will be implemented in the third academic session. However, where the roll band has changed within a school, if an LGE vacancy becomes available, the post will be advertised based on the roll band of the current academic year.

### 3.1.1 Primary Staffing Entitlement

#### Teaching

Staffing component	
Basic staffing formula (incl. pupils in ASN bases/units):	
1 to 19 pupils	2.0 posts - inclusive of reducing class contact time
20 to 150 pupils	$(1.5 \text{ posts} + (0.039 \times \text{pupils})) \times 1.035$
over 150 pupils	$(1.67 \text{ posts} + (0.0377 \times \text{pupils})) \times 1.035$

Additional staffing formula (incl. pupils in ASN bases/units):	
Reducing Class Contact Time	Promoted 0.06 Unpromoted 0.1
Management Time	Depute head teacher fte *0.6 + Principal teacher fte *0.4  Where a school has no DHT, PT will receive 0.6 management time.  In Shared Headships, or schools with a roll of less than 100, 0.5 PT will receive 0.3 management time.
Mid-Size School Enhancement	Where a school has a roll of between 90 and 175, is not a shared headship, and does not receive additional teaching entitlement e.g. Nurture Allocation, an additional unpromoted 0.4 will be allocated.
Class Sizes	Allocated based on number of classes required to reduce class size maxima in P1 to 3
Plus Year Enhancement	Allocated based on Amalgamations or Closures agreement

#### Promoted Post Structure *(allocated in accordance with JNCT 2.5)*

Promoted posts are included within a school's basic entitlement in terms of FTE

#### Head Teacher Entitlement

Roll Band (includes learners in ASN bases and EY Settings)	HT Post (Excluding Shared Headships)
0 – 50	1
51 – 100	1
101 – 200	1
201 – 300	1
301 – 400	1
401 – 500	1
501 – 600	1
601 – 700	1

### Depute Head Teacher Entitlement

Where a school has an ASN base (Dalmilling Primary, Doonfoot Primary, Girvan Primary), the roll of the base is not included in the formula to determine DHT entitlement.

<b>Roll Band (incl learners in EY)</b>	<b>DHT Post</b>
0 – 50	-
51 – 100	-
101 – 200	1
201 – 300	1
301 – 400	1
401 – 500	1
501 – 600	2
601 – 700	2

### Principal Teacher Entitlement

Where a school has an ASN base (Dalmilling Primary, Doonfoot Primary, Girvan Primary), the roll of the base is not included in the formula to determine PT entitlement.

Where a school has a 52-week EYC, the EY Roll will not be included in the formula to determine PT entitlement.

<b>Roll Band (incl learners in TT EY establishments)</b>	<b>PT Post (Excluding Shared Headships)</b>
0 – 50	0.5
51 – 100	0.5
101 – 200	0
201 – 300	0
301 – 400	1
401 – 500	2
501 – 600	2
601 – 700	2

Promoted post structures will only be changed if the roll has remained within the new band for 2 academic sessions i.e. for a DHT Post, in 2023/24 actual school roll drops below 101 and therefore school is no longer entitled to a DHT, this is Year 1. 2024/25 actual school roll remains below 101, this is Year 2. Therefore, DHT would be declared surplus and invited to the surplus meeting in May 2025.

The following will be in addition to the basic complement of promoted posts shown above:

- Shared-headship will receive 0.5 fte PT (Promoted Element Only)
- Schools with the highest levels of deprivation will receive an additional PT. This will be based on the annual SIMD data and will be allocated to the 10 primary schools with the highest number of primary children living in deciles 1 and 2 (combined).
- All PT posts will be graded as PT1.
- Schools with a base will receive a DHT (Promoted Element Only).

**Absence Cover**

<b>Basic staffing formula * (incl. staff in ASN bases/units):</b>	
Fixed Primary	daily rate x 2 days
Variable Primary	(1.5 days x fte of class committed staff*) x daily rate (*no absence cover is provided for promoted post management time)

**Clerical**

<b>Combined Primary and Early Years Roll Band</b>	<b>Fixed Hours Per Week</b>	<b>Combined Primary and Early Years Roll Band</b>	<b>Fixed Hours Per Week</b>
0 - 40	25	301-350	70
41 - 65	27.5	351-400	80
66-100	32.5	401-450	90
101-150	37.5	451-500	100
151-200	45	501-600	110
201-250	52.5	601+	120
251-300	60		

- Total weekly hours entitlement calculated on roll bands. The table above shows roll bands. All hours are term time at grade 1 level 4.

**School Assistants**

<b>School Pupil Roll Roll Band</b> <i>incl. pupils in ASN bases/units</i>	<b>Fixed number of hours per week</b> [term-time]	<b>Basic allocation per school</b>
Up to – 150	27.11	1
151 – 300	27.11	2
301 – 450	27.11	3
451 +	27.11	4

Braehead PS, Dalmilling PS and Newton PS will be allocated an additional school assistant to reflect the high levels of deprivation in their school.

Additional allocations to schools will be made following the annual ASN audit.

### 3.1.2 Secondary Staffing Entitlement

#### Teaching

Staffing component	
Basic staffing formula (incl. pupils in ASN bases/units):	
All schools	Fixed element of 10.24 posts + 0.056 x pupils
Additional staffing formula (incl. pupils in ASN bases/units):	
Reducing Class Contact Time	(Unpromoted fte within basic staffing formula * 0.04)
Plus Year Enhancement	Allocated based on 'Amalgamations or Closures' agreement

#### Promoted Post Structure (*allocated in accordance with JNCT 2.5*)

Pupil Roll	Entitled Points	Pupil Roll	Entitled Points
301 - 400	38	901 – 1000	66
401 - 500	43	1001 - 1100	80
501 - 600	45	1101 - 1200	82
601 - 700	52	1201 - 1300	84
701 - 800	58	1301 - 1400	100
801 - 900	63	1401 - 1500	110

*QMA will be allocated an additional four points for the SLC*

A school's establishment of promoted posts below the level of Head Teacher will be determined in accordance with a pointage system.

Under the DSM arrangements Head Teachers have the authority to exceed their entitlement pointage provided they have an appropriate plan and the necessary funding in place. Any such arrangement will require the approval of the Director of Education.

The points value for the varying grades of promoted post are shown below.

#### Points Values

Post Title	Job Size	Points Value	Post Title	Job Size	Points Value
Head Teacher	DHT 1	0	Principal Teacher	PT 1	1
Depute Head	DHT 1	3	Principal Teacher	PT 2	1.5
Depute Head	DHT 2	3.5	Principal Teacher	PT 3	2
Depute Head	DHT 3	4	Principal Teacher	PT 4	2.5
Depute Head	DHT 4	4.5	Principal Teacher	PT 5	3.5
Depute Head	DHT 5	5	Principal Teacher	PT 6	4
Depute Head	DHT 6	5.5	Principal Teacher	PT 7	4.5
Depute Head	DHT 7	6	Principal Teacher	PT 8	5
Depute Head	DHT 8	6.5			
Depute Head	DHT 9	7			
Depute Head	DHT 10	7.5			

Promoted post structures will only be changed if the roll has remained within the new band for 2 academic sessions.

**Absence Cover**

<b>Basic staffing formula (incl. staff in ASN bases/units):</b>	
Variable Secondary	(1.5 days x fte) x daily rate

**Clerical**

Roll Band	Grade 2 level 5 Full Time 52 weeks	Grade 1 level 4 Full Time 52 weeks	Grade 1 level 4 Term time 39 weeks	Total Hours
Up to 500	35	35	55	125
501-700	35	35	70	140
701-900	35	35	95	165
901-1100	35	35	125	195
1101-1300	35	35	155	225
1301+	35	35	185	255

Total weekly hours entitlement calculated on roll bands. The table above shows the structure for these hours.

**School Assistants**

School Pupil Roll (incl. pupils in ASN bases/units)	Fixed number of hours per week [term-time]	Basic allocation per school
Up to 800	27.11	3
801+	27.11	4

Additional allocations to schools will be made following the annual ASN audit.

**Library Staff**

School Pupil Roll (incl. pupils in ASN bases/units)	Fixed number of hours per week	Grade
Up to 800	17.00	39 weeks term time Library Assistant / Grade 1 level 4
801 - 1000	25.00	39 weeks term time Library Assistant / Grade 1 level 4
1001+	35.00	40 weeks term time Librarian / Grade 2 level 8

**Technicians**

Roll Band (incl. pupils in ASN bases/units)	Science Technicians - Core Allocation	Technical Technician - Core Allocation	Flexible FTE Allocation - At School Discretion to meet curriculum needs
Up to 600	1 fte	0.5 fte	0
601 - 1000	1 fte	0.5 fte	1 fte
1001+	1 fte	1 fte	1.5 fte

Snr technicians will be appointed from the overall technician entitlement. 1 Snr Technical and 2 Snr Science.

**3.1.3 Special Staffing Entitlement**

**Teaching (Special Schools)**

Staffing component	
Basic staffing formula:	
All	Head Teacher + a ratio of 1 teacher: 5 pupils
Additional staffing formula:	
Reducing Class Contact Time	(Primary school roll * 2.5 hours/22.5 hours) + (Secondary school roll * 5 hours/22.5 hours)
Management Time	(Depute head teacher fte + Principal teacher fte) * 0.1

**Teaching (ASN Bases/Units and SLC)**

Staffing component	
Basic staffing formula:	
Primary	Ratio of (1 teacher: 7 pupils)
Secondary	Ratio of (1 teacher: 8 pupils)
Communications Facility *	Ratio of (1 teacher: 4 pupils)
Where there is mix of pupil need the formulas above will be applied as appropriate.	
Additional staffing formula:	
Reducing Class Contact Time – Primary	Promoted 0.06 Unpromoted 0.1
Reducing Class Contact Time – Secondary	Unpromoted fte within basic staffing formula * 0.04
DHT Management Time	Depute Head Teacher fte * 0.1

The above ratios are in addition to any increase in a school’s mainstream staffing brought about by the inclusion of pupils within the ASN Bases/Units etc. in the mainstream school roll.

**Promoted Post Structure**

School	HT Post	DHT Post	PT Post
Invergarven School	1	1	0
Southcraig School	1	2	2

Schools with a base will receive an additional DHT.

**Absence cover**

Basic staffing formula * (incl. staff in ASN bases/units):	
Fixed Special	daily rate x 2 days
Variable Special	(1.5 days x fte) x daily rate

**Clerical**

Roll Band	Grade 2 level 5	Grade 1 level 4	Total Hours
1-50	0	27.5	27.5
51 and above	35	30	65

Total weekly hours entitlement is calculated on roll bands. The table above shows the structure for these hours.

### Specialist Support Assistants

Special Schools	Specialist Support Assistants
Invergarven School	1 fte
Southcraig School	7.7 fte

### 3.2 Supplies and Services Budget Allocations (non-employee costs only)

The Supplies & Services budget devolved to schools is calculated on a per capita basis, using pupil census data, and will be downloaded to the Initial DSM Allocation budget line 261000. Details as follows:

Sector	Calculation – Ave Pupil Roll (rolling 3-year census)
Primary	Ave Pupil Roll x £72
Secondary	Ave Pupil Roll x £100
Special/ASN	Ave Pupil Roll x £150

An additional sum will be devolved to schools, as follows, to ensure their unique circumstances are taken into account i.e. small/rural:

Sector	Ave Pupil Roll (roll 3-year census)	Additional Sum £
Primary	1 to 99	4,000
	100 to 149	2,000
Primary ASN Base	ALL	1,000
Secondary	ALL	5,000
Secondary ASN Base	ALL	5,000
Special	1 to 49	11,000
	>49	18,000

### 3.3 Budget Line Allocations

Head Teachers are required to carry out a Budget Transfer Request (BTR), moving the allocated budget to the relevant budget lines, in accordance with their planned spend for the financial year. Head Teachers should report their allocated budget lines (budget transfer request) to their Finance contact by 30 June each year. These non-employee budgets will not be adjusted for roll changes during the financial year.

### 3.4 Budget Transfer Request

Head Teachers can carry out a BTR up to a maximum of £25,000 between devolved budget lines in a financial year, with the Finance Co-ordinator's approval, without the need for further approval from the Director/Assistant Director.



### 3.5 Carry Forwards

Head Teachers can request carry forward of underspent budget from one financial year to the next. Requests to carry forward underspent budget must be submitted to the Service Lead – Education Support Services for approval, using the Request to Carry Forward Underspent Budget Form provided at Appendix 2. Requests must be supported by a sound business case and submitted by 31 January each year. Head Teachers should include the intended use of any approved carry forward budget within their school improvement plans.

### 3.6 Areas not Devolved to Schools

It has been agreed that the following budget areas will not be devolved to school under the Scheme.

- Rent in relation to school premises
- Capital expenditure, including PPP/PFI costs
- Property Insurance
- Non-Domestic Rates
- Statutory Local Authority contracted work on managing the school estate
- Corporate support function costs for example Finance, HR, and Legal functions
- School clothing grants
- Education Maintenance Allowances
- Home to school pupil transport
- Premature retirement costs
- Local Authority Information Management Systems (currently SEEMIS)
- School meals
- Waste collection
- Energy costs
- Janitorial and cleaning staff costs
- Central support services e.g. Educational Psychology, Quality Improvement Teams
- Examination fees
- Long Term Sickness Absence
- Family Leave Costs
- Visiting Teachers
- Music Instructors

### 3.7 Budget Reporting

At the start of each financial year Head Teachers will be provided with their total school budget and a separate budget report detailing the devolved elements. To assist Head Teachers in managing their school budget, monthly budget monitoring reports will be issued to schools for the devolved elements only.

## **4. KEY AREAS TO BE COVERED BY SCHEMES**

### **GENERAL INFORMATION ON DEVOLVED SCHOOL MANAGEMENT**

#### **4.1 Financial Regulations**

The DSM Scheme forms part of the Council's approved Financial Regulations.

#### **4.2 Best Value Principles**

The Council's DSM Scheme demonstrates best value by following the characteristics of:

- commitment and leadership;
- sound governance at a strategic and operational level;
- accountability;
- sound management of resources;
- responsiveness and consultation;
- use of review and options appraisal;
- a contribution to sustainable development;
- equal opportunities arrangements and joint working.

Head Teachers are expected to deploy the school's budget in accordance with best value principles. School expenditure should align with the School Improvement Plan supporting both Council and national priorities and frameworks. In considering the above Head teachers should also take into account any relevant SNCT and JNCT agreements.

Value for money is a key aspect of Best Value and all decisions regarding resource use at school level should provide this. This should be managed within the Council's [Procurement Strategy](#).

#### **4.3 Local Authority Commitment to Devolved School Management**

DSM is a key policy of South Ayrshire Council and operates within the Council's overarching Scheme of Delegation, Financial Regulations and Standing Orders Relating to Contracts. Through this process decision-making powers and budgetary responsibilities are devolved to Head Teachers to allow them to respond to local needs more effectively. DSM is intrinsically linked to the school improvement planning process and enables schools to plan for improvement and raise educational attainment.

#### **4.4 School Expenditure within Wider Strategic Planning**

Head Teachers should ensure that school expenditure is in line with their School Improvement Plan which reflects the Council's strategic plans, priorities and the National Improvement Framework.

#### **4.5 Scottish Negotiating Committee for Teachers and Local Negotiating Committees for Teachers Agreements**

The DSM Scheme has been developed in consultation with South Ayrshire Council's JNCT for Teachers and JCC for Local Government employees, and is consistent with the Council's HR policies and procedures and national SNCT and local JNCT agreements.

## **PUBLICATION**

### **4.6 Publication Availability**

The Council's DSM Scheme will be published on the Council's website at [www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk). Head Teachers should also arrange for their school DSM budget to be published on the school website and inform parents and other interested parties of its availability.

### **4.7 Training**

Training on the devolved arrangements contained in this scheme will be essential to Head Teachers, school staff and other stakeholders. This is to ensure that individuals have a clear understanding of the context of the scheme, its aims and objectives and how DSM can be used to meet the needs of staff and learners at a local level.

Training will take various forms such as Coast and induction training (financial regulations and the Council's policies and procedures relating to standing orders, contracts and procurement) DSM training sessions, job shadowing, presentations at staff meetings and one to one meetings with relevant staff will also be offered where appropriate.

## **CONSULTATION, ENGAGEMENT AND TRANSPARENCY**

### **4.8 Consultation and Engagement**

In exercising their delegated powers Head Teachers should ensure that a collegiate approach is taken to planning and managing the school devolved budget. Head Teachers are required to establish formal consultative procedures with all school staff. This will include, in all but very small schools, the establishment of a consultative committee, with representatives from both teaching and support staff. The consultative committee is a mechanism that ensures close staff involvement in more detailed DSM decision making, which would be impractical on a whole school basis. Meetings of the consultative committee should be recorded and made available to staff, who must be subsequently advised of the decisions finally taken by the Head Teacher.

It is expected that Head Teachers should consult with staff, parent councils and children and young people on appropriate matters. This may include the schools DSM budget and the Head Teacher's spending proposals.

All staff must be given access to the full details of any spending proposals including the allocation of departmental resources and the methodology used to allocate budgets. Where possible staff should be given an opportunity to comment on any budget transfers or virement proposals prior to them being processed.

### **4.9 Transparency**

Full details of the South Ayrshire Council's budget are published on the Council web site at [www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk). This includes details of the budget allocated to Education and schools, as explained in the DSM Scheme. This information should also be published on each school website for parents and other interested parties to access.

In the spirit of genuine collaboration and consultation Head teachers should also discuss the school budget and their spending proposals with their Parent Council and encourage meaningful discussion.

Head Teachers should ensure that any costs related to the curriculum are minimised to ensure equality of access. It is recommended that where charges exist for children and young people, including both curriculum and extra-curricular activities (e.g. for class materials, school trips, school uniform, etc) they should be clearly detailed in school information published at the start of the academic session.

**COLLABORATION**

**4.10 Local Priorities**

The Council Plan sets out its vision with a focus on placing people at the centre of everything the Council does, with the aim of delivering the best possible outcomes for South Ayrshire communities. The ambitious priorities set will have a positive impact on the wellbeing of our communities, our local economy, and our environment.

The Council Plan 2023-28 priorities and outcomes are:

<b>Priority &amp; Outcomes</b>
<p><b><u>Priority One – Spaces and Places</u></b></p> <p><b>Moving around and the environment</b> Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained.</p> <p><b>Play, Sport and Recreation</b> Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation.</p>
<p><b><u>Priority Two – Live, Work, Learn</u></b></p> <p><b>Education and lifelong learning</b> Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.</p> <p><b>Work and Economy</b> Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish.</p> <p><b>Housing</b> 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.</p>
<p><b><u>Priority Three – Civic and Community Pride</u></b></p> <p><b>Pride in South Ayrshire</b> 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>

**Community Engagement**

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

The Council Plan is supported by Directorate Plans for Education, as well as our Health and Social Care Partnership, all of which detail what we will do to deliver our objectives.

These plans are key documents that will provide the basis for how our services and budgets are planned and managed.

The plans are monitored on an ongoing basis, through our Service and Partnerships Performance Panel, and their reports will identify the difference the Council and our partners are making for our communities.

The voices and feedback of service users will feature strongly in this performance reporting and will be used to assess the effectiveness of service delivery and help drive further improvement where necessary.

The performance of schools will be planned and monitored using school improvement plans, self-improvement visits as well as the Service and Partnerships Performance Panel.

**STAFFING****4.11 Staffing Structures**

All staffing budgets are devolved under the scheme. The budgets for staff have been broken down into teaching and school support staff most of which are allocated on a formula basis. Head Teachers will continue to appoint and manage employees in accordance with the Council's policies and procedures, and in line with SNCT and JNCT agreements.

Although the scheme gives greater flexibility for the management of employee budgets, Head Teachers should always consider the wider implications of any proposals, for example, staffing standards and employment rights etc. Therefore, Head Teachers should contact appropriate staff within the central office, who can assist them with any such decisions.

**4.12 Legislative and Contractual Requirements**

The legislative context of the Scheme forms part of the wider framework of documentation which relates to local government and schools e.g. Financial Regulation, Standing Orders, Employment legislation and policies and procedures including SNCT and JNCT agreements. It is important that Head Teachers adhere to the legislation and agreements.

**4.13 Staff Resource**

Head Teachers will be given opportunities to participate in the development and review of recruitment and staffing approaches, both for their own school/s and for the Council. On all staffing matters, Head Teachers must adhere to the appropriate legislation and Council, SNCT and JNCT agreements and guidelines.

## **PROFESSIONAL SUPPORT**

### **4.14 Professional Support Teams, Functions and Transparency**

In carrying out their functions, schools are supported by a wide range of professional support teams. These include:

- Quality Improvement Teams
- Education Support Services
- Corporate and Service Finance
- Organisational Development and Customer Services
- Procurement Services
- Legal Services
- Property Officers
- Professional Design Services
- Risk & Safety Officers
- Facilities Management

## **ACCOUNTING**

### **4.15 Budget Underspend / Overspend**

The Scheme gives Head teachers the flexibility to manage and determine the best use of the resources devolved to their school. To facilitate this, Head Teachers are permitted to move budgets between devolved budget headings (referred to as budget transfer requests), subject to the Council's accounting principles, schemes of delegation and financial regulations.

The budget transfer requests criteria, including any maximum percentage and financial limits are detailed in Appendix 1.

### **4.16 Permissible Carry-Forwards**

Head Teachers should identify the purpose of any carry forward requests and reflect this in their School Improvement Plans or budget spending plans. The extent of the carry forward facility for each budget area is detailed in Appendix 1 and requests to carry forward underspent budget must be submitted to the Service Lead – Education Support Services for approval by 31 January each year, using the Request to Carry Forward Underspent Budget Form provided at Appendix 2.

## **SCHEME REVIEW**

### **4.17 Review, Methodology and Stakeholders**

The Scheme will be reviewed by the DSM working group every 3 years. The group will consist of representation from schools, central education, corporate finance and trade unions and other stakeholders where appropriate. Elements of the scheme may be reviewed separately on occasions such as the annual budget process.

It may be necessary to update the DSM scheme if required following formal agreement of the Council's budget, or to recognise any Council policy decisions which may have an impact on the scheme.

### Appendix 1 – Core School Budgets

#### EMPLOYEE COSTS (TEACHING)

BUDGET LINE DESCRIPTION	BASIS OF ALLOCATION OF RESOURCES TO SCHOOLS	PERMISSABLE VIREMENT	PERMISSIBLE CARRY FORWARD BALANCE £	COMMENTS
Salaries – Short Term Sickness Cover	Number of days allocated to school in terms of staffing formulae for primary, secondary and special schools and EY establishments.	Unlimited virement in accordance with the financial regulations.	100%	Reason codes to be used for replacement teachers.  Minimum standards include adherence to national and local agreements.

#### SUPPLIES & SERVICES COSTS

BUDGET LINE CODE	BUDGET LINE DESCRIPTION	BASIS OF ALLOCATION OF RESOURCES TO SCHOOLS	PERMISSABLE VIREMENT	PERMISSIBLE CARRY FORWARD BALANCE	COMMENTS
261000	Supplies & Services	Variable amount per primary/secondary & special school, based on 3-year average pupil numbers. Plus, a fixed amount per primary/secondary & special school to ensure unique circumstances are taken into account.	Unlimited virement in accordance with the financial regulations.	100%	

### Appendix 2 – Request to Carry Forward Underspent Budget Form

CARRY FORWARD DETAILS			
<b>School Name</b>			
<b>Projected Underspend Amount</b>	(£)	<b>Carry Forward Requested</b>	(£)
<b>Reason for Underspend</b>			
<b>Business Case for Carry Forward</b>  (what do you intend to spend this money on and how will this support School improvement plans?)			
<b>Request Completed by:</b>		<b>Projected Underspend Confirmed by SAC Corporate &amp; Service Finance:</b>	
Print Name:		Print Name:	
Designation:		Designation:	
Signed:		Signed:	
Date:		Date:	
<b>Email a completed version of this form to Service Lead, Education Support Services by 31 January each year for consideration</b>			
<b>Request Considered by:</b>			
Print Name:		<b>Approved / Not Approved</b>	
Designation:			
Signed:			
Date:			



**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

**1. Policy details**

Policy Title	<b>Revised Devolved School Management Scheme</b>
Lead Officer (Name/Position/Email)	<b>Lyndsay McRoberts, Director of Education</b> <a href="mailto:lyndsay.mcroberts@south-ayrshire.gov.uk">lyndsay.mcroberts@south-ayrshire.gov.uk</a>

**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	n/a	n/a
Disability	n/a	n/a
Gender Reassignment (Trans/Transgender Identity)	n/a	n/a
Marriage or Civil Partnership	n/a	n/a
Pregnancy and Maternity	n/a	n/a
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	n/a	n/a
Religion or Belief (including lack of belief)	n/a	n/a
Sex – (issues specific to women & men or girls & boys)	n/a	n/a
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	n/a	n/a
Thematic Groups: Health, Human Rights & Children's Rights	n/a	n/a

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	n/a	n/a
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	n/a	n/a
Material Deprivation – being unable to access basic goods and services i.e. financial products	n/a	n/a

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)	n/a	n/a
Socio-economic Background – social class i.e. parent's education, employment and income	n/a	n/a

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

<b>General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact (High, Medium or Low)</b>
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

**5. Summary Assessment**

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<del>YES</del> <b>NO</b>
<b>Rationale for decision:</b>  The report requests approval to publish and implement SAC Educational Services revised Devolved School Management Scheme (DSM) and does not form a policy which would impact any protected groups.	
<b>Signed : Lyndsay McRoberts</b>  <b>Date: 24 October 2023</b>	<b>Title: Director of Education</b>

**South Ayrshire Council**

**Report by Director of Education  
to Cabinet  
of 28 November 2023**

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**Subject: Update on Pupil Equity Fund and Scottish Attainment Challenge**

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**1. Purpose**

- 1.1 The purpose of this report is to request that Members confirm they are content with the current approach to the use of Pupil Equity Fund and Attainment Challenge Scotland funding and to inform Cabinet of the progress made by schools during 2022-23 in improving equity in educational outcomes.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 agrees the current approach taken to the use of Pupil Equity Fund;**
- 2.1.2 agrees the current approach taken in the use of Strategic Equity Funding; and**
- 2.1.3 notes the progress made in achieving equity in educational outcomes during session 2022-23 in relation to South Ayrshire's stretch aims and the plans for the future detailed in paragraphs 3.12 to 3.15.**

**3. Background**

- 3.1 As part of the Attainment Scotland Fund, the Scottish Government has allocated additional funding directly to schools, targeted at closing the poverty related attainment gap. The Pupil Equity Fund (PEF) was initially made available from April 2017. Pupil Equity Funding has been confirmed until the end of session 2025-26. In 2022-23, for each P1 – S3 child in a publicly funded primary, secondary or special school who is eligible and registered for free meals, schools were allocated £1,225.
- 3.2 South Ayrshire schools were allocated £2.615 million in PEF ranging from £2,450 to £232,750. The allocation for South Ayrshire was set in 2022 and remains fixed for the remainder of the Scottish parliamentary term. [Appendix 1](#) provides a summary of the allocation per school.
- 3.3 Scottish Government confirmed, following the introduction of the refreshed Attainment Challenge programme, that all school level PEF allocations will be fixed for each year until 2025/26. This provides headteachers with greater flexibility to plan over a longer-term period.

- 3.4 [National guidance](#) has been provided by the Scottish Government to help schools plan how they utilise their PEF allocation.
- 3.5 Educational Services have provided additional guidance to support schools in their use and reporting of PEF which is specific to our local circumstances. The advice is set in the context of the existing approaches to self-evaluation, highlighting in this case the poverty related attainment gap and which interventions may be used to address the gap.
- 3.6 Head Teachers were asked to develop PEF plans detailing how resources would be used to provide targeted interventions in literacy, numeracy and health and wellbeing to close the poverty related attainment gap. In developing these plans Head Teachers were asked to set out their rationale for the use of the funding, based on clear contextual analysis which identifies the poverty related attainment gap in their schools and takes account of evidence of what is known to be effective at raising attainment for children affected by poverty. They were also asked to ensure collaboration with pupils, parents and carers, trade union colleagues, community partners and their cluster as they developed their plan.
- 3.7 The Assistant Director of Education, Quality Improvement Managers and the Education Scotland Attainment Advisor have worked alongside schools to provide support and challenge as Head Teachers formulated their PEF plans. These plans sit alongside school improvement plans and evaluation of their impact can be found in school [Standards and Quality Reports \(Appendix 2\)](#).
- 3.8 Historically, the Pupil Equity Funding and the Scottish Attainment Challenge Fund provided additional funding to nine Challenge Authorities across Scotland with the highest concentrations of deprivation. South Ayrshire was not among these but four South Ayrshire schools were identified as part of the Attainment Challenge Schools programme. The Schools Programme involved Ayr Academy, Braehead Primary School, Dalmilling Primary School and Newton Primary School.
- 3.9 Schools Programme funding was in addition to the PEF received by each of the schools involved. The total grant received from Scottish Government was £0.399m and was focussed on providing interventions and strategies to improve literacy, numeracy and health and wellbeing outcomes for children and young people.
- 3.10 A significant change introduced following the Attainment Challenge refresh was the removal of the Attainment Challenge School's Programme and Challenge Authority funding. Instead, the Scottish Government have decided to introduce the Strategic Equity Fund that seeks to provide funding directly to all local authorities to support strategic work to deliver improved outcomes. This funding sees South Ayrshire gradually increase in funding over the next 3 years.
- 3.11 South Ayrshire will receive a Strategic Equity Fund (SEF) allocation of £299,642 in 2022/23, £435,211 in 2023/24, £651,500 in 2024/25 and £867,790 in 2025/26. Strategic planning for the Scottish Attainment Challenge (SAC) funding, used as part of overall SEF funding will be focused on literacy with the development of an Authority approach to reading through a new South Ayrshire Reads Initiative.
- 3.12 Alongside the funding provided to South Ayrshire in the form of Strategic Equity Funding the Council is required to set stretch aims ([Appendix 3](#)). These aims will be reported on through the Educational Services Standards and Quality Report

each year. The initial year on year reporting has recently been altered to ensure that aims are focussed on multi-year improvements.

- 3.13 As part of the conditions associated with the grant for Pupil Equity Funding and the Attainment Challenge, the Education Authority is required to produce a report summarising the outcomes and performance at an authority level. To reduce duplication and bureaucracy this is linked to existing reporting requirements as set in the Standards in Scotland's Schools etc. Act 2000. Further detail can be found in [South Ayrshire Educational Services Standards and Quality Report 2023](#).
- 3.14 This report sets out a high-level summary of the progress of South Ayrshire schools in improving outcomes through the use of their PEF during 2022-23. Summary performance results are attached in [Appendix 4](#).
- 3.15 Furthermore, Education Scotland published a [5 Year Impact Report](#) on the work undertaken through the Attainment Challenge across Scotland to close the poverty related attainment gap in 2021 and further publications by [Audit Scotland](#) on educational outcomes, the [OECD Review](#) and [Equity Audit](#) have led to the changes introduced through the refresh programme.

#### **4. Proposals**

- 4.1 It is recommended that elected members confirm the current approaches to achieving equity through the use of PEF and Attainment Challenge funding and note the progress made by schools in improving outcomes through Pupil Equity Funding and the Strategic Equity Fund during 2022-23 in [Appendix 4](#) ..

#### **5. Legal and Procurement Implications**

- 5.1 The report complies with the reporting requirements set down in the Scotland's Schools etc. Act 2000.
- 5.2 There are no procurement implications arising from this report.

#### **6. Financial Implications**

- 6.1 This report provides evidence of the progress made as a consequence of additional funding from the Scottish Government, to support schools in closing the poverty related attainment gap. South Ayrshire schools received £2.914 million in 2022-23 from PEF and Strategic Equity funding. Robust monitoring arrangements have been put in place for PEF and Attainment Challenge, which ensure that Educational Services and Head Teachers have regular oversight of school level expenditure. PEF expenditure is separated from core school budgets, ensuring that spending is not subsumed within overall school budgets, and can be easily tracked and monitored.
- 6.2 The 2022-23 actual expenditure, including any carry forward from 2021-22, was £2.771 million. Financial records confirm that 97% of the 2022-23 allocation had been spent by the start of the new school year in August 2023.
- 6.3 School PEF allocations have been confirmed for the years 2022-23 until 2025-26 based on the 2021-22 ([Appendix 1](#)) allocations outlined.
- 6.4 There are no specific financial implications arising from this report.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with rejecting the recommendations.

## **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 5](#)

## **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 Priority Two of the Council Plan: Live, Work, Learn and Outcome One: To provide quality education and lifelong learning.

## **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 Stephen Ferry, Portfolio Holder for Children and Young People, 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 Education will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Annual update on progress to Cabinet	26 November 2023	Assistant Director - Education

**Background Papers:** [Strategic Equity Fund National Guidance 2022](#)

**Person to Contact:** Scott Mulholland, Assistant Director - Education  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone: 01292 612504  
Email: Scott.Mulholland@south-ayrshire.gov.uk

**Date:** 16 November 2023

## Pupil Equity Fund Allocations 2022-23 -2025-26

Primary Schools	
School	Allocation
Alloway Primary School	£ 18,375
Annbank Primary School	£ 88,200
Ballantrae Primary School	£ 15,120
Barassie Primary School	£ 50,225
Barr Primary School	£ 6,480
Barrhill Primary School	£ 2,160
Braehead Primary School	£ 124,950
Cairn Primary School	£ 51,450
Colmonell Primary School	£ 3,675
Coylton Primary School	£ 24,500
Crosshill Primary School	£ 6,125
Dailly Primary School	£ 30,625
Dalmilling Primary School	£ 232,750
Doonfoot Primary School	£ 31,850
Dundonald Primary School	£ 37,975
Fisherton Primary School	£ 14,700
Forehill Primary School	£ 80,850
Gardenrose Primary School	£ 36,720
Girvan Primary School	£ 111,475
Glenburn Primary School	£ 62,475
Grammar Primary School	£ 47,775
Heathfield Primary School	£ 93,100
Holmston Primary School	£ 52,675
Kincaidston Primary School	£ 91,875
Kingcase Primary School	£ 62,475
Kirkmichael Primary School	£ 9,720
Maidens Primary School	£ 12,250
Minishant Primary School	£ 8,575
Monkton Primary School	£ 19,600
Muirhead Primary School	£ 29,400
Newton Primary School	£ 106,575
Sacred Heart Primary School	£ 44,100
St Cuthbert's Primary School	£ 2,450
St John's Primary School	£ 101,675
St Ninian's Primary School	£ 18,375
St Patrick's Primary School	£ 18,375
Straiton Primary School	£ 2,450
Struthers Primary School	£ 30,240
Symington Primary School	£ 15,925
Tarbolton Primary School	£ 68,600
Troon Primary School	£ 34,560
	<b>Total</b>
	<b>£1,901,450</b>

Special Schools	
School	Allocation
Invergarven School	£ 20,825
Southcraig Campus	£ 89,425
	<b>Total</b>
	<b>£110,250</b>

Secondary Schools	
Ayr Academy	£ 121,275
Belmont Academy	£ 102,900
Carrick Academy	£ 34,300
Girvan Academy	£ 67,375
Kyle Academy	£ 49,000
Marr College	£ 74,725
Prestwick Academy	£ 85,870
Queen Margaret Academy	£ 68,600
	<b>Total</b>
	<b>£604,045</b>



STANDARDS AND QUALITY REPORTS	
School	Link to Standards and Quality Report
Alloway Primary	<a href="#">SAC Educational Services Standards and Quality Report 2021-22.pdf (glowscotland.org.uk)</a>
Annbank Primary	<a href="#">Standards &amp; Quality Report (annbank.sayr.sch.uk)</a>
Ayr Academy	<a href="#">SQ-21-22-final.pdf (glowscotland.org.uk)</a>
Ayr Grammar Primary	<a href="https://blogs.glowscotland.org.uk/sa/public/grammarprimaryschool/uploads/sites/9525/2022/10/25120224/Ayr-Grammar-SQ-2021.22.pdf">https://blogs.glowscotland.org.uk/sa/public/grammarprimaryschool/uploads/sites/9525/2022/10/25120224/Ayr-Grammar-SQ-2021.22.pdf</a>
Ballantrae Primary	<a href="#">Ballantrae-S-Q-report-2022-23.pdf (glowscotland.org.uk)</a>
Barassie Primary	<a href="#">SQ-2022-2023.pdf (glowscotland.org.uk)</a>
Barr Primary	<a href="#">Barr-SQR-June-2023-final.pdf (glowscotland.org.uk)</a>
Barrhill Primary	<a href="#">Barrhill-SQR-June-2022.pdf (glowscotland.org.uk)</a>
Belmont Academy	<a href="#">Home   Belmont Academy</a>
Braehead Primary	<a href="#">Braehead-PS-SQ-Report-June-2022.pdf (glowscotland.org.uk)</a>
Cairn Primary	<a href="#">CH-SQ-2021-22-FINAL.docx.pdf (glowscotland.org.uk)</a>
Carrick Academy	<a href="#">carrick academy standards and quality report for session 2022-23 final.pdf (weebly.com)</a>
Colmonell Primary	<a href="https://blogs.glowscotland.org.uk/sa/public/colmonellprimaryschool/uploads/sites/8632/2022/12/05160215/Colmonell-S-Q-report-2021-22-Final.docx">https://blogs.glowscotland.org.uk/sa/public/colmonellprimaryschool/uploads/sites/8632/2022/12/05160215/Colmonell-S-Q-report-2021-22-Final.docx</a>
Coylton Primary	<a href="#">Standards-and-Quality-Report-2022-23.pdf (glowscotland.org.uk)</a>
Crosshill Primary	<a href="#">CH-SQ-2021-22-FINAL.docx.pdf (glowscotland.org.uk)</a>
Dailly Primary	<a href="#">Dailly-Primary-Standards-and-Quality-report-June-2022-final.docx.pdf (glowscotland.org.uk)</a>
Dalmilling Primary	<a href="#">SandQ-2022-2023-DalmillingFinal-1.pdf (glowscotland.org.uk)</a>
Doonfoot Primary	<a href="https://blogs.glowscotland.org.uk/sa/public/doonfootprimary/uploads/sites/10292/2023/09/20113806/Doonfoot-Primary-EYC-Standards-and-Quality-Report-2022-2023.doc">https://blogs.glowscotland.org.uk/sa/public/doonfootprimary/uploads/sites/10292/2023/09/20113806/Doonfoot-Primary-EYC-Standards-and-Quality-Report-2022-2023.doc</a>
Dundonald Primary	<a href="#">Dundonald-PS-EYC-SQR-2022-23.pdf (glowscotland.org.uk)</a>
Fisherton Primary	<a href="#">FPS-SQ-Report-complete-2021-2022-003.pdf (glowscotland.org.uk)</a>
Forehill Primary	<a href="#">Forehill-Standards-Quality-Report-June-2023-FINAL.pdf</a>
Gardenrose Primary	<a href="#">Gardenrose-Standards-and-Quality-Report-2021-22.pdf (glowscotland.org.uk)</a>
Girvan Academy	<a href="#">Girvan-Academy-Standards-Quality-Report-Session-202223.pdf (girvanacademy.sayr.sch.uk)</a>
Girvan Primary	<a href="#">Standards-and-Quality-Report.pdf (glowscotland.org.uk)</a>
Glenburn Primary	<a href="#">Glenburn-SQ-June-2023.pdf (glowscotland.org.uk)</a>
Heathfield Primary	<a href="#">SQR-2022-2023-Heathfield-PS-and-EYC-June-2023.pdf (glowscotland.org.uk)</a>
Holmston Primary	<a href="#">SQR-Final.pdf (glowscotland.org.uk)</a>
Invergarven School	<a href="#">Invergarven-Standards-and-Quality-report-2021-22.pdf</a>
Kincaidston Primary	<a href="#">Parent Zone - Kincaidston Primary School (weebly.com)</a>
Kingcase Primary	<a href="#">Kingcase SQR JUNE 2023 FINAL.pdf</a>
Kirkmichael Primary	<a href="#">KPS-SQ-2023.pdf (glowscotland.org.uk)</a>
Kyle Academy	<a href="#">Kyle - Standard and Quality Report - 2022-23.pdf</a>
Maidens Primary	<a href="#">MPS-Standards-and-quality-final-2020-21.pdf (glowscotland.org.uk)</a>
Marr College	<a href="#">marr college sqr 2022 23.pdf</a>
Minishant Primary	<a href="#">MS-SQ-2021-22-FINAL.pdf (glowscotland.org.uk)</a>
Monkton Primary	<a href="#">MPS-SQ-Report-2022-23-Final.pdf (glowscotland.org.uk)</a>
Muirhead Primary	<a href="#">SQ-2022-FF.pdf (glowscotland.org.uk)</a>
Newton Primary	<a href="#">Newton-PS-Standards-and-Quality-Report-2021-2022-Parent-Version.pdf (glowscotland.org.uk)</a>
Prestwick Academy	<a href="#">Standards.Quality-Prestwick-2022.23.pdf</a>
Queen Margaret Academy	<a href="#">Home (queenmargaret.sayr.sch.uk)</a>
Sacred Heart Primary	<a href="#">Sacred Heart Primary School (glowscotland.org.uk)</a>

<b>Southcraig School</b>	<a href="https://blogs.glowscotland.org.uk/sa/southcraigschool/">blogs.glowscotland.org.uk/sa/southcraigschool/</a>
<b>St Cuthbert's Primary</b>	<a href="https://www.glowscotland.org.uk/stcuthbertsprimary/">St. Cuthbert's Primary School (glowscotland.org.uk)</a>
<b>St John's Primary</b>	<a href="https://www.glowscotland.org.uk/stjohnsprimary/Standards-and-Quality-Report.pdf">Standards-and-Quality-Report.pdf (glowscotland.org.uk)</a>
<b>St Ninian's Primary</b>	<a href="https://www.glowscotland.org.uk/stniniansprimary/Standards-and-Quality-report-2022-2023.pdf">St-Ninians-Primary-Standards-and-Quality-report-2022-2023.pdf (glowscotland.org.uk)</a>
<b>St Patrick's Primary</b>	<a href="https://www.glowscotland.org.uk/stpatrickprimary/SQ-Report-2021-2022.pdf">SQ-Report-2021-2022.pdf (glowscotland.org.uk)</a>
<b>Straiton Primary</b>	<a href="https://www.glowscotland.org.uk/straitonprimary/SPS-Standards-and-Quality-report-September-2022.pdf">SPS-Standards-and-Quality-report-September-2022.pdf (glowscotland.org.uk)</a>
<b>Struthers Primary</b>	<a href="https://www.glowscotland.org.uk/struthersprimary/standards_and_quality_22-23_struthers.docx.pdf">standards and quality 22-23 struthers.docx.pdf</a>
<b>Symington Primary</b>	<a href="http://www.symington.sayr.sch.uk">www.symington.sayr.sch.uk</a>
<b>Tarbolton Primary</b>	<a href="https://www.glowscotland.org.uk/tarboltonprimary/Standards-and-Quality-report-June-2022-002.pdf">Standards-and-Quality-report-June-2022-002.pdf (glowscotland.org.uk)</a>
<b>Troon Primary</b>	<a href="https://www.glowscotland.org.uk/troonprimary/SQ-2022-2023.pdf">SQ-2022-2023.pdf (glowscotland.org.uk)</a>
<b>Cherry Tree Early Years Centre</b>	<a href="https://www.glowscotland.org.uk/cherrytreeearlyyearscentre/Standards%20&amp;%20Qualities%202021%20 %20Cherry%20Tree%20Early%20Years%20Centre">Standards &amp; Qualities 2021   Cherry Tree Early Years Centre (glowscotland.org.uk)</a>
<b>Girvan Early Years Centre</b>	<a href="https://www.glowscotland.org.uk/girvanearlyyearscentre/Standards-and-Quality-Report-2021-22.pdf">Standards-and-Quality-Report-2021-22.pdf (glowscotland.org.uk)</a>
<b>Prestwick North Early Years Centre</b>	<a href="https://www.glowscotland.org.uk/prestwicknorthearlyyearscentre/Centre%20Improvement%20Plan%20and%20Standards%20and%20Quality%20Report%20 %20Prestwick%20North%20Early%20Years%20Centre">Centre Improvement Plan and Standards and Quality Report   Prestwick North Early Years Centre (glowscotland.org.uk)</a>
<b>Space Place Early Years Centre</b>	<a href="https://www.glowscotland.org.uk/spaceplaceearlyyearscentre/SQR-2019-20new-2000-21-draft-planUPDATEpdf.pdf">SQR-2019-20new-2000-21-draft-planUPDATEpdf.pdf (glowscotland.org.uk)</a>
<b>Wallacetown Early Years Centre</b>	<a href="#">ThingLink</a>

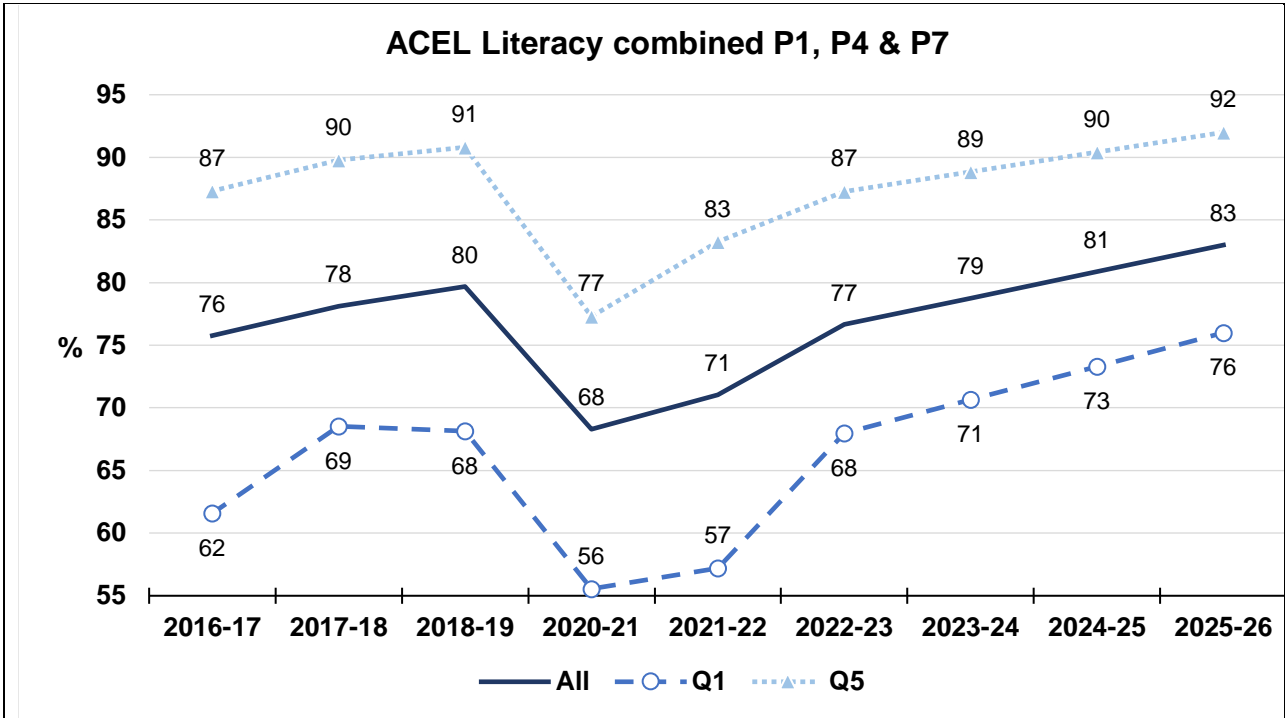


South Ayrshire Council  
Stretch Aims 2023-2026

	<b>ACEL P1,4,7 Literacy</b>				
	<b>Overall Levels</b>	<b>FME</b>	<b>SIMD Quintile 1</b>	<b>SIMD Quintile 5</b>	<b>Gap (Q1-5)</b>
<b>2020-2021</b>	<b>68%</b>	<b>51%</b>	<b>55%</b>	<b>78%</b>	<b>23pp</b>
<b>2021-2022</b>	<b>71%</b>	<b>52%</b>	<b>57%</b>	<b>83%</b>	<b>26pp</b>
<b>Pre-covid average 2017-2019</b>	<b>79%</b>	<b>59%</b>	<b>68%</b>	<b>90%</b>	<b>22pp</b>
<b>National pre-covid average 2017-2019</b>	<b>67%</b>		<b>56%</b>	<b>81%</b>	<b>25pp</b>
<b>South Ayrshire target 22/23</b>	<b>79%</b>	<b>59%</b>	<b>67% EXCEEDED</b>	<b>89%</b>	<b>22pp EXCEEDED</b>
<b>South Ayrshire 22/23 (UCdata)</b>	<b>77%</b>	<b>59%</b>	<b>68%</b>	<b>87%</b>	<b>19pp</b>
<b>South Ayrshire target 23/24</b>	<b>78-80%</b>	<b>59-65%</b>	<b>69-72%</b>	<b>88-90%</b>	<b>16-21pp</b>
<b>South Ayrshire target 24/25</b>	<b>80-82%</b>	<b>64-68%</b>	<b>72-75%</b>	<b>90-91%</b>	<b>16-19pp</b>
<b>South Ayrshire target 25/26</b>	<b>83%</b>	<b>69%</b>	<b>76%</b>	<b>92%</b>	<b>16pp</b>

**Additional information and rationale for aims (maximum 300 words )**

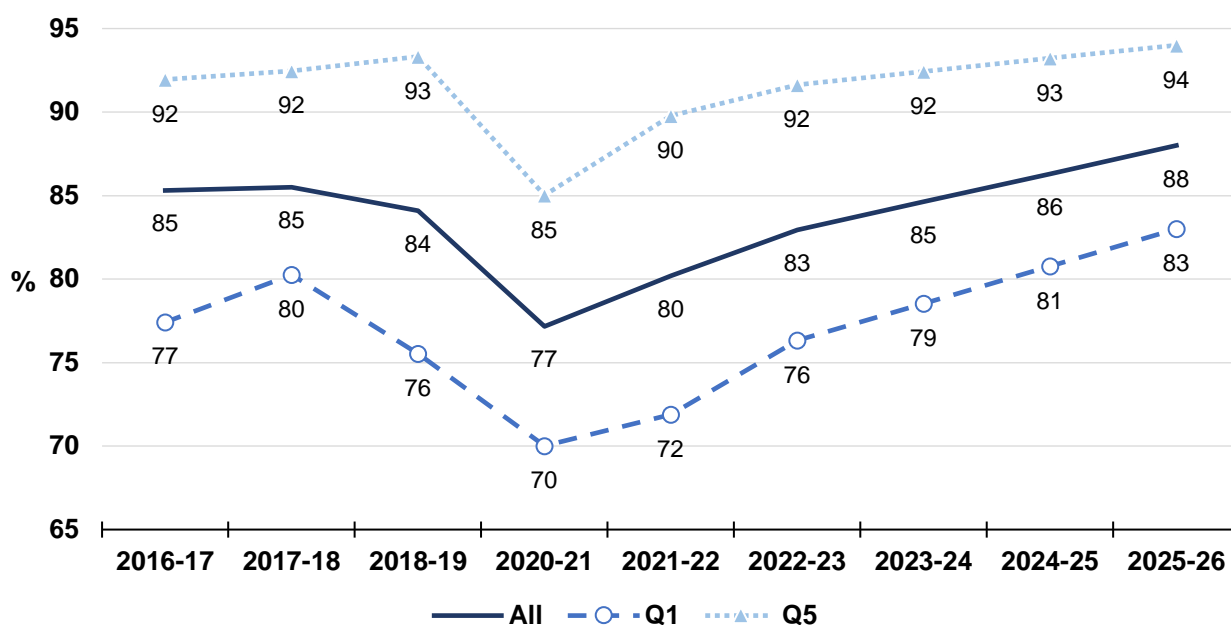
SAC funding is supporting our work on developing South Ayrshire Reads, which will involve professional learning on the science of reading and a consistent approach to the teaching of reading across our schools. There is also work being developed on supporting moderation and standards in writing. Improving these two areas will see an improvement in overall ACEL literacy levels over the three year period and beyond.



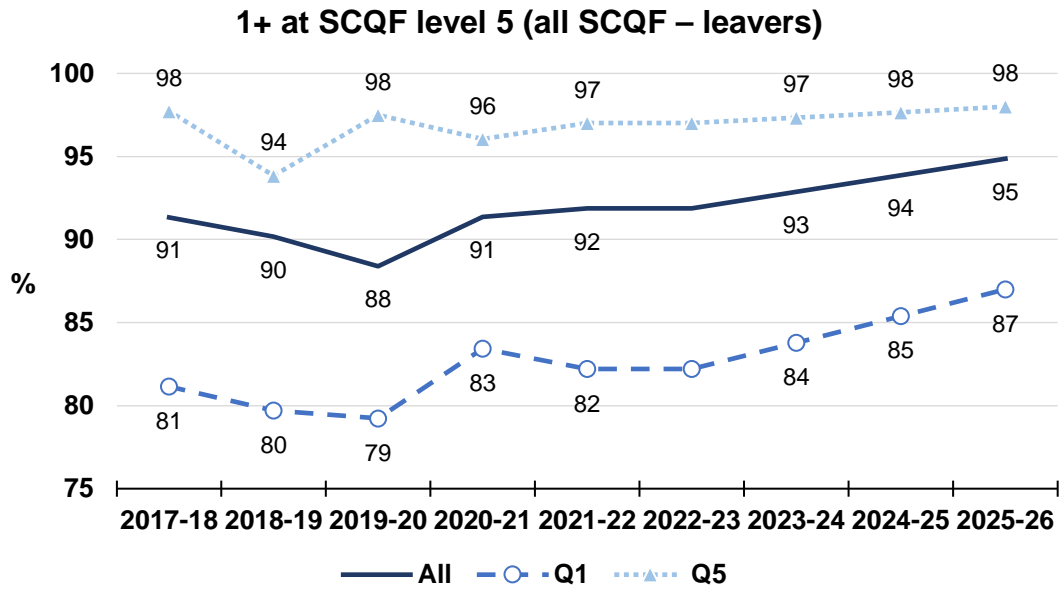
	ACEL P1,4,7 Numeracy				
	Overall Levels	FME	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1-5)
<b>2020-2021</b>	<b>77%</b>	<b>62%</b>	<b>70%</b>	<b>86%</b>	<b>16pp</b>
<b>2021-2022</b>	<b>80%</b>	<b>64%</b>	<b>72%</b>	<b>90%</b>	<b>18pp</b>
<b>Pre-covid average 2017-2019</b>	<b>84%</b>	<b>68%</b>	<b>78%</b>	<b>92%</b>	<b>14pp</b>
<b>National pre-covid average 2017-2019</b>	<b>75%</b>		<b>65%</b>	<b>87%</b>	<b>22pp</b>
<b>South Ayrshire target 22/23</b>	<b>84%</b>	<b>68%</b>	<b>77%</b>	<b>92%</b>	<b>15pp</b>

South Ayrshire 22/23 (UCdata)	83%	66%	76%	92%	16pp
South Ayrshire target 23/24	84-86%	68-70%	77-80%	92-93%	12-16pp
South Ayrshire target 24/25	85-87%	70-72%	80-82%	92-94%	11-14pp
South Ayrshire target 25/26	88%	73%	83%	94%	11pp

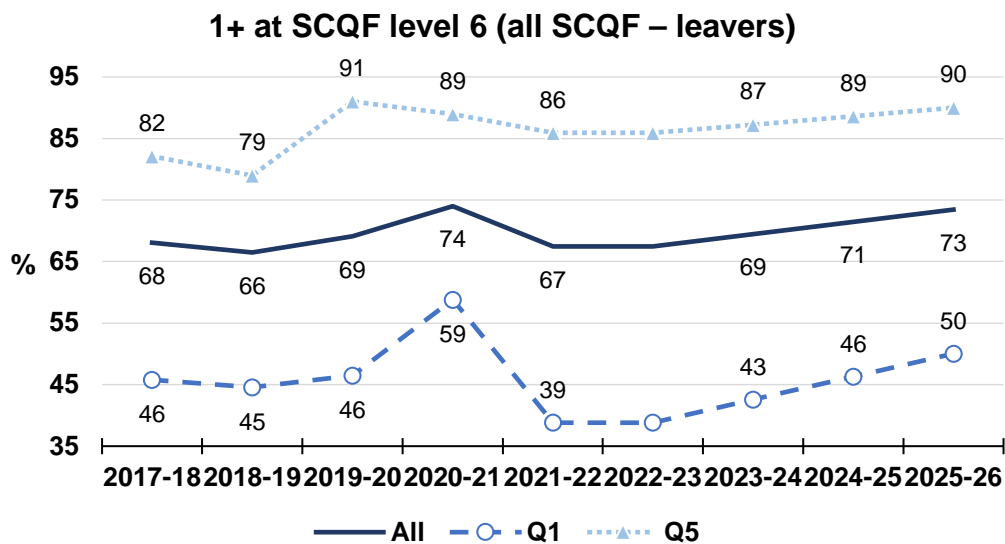
### ACEL Numeracy combined P1, P4 & P7



	1@5 leavers				
	Overall Levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1-5)	FME
2021/22 data 1@5 leavers - ALL	92%	82%	97%	15pp	71%
South Ayrshire target 23/24 1@5 leavers - ALL	92-94%	82-85%	94-97%	12-15pp	72-74%
South Ayrshire target 24/25 1@5 leavers - ALL	93-94%	84-86%	95-98%	11-14pp	74-77%
South Ayrshire target 25/26 1@5 leavers - ALL	95%	87%	98%	11pp	78%

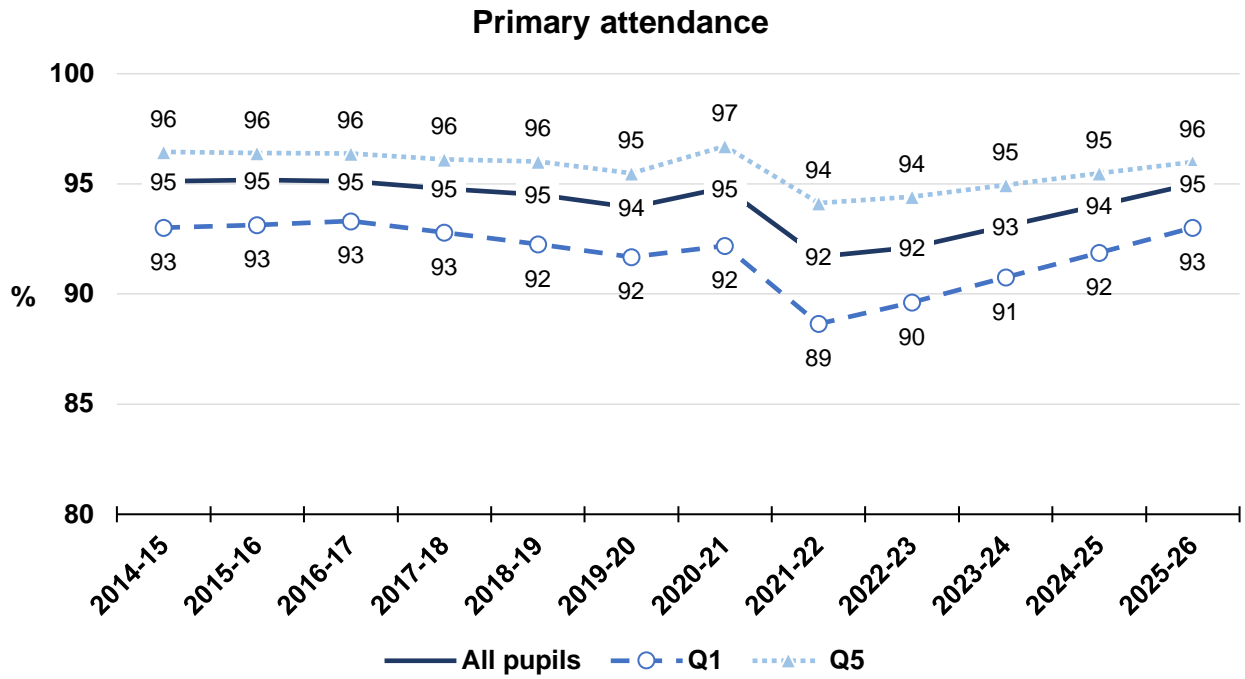


	1@6 leavers				
	Overall Levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1-5)	FME
2021/22 data 1@6 leavers - ALL	67%	39%	86%	47pp	38%
South Ayrshire target 23/24 1@6 leavers - ALL	68-70%	40-44%	86-88%	42-48pp	38-40%
South Ayrshire target 24/25 1@6 leavers - ALL	70-72%	45-48%	88-90%	40-45pp	40-42%
South Ayrshire target 25/26 1@6 leavers - ALL	73%	50%	90%	40pp	43%



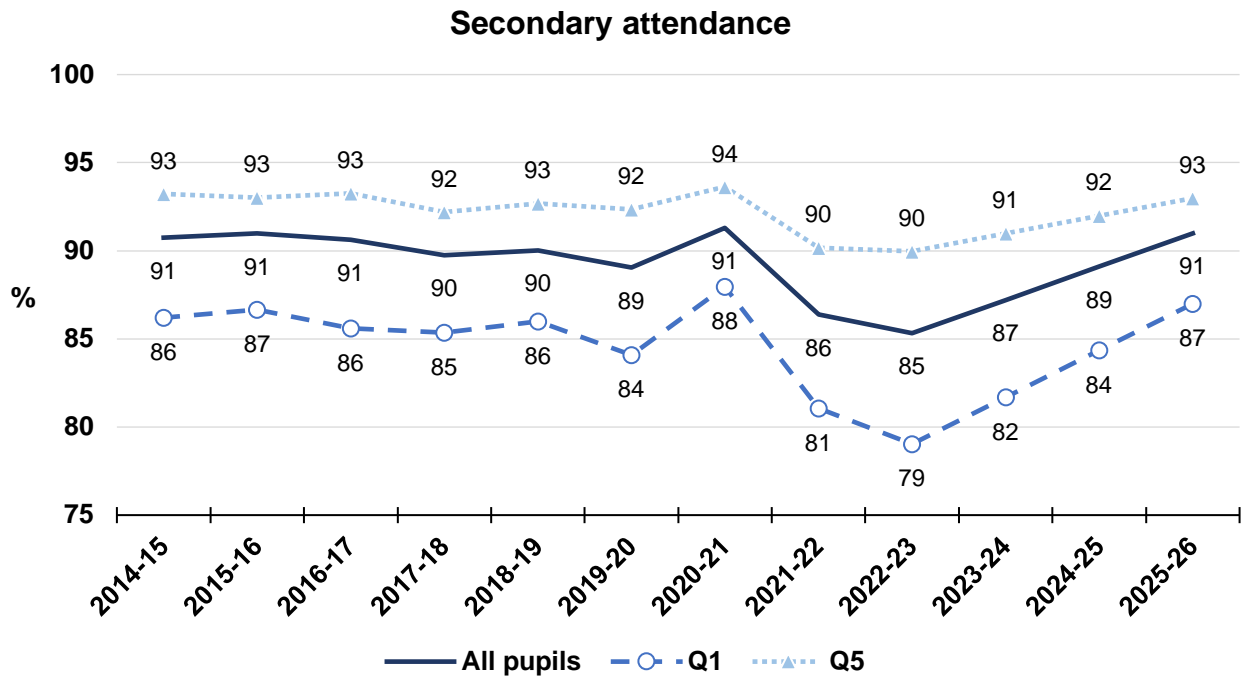
	<b>Participation 16-19</b>			
	<b>Overall Levels</b>	<b>SIMD Quintile 1</b>	<b>SIMD Quintile 5</b>	<b>Gap (Q1-5)</b>
<b>South Ayrshire target 22/23</b>	<b>94%</b>	<b>90%</b>	<b>96.3%</b>	<b>6.3pp</b>
<b>South Ayrshire 22/23 (UCdata)</b>	<b>93.7%</b>	<b>88.9%</b>	<b>97.5%</b>	<b>8.6pp</b>
<b>South Ayrshire ACTUAL 22/23</b>	<b>96.6%</b>	<b>93.1%</b>	<b>98.9%</b>	<b>5.8pp</b>
<b>South Ayrshire target 23/24</b>	<b>95-96%</b>	<b>92-93%</b>	<b>97-98%</b>	<b>8pp</b>
<b>South Ayrshire target 24/25</b>	<b>96-97%</b>	<b>93-95</b>	<b>98-99%</b>	<b>7-8pp</b>
<b>South Ayrshire target 25/26</b>	<b>97.5%</b>	<b>95%</b>	<b>99%</b>	<b>4pp</b>

Primary Attendance				
Annual trajectory	Overall levels	SIMD Q1	SIMD Q5	Gap (Q1 – Q5)
2023-24	92-94%	90-92%	94-95%	2-5pp
2024-25	93-95%	91-93%	94-96%	1-5pp
<b>2025-26 Stretch aim</b>	<b>95%</b>	<b>93%</b>	<b>96%</b>	<b>3pp</b>





Secondary Attendance				
Annual trajectory	Overall levels	SIMD Q1	SIMD Q5	Gap (Q1 – Q5)
2023-24	86-88%	81-84%	90-92%	6-9pp
2024-25	88-90%	83-86%	91-93%	5-10pp
<b>2025-26 Stretch aim</b>	<b>91%</b>	<b>87%</b>	<b>93%</b>	<b>6pp</b>



	<b>Exclusion incidence per 1,000 pupils</b>								
<b>Primary</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Stretch Aim 22/23</b>	<b>Actual 22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>
<b>Incidents per 1,000 pupils (actual)</b>	3.4	1.4	1.9	1.8	1.5	0.8	0.7	0.7	0.6
<b>Rate re Quintile 1 - most deprived</b>	7.9	3.9	1.3	4.7	2.0	0.7	0.7	0.6	0.6
<b>Incidents per 1,000 pupils - all looked after</b>	14.5	-	-	-	0	-	0	0	0
<b>Incidents per 1,000 pupils – previously LA</b>	9.4	-	23.3	31.5	15	-	0	0	0

	<b>Exclusion incidence per 1,000 pupils</b>								
<b>Secondary</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Stretch Aim 22/23</b>	<b>Actual 22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>
<b>Incidents per 1,000 pupils (actual)</b>	34.7	19.3	30.2	28.2	25	32.5	25	23	22
<b>Rate re Quintile 1 - most deprived</b>	92.3	45.0	53.5	44.5	43	58.2	43	42	41
<b>Incidents per 1,000 pupils - all looked after</b>	164.6	29.0	116.1	18.9	30	25.6	25.6	24	22
<b>Incidents per 1,000 pupils - previously</b>	116.7	104.9	113.9	120.3	100	133.8	100	90	85

	<b>Attainment Care experienced Leavers</b>			
	<b>1@3</b>	<b>1@4</b>	<b>5@3</b>	<b>5@4</b>
<b>Current Level</b>	<b>86%</b>	<b>81%</b>	<b>81%</b>	<b>52%</b>
<b>South Ayrshire target 22/23</b>	<b>100%</b>	<b>90%</b>	<b>90%</b>	<b>60%</b>
<b>South Ayrshire target 23/24</b>	<b>100%</b>	<b>91-92%</b>	<b>90-91%</b>	<b>60-62%</b>
<b>South Ayrshire target 24/25</b>	<b>100%</b>	<b>92-93%</b>	<b>91-92%</b>	<b>62-64%</b>
<b>South Ayrshire target 25/26</b>	<b>100%</b>	<b>94%</b>	<b>92%</b>	<b>65%</b>

	<b>Literacy / Numeracy Care experienced Leavers</b>			
	<b>Level 4 Literacy</b>	<b>Level 4 Numeracy</b>	<b>Level 5 Literacy</b>	<b>Level 5 Numeracy</b>
<b>Current Level</b>	<b>76%</b>	<b>67%</b>	<b>33%</b>	<b>33%</b>
<b>South Ayrshire target 22/23</b>	<b>80%</b>	<b>75%</b>	<b>40%</b>	<b>40%</b>
<b>South Ayrshire target 23/24</b>	<b>80-82%</b>	<b>75-79%</b>	<b>40-44%</b>	<b>40-44%</b>
<b>South Ayrshire target 24/25</b>	<b>82-84%</b>	<b>79-82%</b>	<b>44-49%</b>	<b>44-49%</b>
<b>South Ayrshire target 25/26</b>	<b>85%</b>	<b>84%</b>	<b>50%</b>	<b>50%</b>

	<b>Attainment - Care experienced ACEL 1/4/7 combined literacy</b>								
	2017-18	2018-19	2019-20	2021-22	2023 Stretch Aim	Actual* 22/23	23/24 Stretch Aim	24/25 Stretch Aim	25/26 Stretch Aim
<b>Care Experienced</b>	44%	47%	35%	33%	45% EXCEEDED	56%	56-58	58-60	63
<b>All pupils</b>	78%	80%	68%	71%	79%	77%	78-80	80-82	83
<b>Gap</b>	34pp	33pp	33pp	38pp	34pp EXCEEDED	21pp			20pp

	<b>Attainment - Care experienced ACEL 1/4/7 combined numeracy</b>								
	2017-18	2018-19	2019-20	2021-22	2023 Stretch Aim	Actual* 22/23	23/24 Stretch Aim	24/25 Stretch Aim	25/26 Stretch Aim
<b>Care Experienced</b>	56%	53%	42%	49%	56% EXCEEDED	64%	64-66	66-69	70
<b>All pupils</b>	85%	84%	77%	80%	84%	83%	84-86	85-87	88
<b>Gap</b>	29pp	31pp	35pp	31pp	28pp EXCEEDED	19pp			18pp

## **South Ayrshire Council Additional Analysis – Outcomes and Impact**

### **1. Outcomes and Impact**

- 1.1 Where 2022-23 data is not yet published nationally, 2021-22 data will be shared in this report.
- 1.2 The Attainment Challenge guidance issued to schools indicated that Head Teachers should plan to secure improvements for children and young people over a number of years. Current guidance ensures that Head Teachers consider data trends and the use of improvement frameworks to support decision making and continuity of interventions or strategies. At this stage schools have identified improvements and areas for development in a range of outcomes for individuals and groups of children and young people. The further impact of the pandemic on the ability to assess progress provided a further challenge in the reliability of some data provided.
- Initial school leaver destinations for all leavers remain significantly above the national average and have continued to improve on last year's performance. In 2017-18 89.2% of young people living in quintile 1 progressed to a positive school destination. In 2021-22 this had increased to 99.1% of all quintile 1 leavers. South Ayrshire remains one of the best performing local authorities nationally in this measure.
  - The attainment achieved by the 20% most deprived learners in literacy and numeracy at Level 4 has remained above the virtual comparator and national average in each of the last 5 years.
  - The attainment of children in P1, P4 and P7 combined in literacy and numeracy has continued to improve in all quintiles. Children living in quintile 1 have reached or exceeded pre-pandemic (2018-19) levels in all areas with the exception of writing.
  - Children living in quintile 1 with no developmental concerns at the 27-30 month review have continued to increase. They have remained above the national average in four of the previous five years.
  - The percentage of young people achieving Level 5 and Level 6 literacy and numeracy in quintile 1 has reduced in the past 12 months. Greater focus on the work of secondary schools to address this has formed the basis of secondary attainment visits to each school in Term 2.
  - Pupil attendance remains below pre-pandemic levels. The Educational Services and Children's Services plans place an increased emphasis on the importance of supporting excellent school attendance. Direct support to guidance staff and school leaders is in place to better understand the reasons for reduced attendance and evidence based supports to raise it.

### **2. Strategic Equity Funding – Stretch Aims**

- 2.1 Strategic Equity Funding, introduced in 2022-23, has provided the local authority with greater flexibility in reducing the poverty related attainment gap. This additional funding will initially be focussed on improvements in learning, teaching and assessment with a particular focus on reading skills. In 2022-23 this has enabled the creation of the South Ayrshire Literacy Team.
- 2.2 Each local authority is required to submit a number of stretch aims associated with accelerating progress in reducing the poverty related attainment gap. These aims are

focussed on the progress of children and young people in literacy, numeracy and the senior phase. In addition to this health and wellbeing measures have focussed on attendance, care experienced children's outcomes and exclusions.

2.3 South Ayrshire's stretch aims and progress to date can be found in [Appendix 3](#).

### **3. Reporting**

- 3.1 As part of the conditions associated with the grant for PEF, the Education Authority is required to produce a report summarising the outcomes and performance at an authority level. In order to reduce duplication and bureaucracy this is linked to existing reporting requirements as set in the Standards in Scotland's Schools etc. Act 2000. This report sets out a high-level summary of the progress of South Ayrshire schools in improving outcomes through the use of their PEF during 2022-23.
- 3.2 In line with the National Improvement Framework (NIF) priorities the Educational Services Plan includes a number of activities which are intended to bring about improvement in the attainment and experiences for all children and young people. For example, improving reading, writing and mathematics throughout the years of the broad general education and improved attainment at the senior phase. The improvements that establishments have made have realised benefits for all children and young people, including those experiencing deprivation.

### **4. Interventions**

- 4.1 A range of measures were used to provide evidence of success in terms of improving attainment including standardised assessments, Curriculum for Excellence attainment, class and school assessments and data from Scottish National Standardised Assessments (SNSA). Effective use of data plays a significant role in selecting, monitoring and targeting interventions.
- 4.2 Head Teachers used the additional funding in a variety of different ways to support learners. Interventions included:
- Additional staff to provide focussed support for individuals or groups of learners in literacy, numeracy and health and wellbeing. This included targeted School Assistant or teacher support to address gaps in learning.
  - Supplementary resources to support literacy, numeracy and health and wellbeing.
  - Additional promoted posts with staff undertaking remits focused on tracking attainment, family learning and leading CLPL.
  - Additional targeted support to promote good physical and mental health and wellbeing.
  - Additional targeted support to promote increased attendance.
  - Additional staff, including Education Wellbeing workers, third sector organisations and community partners to develop engagement opportunities with children and families.
  - CLPL for teachers and support staff to focus on high quality and research-based pedagogy in the classroom – including supporting online learning and the use of technology.
  - Reducing the cost of the school day by providing access to uniforms, study materials and home learning packs.

### **5. Identification of Good Practice and Areas of Challenge**

- 5.1 The highlights and areas of challenge were noted from the plans submitted and evaluated by Head Teachers:
- Headteachers have continued to ensure that PEF spend is closely monitored and plans adapted if recruitment challenges occur.

- Headteachers are ensuring that strategies to support the increasing additional support needs of children and young people are aligned, where possible, to work to reduce the poverty related attainment gap.
- Continue to develop opportunities for collaboration between schools and access to outdoor learning opportunities. This includes a rigorous self-evaluation and staff CLPL programme in the use of PEF to support improvement.
- Progress in achieving South Ayrshire's stretch aims continues to be a significant focus for schools and the local authority. Work to support this is regularly shared at Head Teacher meetings.
- Work with Head Teachers and Education Scotland colleagues to embed further support and tools to support data analysis and measuring impact of PEF and other interventions.
- Continue to collaborate across the South West Educational Improvement Collaborative to share best practice
- Continue to develop approaches to support young people to achieve a positive post school destination and build on the significant improvements made in this area during session 2022-23.
- Continue to develop strategies to address the significant challenges in attendance of young people across all schools. This includes the rollout of a new South Ayrshire attendance strategy.

*All information extracted from the Educational Services Standards and Quality Report and Education Scotland Attainment Advisor reporting. 2019-20 data is not available in all areas due to changes in reporting resulting from COVID-19 and school closures.*

**Table 1. Attendance**

Primary			Secondary		
Year	South Ayrshire	National	Year	South Ayrshire	National
2018-19	95%	95%	2018-19	90%	91%
2019-20	94%	*	2019-20	89%	*
2020-21	95%	94%	2020-21	91%	89%
2021-22	92%	*	2021-22	86%	*
2022-23	92%	*	2022-23	85%	*

\* Published biennially – denotes non-data year or not yet published

**Table 2. Exclusions – Primary and Secondary exclusion incidents per 1,000 pupils by deprivation (SIMD 2020v2 quintile), 2018-19 – 2022-23**

Sector	Year	20% Most Deprived	2	3	4	20% Least Deprived
Primary	2018-19	8	5	1	3	0
	2019-20	4	2	1	1	0
	2020-21	1	3	2	3	0
	2021-22	5	1	1	3	0
	2022-23	1	2	0	2	0
Secondary	2018-19	94	34	33	11	9
	2019-20	45	23	14	15	4
	2020-21	53	37	34	14	8
	2021-22	45	39	30	14	8
	2022-23	58	30	37	17	16



**Table 3. Percentage of children with no developmental concerns in any domain at the 27-30-month review (by deprivation)**

	Year	Q1	Q2	Q3	Q4	Q5
<b>South Ayrshire</b>	2017/18	70.6	70.0	70.4	84.8	83.2
	2018/19	80.8	75.6	84.2	87.0	94.8
	2019/20	76.8	84.8	79.7	82.9	91.3
	2020/21	65.9	73.8	77.8	82.0	76.4
	2021/22	69.2	76.4	77.5	88.0	80.6
<b>Scotland</b>	2017/18	42.0	57.4	63.5	65.0	60.9
	2018/19	49.9	62.6	70.3	71.4	67.3
	2019/20	68.3	75.0	78.9	81.1	82.6
	2020/21	67.2	73.4	77.2	80.2	80.8
	2021/22	64.5	71.1	75.7	78.5	78.4

Source: <https://www.opendata.nhs.scot/>

**Table 4. Primary P1, P4 and P7: Percentage Achievement of Expected Levels by Deprivation (SIMD 2020v2 Quintile)**

Deprivation	Session	Organiser				
		Reading	Writing	Listening and Talking	Literacy	Numeracy
<b>Q1</b>	18-19	75	70	79	68	76
	20-21	69	59	77	56	70
	21-22	69	60	78	57	72
	22-23	75	69	84	68	76
<b>Q2</b>	18-19	84	80	88	79	82
	20-21	73	68	81	66	73
	21-22	77	71	83	70	77
	22-23	80	74	87	73	79
<b>Q3</b>	18-19	83	79	87	77	83
	20-21	75	71	81	69	76
	21-22	79	72	86	71	80
	22-23	81	77	90	76	83
<b>Q4</b>	18-19	92	88	94	87	91
	20-21	83	82	91	78	85
	21-22	85	79	93	77	85
	22-23	87	85	92	84	90
<b>Q5</b>	18-19	95	92	95	91	93
	20-21	82	80	91	77	85
	21-22	88	85	92	83	90
	22-23	89	89	94	87	92

Primary CfE data was not collected locally or nationally in 2019-20 due to COVID-19 school closures.

**Table 5. S3 (Level 3 or better): Percentage Achievement of Expected Levels by Deprivation (SIMD 2020v2 Quintile)**

Deprivation	Session	Organiser				
		Reading	Writing	Listening and Talking	Literacy	Numeracy
Q1	17-18	80	80	81	77	85
	18-19	84	83	83	81	82
	21-22	78	76	78	75	71
	22-23	76	76	77	74	83
Q2	17-18	88	88	90	87	88
	18-19	92	91	93	91	89
	21-22	87	86	87	85	84
	22-23	86	85	88	84	88
Q3	17-18	91	93	93	90	90
	18-19	91	92	94	91	88
	21-22	88	87	90	86	85
	22-23	92	92	93	91	91
Q4	17-18	94	93	94	92	96
	18-19	97	97	98	96	96
	21-22	90	89	90	88	90
	22-23	92	92	91	91	92
Q5	17-18	97	97	97	96	97
	18-19	97	97	97	97	96
	21-22	94	93	94	93	92
	22-23	93	93	94	93	95

Secondary CfE data was not collected locally or nationally in 2019-20 or 2020-21 due to COVID-19 school closures.

**Table 6. Percentage Gap in Achievement of Expected Levels: SIMD 2020v2 Q1 and Q5**

Year Stage	Session	Reading	Writing	Listening and Talking	Literacy	Numeracy
P1,4&7	2018-19	20	22	16	23	18
	2020-21	13	21	14	22	15
	2021-22	20	25	14	26	18
	2022-23	14	20	11	19	15
S3 Level 3 or better	2017-18	17	17	16	20	13
	2018-19	13	15	14	16	14
	2021-22	16	17	16	18	20
	2022-23	17	17	17	19	12
S3 Level 4	2017-18	37	36	31	33	42
	2018-19	42	39	37	39	46
	2021-22	36	38	40	37	32
	2022-23	34	34	34	34	41

**Table 7. Percentage Achievement of Level 4 Literacy and Numeracy and Gap in Achievement**

	2017-18	2018-19	2019-20	2020-21	2021-22
<b>20% Most Deprived Leavers</b>	81.6	82.7	86.9	85.6	83.1
<b>20% Least Deprived Leavers</b>	95.9	94.4	97.5	97.2	97.9
<b>Attainment Gap</b>	14.3pp	11.7pp	10.6pp	11.7pp	14.8pp

2022-23 data will be available following Insight update in February 2024.

**Table 8. Percentage Achievement of Level 5 Literacy and Numeracy and Gap in Achievement**

	2017-18	2018-19	2019-20	2020-21	2021-22
<b>20% Most Deprived Leavers</b>	49.5	50.0	51.4	61.0	42.0
<b>20% Least Deprived Leavers</b>	87.6	81.0	89.0	88.9	82.1
<b>Attainment Gap</b>	38.1pp	31pp	37.6pp	28.0pp	40.0pp

2022-23 data will be available following Insight update in February 2024.

**Table 9. Percentage Achievement of Level 6 Literacy and Numeracy and Gap in Achievement**

	2017-18	2018-19	2019-20	2020-21	2021-22
<b>20% Most Deprived Leavers</b>	15.1	12.4	14.8	12.8	7.3
<b>20% Least Deprived Leavers</b>	47.7	49.7	51.5	47.0	41.0
<b>Attainment Gap</b>	32.6pp	37.4pp	36.8pp	34.2pp	33.7pp

2022-23 data will be available following Insight update in February 2024.

**Table 10. Percentage Achievement of Literacy and Numeracy Qualifications: 20% Most Deprived Leavers**

Qualification	Establishment	2017-18	2018-19	2019-20	2020-21	2021-22
Level 4 Literacy	South Ayrshire	92.5	92.6	92.9	90.9	88.6
	SAC VC	87.1	86.3	84.9	89.3	86.5
Level 5 Literacy	South Ayrshire	72.2	66.8	70.0	74.3	62.6
	SAC VC	66.9	64.0	63.0	69.8	64.4
Level 6 Literacy	South Ayrshire	38.7	37.6	38.3	47.6	28.8
	SAC VC	39.3	34.6	36.1	41.6	32.5
Level 4 Numeracy	South Ayrshire	83.0	85.2	88.0	87.7	85.4
	SAC VC	80.7	82.1	80.3	84.5	81.9
Level 5 Numeracy	South Ayrshire	49.5	51.5	56.8	64.2	52.5
	SAC VC	51.7	48.8	50.7	56.1	51.1
Level 6 Numeracy	South Ayrshire	15.6	12.9	15.3	13.9	7.3
	SAC VC	14.0	13.4	14.0	15.4	11.7
No. Leavers	South Ayrshire	212	202	183	187	219
	SAC VC	2,120	2,020	1,830	1,870	2,190

2022-23 data will be available following Insight update in February 2024.

**Table 11. Leaver Initial Destinations - % leavers moving into a positive destination**

Quintile	Establishment	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Q1</b>	South Ayrshire	89.2	90.1	98.4	97.3	99.1
	Virtual Comparator	89.6	90.3	88.3	92.7	93.2
	National	90.4	92.4	90.0	92.8	93.4
<b>Q2</b>	South Ayrshire	94.3	93.2	98.8	98.3	98.7
	Virtual Comparator	93.3	93.9	90.9	95.0	96.4
	National	93.3	93.3	91.7	94.5	94.3
<b>Q3</b>	South Ayrshire	90.3	95.6	97.4	98.6	98.0
	Virtual Comparator	94.7	95.5	94.6	95.1	96.4
	National	95.1	95.2	94.1	95.9	95.9
<b>Q4</b>	South Ayrshire	95.5	98.5	99.3	99.4	98.4
	Virtual Comparator	96.6	97.6	96.5	96.8	97.5
	National	96.3	96.9	95.2	96.8	97.0
<b>Q5</b>	South Ayrshire	98.6	93.9	98.5	98.0	98.7
	Virtual Comparator	97.0	98.0	97.0	98.1	97.8
	National	97.2	97.8	96.3	97.6	97.8
<b>All Leavers</b>	South Ayrshire	93.4	94.0	98.4	98.3	98.6
	Virtual Comparator	94.1	94.8	93.3	95.6	96.3
	National	94.4	95.1	93.4	95.5	95.7
<b>No leavers</b>	South Ayrshire	1,143	1,059	999	1,123	1,180

**Table 12. Leaver Initial Destinations – % Gap between Quintile 1 and All Leavers**

	2017-18	2018-19	2019-20	2020-21	2021-22
<b>20% Most Deprived Leavers</b>	89.2	90.1	98.4	97.3	99.1
<b>All Leavers</b>	93.4	94.0	98.4	98.3	98.6
<b>Leavers Destination Gap</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>South Ayrshire</b>	9.5	3.8	0.1	0.7	-0.5
<b>Virtual Comparator</b>	7.4	7.8	8.8	5.4	3.1
<b>National</b>	6.8	5.4	6.3	4.8	2.3

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

## 1. Policy details

Policy Title	Update on Pupil Equity Fund and Scottish Attainment Challenge
Lead Officer (Name/Position/Email)	Scott Mulholland, Assistant Director – Education – scott.mulholland@south-ayrshire.gov.uk

**2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts**

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	x
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	x

Community or Groups of People	Negative Impacts	Positive impacts
Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	x

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low impact
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low impact
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

## 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<del>YES</del>  NO
<b>Rationale for decision:</b>  The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required	
<b>Signed :</b> Scott Mulholland	<b>Assistant Director</b>
<b>Date:</b> 9 October 2023	

South Ayrshire Council

Equality Impact Assessment Scoping



### 1. Proposal details

Proposal Title	Lead Officer <b>Scott Mulholland</b>
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### 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 proposal? Please indicate whether these would be positive or negative impacts

Community, Groups of People or Themes	Negative Impacts	Positive impacts
The whole community of South Ayrshire	-	-
People from different racial groups, ethnic or national origin.	-	-
Women and/or men (boys and girls)	-	X
People with disabilities	-	-
People from particular age groups for example Older people, children and young people	-	X
Lesbian, gay, bisexual and heterosexual people	-	-
People who are proposing to undergo, are undergoing or have undergone a process to change sex	-	-
Pregnant women and new mothers	-	-
People who are married or in a civil partnership	-	-
People who share a particular religion or belief	-	-
Thematic Groups: Health, Human Rights, Rurality and Deprivation	-	-

### 3. Do you have evidence or reason to believe that the proposal will support the Council to:

General Duty and other Equality Themes	Level of Negative and/or Positive Impact (high, medium or low)
Eliminate discrimination and harassment faced by particular communities or groups	Low impact
Promote equality of opportunity between particular communities or groups	Low impact
Foster good relations between particular communities or groups	Low impact

Promote positive attitudes towards different communities or groups	Low impact
Increase participation of particular communities or groups in public life	Low Impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low Impact

#### 4. Summary Assessment

<b>Is a full Equality Impact Assessment (EQIA) required?</b> (A full EQIA must be carried out on all high and medium impact proposals)		Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
<b>Rationale for decision:</b> .					
Signed:		<b>Scott Mulholland</b>		<b>Assistant Director of Education</b>	
Date:		<b>09/10/2023</b>		Copy to <a href="mailto:equalities@south-ayrshire.gov.uk">equalities@south-ayrshire.gov.uk</a>	



**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Biodiversity Duty Report 2021 to 2023**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval of the third South Ayrshire Council progress report in relation to our public sector biodiversity duties (attached as Appendix 1).

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 approves the publication of the third South Ayrshire Council Biodiversity Duty Report 2021-2023 (attached as Appendix 1); and**
- 2.1.2 continues to support the conservation of biodiversity as part of the council's Biodiversity Duty.**

**3. Background**

- 3.1 The Scottish Government launched the Scottish Biodiversity Strategy to 2045 in September 2023. The strategy sets out clear ambition for Scotland to be Nature Positive by 2030 and to have restored and regenerated biodiversity across the country by 2045.

- 3.2 In addition to the Biodiversity Strategy, some of the key elements of Scotland's overall Biodiversity Framework include:

- The first 5-year Delivery Plan to implement the strategy;
- A set of principles to guide the delivery of key commitments to conserve 30% of land for nature by 2030 and expand 'nature networks' across Scotland;
- Proposals for the upcoming Natural Environment Bill, including the introduction of statutory nature recovery targets which will be legally binding.

- 3.3 Our biodiversity duty is about taking care of nature all around us, across the South Ayrshire area and indeed through our influence beyond, not just in specific protected sites within our area. The duty seeks to secure the public sector's commitment and good practice towards the environment so that this can inspire

people across society, including Council officers and Elected Members, to take active care of nature whilst carrying out their normal activities and duties.

- 3.4 The Wildlife and Natural Environment (Scotland) Act 2011 (commonly known as the WANE Act) came into force on 1 January 2012 and introduced a requirement for all public bodies to make a report publicly available on their compliance with this biodiversity duty. The Biodiversity duty report is required every three years.
- 3.5 The Council is well placed to deliver biodiversity conservation. As land managers and as a Planning Authority, the Council can provide a significant positive impact on biodiversity through protection and enhancement.
- 3.6 The recently published National Planning Framework 4 recognises Planning's great responsibility in addressing the biodiversity crisis. The framework ensures the decisions we make today are in the long-term interest of our country.
- 3.7 South Ayrshire Council signed the Edinburgh Declaration which sets out the aspirations and commitments of the Scottish Government, Edinburgh Process partners, and the wider subnational constituency of the Convention on Biological Diversity, in delivering for nature over the coming decade.
- 3.8 The declaration calls for a collective commitment by the Council to raise its ambition and action in the coming decade and highlights the important role of local Government in advocating for this. This is in line with the Council's own biodiversity, nature and climate change commitments and aspirations.
- 3.9 Investing in biodiversity awareness and the natural economy of South Ayrshire are vital assets in mitigating greenhouse gas emissions, responding to climate change, ending biodiversity loss and creating new, green employment opportunities for the future.

#### **4. Proposals**

- 4.1 It is proposed that that Panel approves the Biodiversity Duty Report 2021 to 2023 in relation to our biodiversity duties (attached as Appendix 1) and agrees to make the report publicly available via the Council's website and by sharing it with the Scottish Government.
- 4.2 Continues to fulfil our Biodiversity Duty, under the Nature Conservation (Scotland) Act 2004, to further the conservation of biodiversity when carrying out their responsibilities.

#### **5. Legal and Procurement Implications**

- 5.1 The Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies in Scotland to provide a publicly available report every three years, on the actions which they have taken to meet this biodiversity duty.
- 5.2 There are no direct procurement implications arising from this report. However, this report considers the impact the procurement the Council undertakes in terms of biodiversity across the world has through its supply chain and highlights the steps taken by the South Ayrshire procurement team that have had a positive influence in this respect

## **6. Financial Implications**

- 6.1 There are no financial implications arising from approval of this report, however it should be noted that the ecological crisis has serious financial costs which will impact on the Council over the coming decade and that pursuit of a green recovery also has the potential to provide economic wider benefits to the local area.

## **7. Human Resources Implications**

- 7.1 Not applicable

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

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

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

*Insert one of the following statements:*

- 8.2.1 The risks associated with rejecting the recommendations are that the Council will fail to submit a report required by the Scottish Government under the Wildlife and Natural Environment (Scotland) Act 2011 (WANE).

## **9. Equalities**

- 9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## **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 aspects of the South Ayrshire Council Plan 2023 – 2028 and meets the cross-cutting theme of sustainability, climate change and biodiversity.

## **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 Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and the contents of this report reflect any feedback provided.

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

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed</i>
Publish and share the fourth South Ayrshire Council Biodiversity Duty Report	31 December 2023	Service Lead - Performance, Policy and Community Planning

**Background Papers**     [South Ayrshire Council Biodiversity Report 2018-2020](#)

**Person to Contact**     **Kevin Anderson, Service Lead - Performance, Policy and Community Planning**  
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Phone 01292 612982  
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County Buildings  
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**Date:** 16 November 2023



Making a Difference Every Day ●●●●●●



## South Ayrshire Council Biodiversity Duty Report 2020 - 2023

## Introduction

Under the Nature Conservation (Scotland) Act 2004, all public bodies in Scotland are required to further the conservation of biodiversity when carrying out their responsibilities.

As outlined in the Wildlife and Natural Environment (Scotland) Act 2011 (commonly known as the WANE Act), every public body in Scotland is required to produce a publicly available report, on compliance with the Biodiversity Duty.

This report must be completed once every three years. Biodiversity duty reports for the current cycle, 2021 - 2023 are due by the end of December 2023.

### **Fulfilling our Biodiversity Duty can help address wider outcomes such as:**

- Ensuring compliance with the legislation and helping Scotland to meet its national and international biodiversity targets.
- Helping Scotland address biodiversity loss and the climate emergency, and contributing to a Green Recovery and a Net Zero future.
- Improving our image and demonstrating we are all working in a socially responsible and ethical way by, safeguarding biodiversity and environmental assets for future generations.
- Contributing to sustainable development and the quality of life in Scotland.

This report is based on the Biodiversity Duty Reporting Template as recommended by the Scottish Government and includes the following sections:

- Section 1: South Ayrshire Council - our role and purpose, including our environmental responsibilities.
- Section 2: Actions our organisation has undertaken alone or as part of partnerships to benefit biodiversity directly or achieve wider outcomes for nature and people.
- Section 3: Mainstreaming Biodiversity - the steps our organisation has taken to incorporate biodiversity measures into our wider policies.
- Section 4: Nature based solutions and climate change – steps taken to support the contribution biodiversity can make to build resilience and mitigate & adapt to climate change.
- Section 5: Public Engagement and workforce development – including education and engaging with communities, young people and the public.
- Section 6: Research and monitoring – actions we have taken to increase understanding of nature and biodiversity, both internally and externally.
- Section 7: Biodiversity Highlights and challenges



## **Why biodiversity is important to public bodies in Scotland**

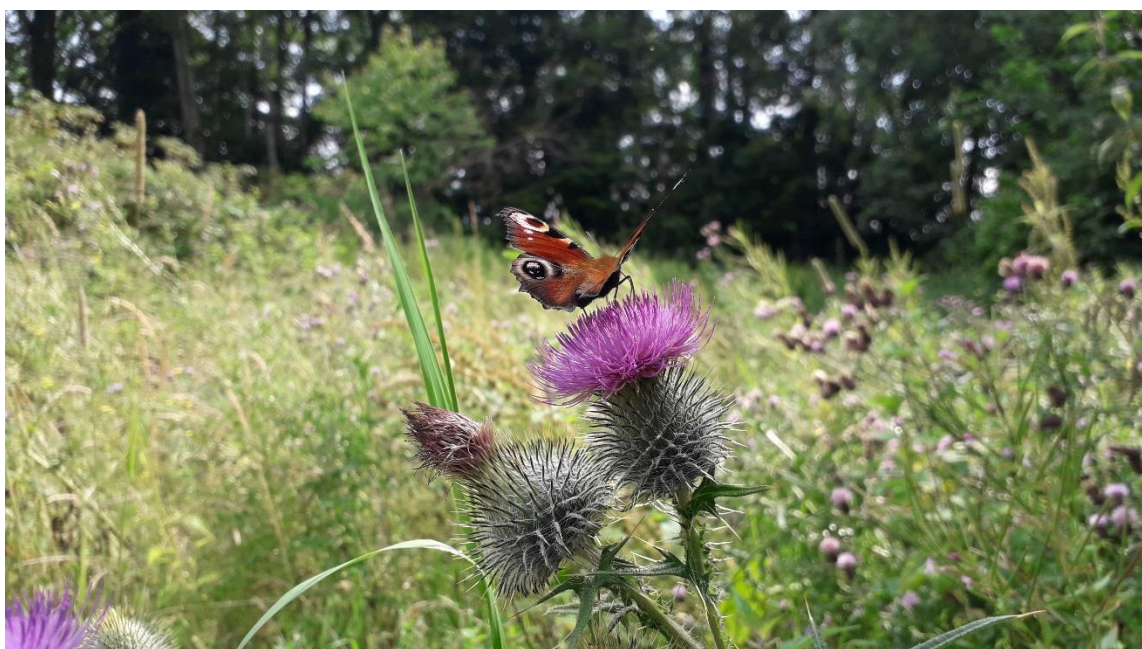
Biodiversity is fundamental to the living networks (the ecosystems) that provide us all with a healthy environment and a regulated climate. Biodiversity provides many vital services that enrich our lives and that we depend on. Biodiversity underpins much of our food and drink production through maintaining healthy soils and pollination, it captures carbon and helps to clean and cool the air, it protects us against flooding, and it regulates our supply of fresh water.

Human activity is causing biodiversity to be lost at a greatly accelerated rate and these losses can be irreversible, impoverish us all and damage the life systems we all rely on.

Biodiversity loss and the climate emergency are intimately linked. Climate change increases the pressure on biodiversity while the living world provides us with nature-based solutions to climate change and to a wide range of associated socio-economic outcomes in rural and urban areas alike.

Many organisations, even those that don't manage or regulate the use of land, rely on healthy biodiversity to provide them with goods and services that are essential to their operations and to the wellbeing of their staff, customers, and users.

The public sector can play a key role in leading by example and it can make a real contribution to Scotland's efforts to halt the loss of biodiversity and implement our international obligations such as the Convention on Biological Diversity (CBD).



*Image 1 Peacock butterfly*

## Section 1 – South Ayrshire Council

South Ayrshire is located on the south west coast of Scotland and is bordered by the council areas of North Ayrshire, East Ayrshire and Dumfries and Galloway. It spans approximately 422 square miles (1,222 square kilometres) and contains a population of 112,610 (National Records of Scotland 2019 mid-year estimate). Much of the population reside in our larger towns Ayr, Girvan, Maybole, Prestwick, and Troon.

South Ayrshire is home to a rich network of habitats which includes freshwater, coastal, woodlands, grasslands, as well as our urban and rural areas.

### International Designations

Natura sites are the European network of protected sites, representing the highest value of rare, endangered or vulnerable natural habitats and species of plants and animals identified under the EC Habitats Directive (92/43/EEC). Natura sites include Special Areas of Conservation (SACs), designated under the EC Habitats Directive for habitats and non-bird species, and Special Protection Areas (SPAs), which are designated under the EC Directive on the Conservation of Wild Birds (2009/147/EC).

There are currently 4 Natura sites in South Ayrshire.

SACs:

- Lendalfoot Hills Complex SAC
- Merrick Kells SAC

SPAs:

- Ailsa Craig SPA
- Glen App – Galloway Moors SPA



*Image 2 Ailsa Craig SPA*



## National designation

Sites of Special Scientific Interest (SSSI) are a statutory designation made by NatureScot under The Nature Conservation (Scotland) Act 2004 . There are currently 13 biological, 15 geological and 3 mixed (biological and geological) SSSI's within South Ayrshire, and these vary in size from very small (Blair Farm) to very large (Glen App and Galloway Moors).



Figure 1 Map of SSSIs in South Ayrshire

## Non-Statutory Locally Designated Sites

South Ayrshire contains some 170 sites deemed to be of local importance for nature conservation. They are designated for their wildlife interest (Wildlife Sites) or ornithological interest (Ornithological Sites) by the Scottish Wildlife Trust (SWT) and the Royal Society for the Protection of Birds (RSPB) respectively and shown collectively as 'Wildlife Sites' on the South Ayrshire Local Development Plan. These sites are considered to be the next highest in value for nature conservation after statutorily designated sites.

There are approximately 105 Wildlife Sites, including provisional Wildlife Sites, within South Ayrshire and 56 Ornithological Sites. In addition, SWT manages the following 4 Reserves within South Ayrshire for the benefit of both people and wildlife:

## Wildlife Sites

Local Wildlife Sites are areas of land that are especially important for their wildlife. They are some of our most valuable wildlife areas. Local Wildlife Sites are identified and selected locally using scientifically determined criteria and surveys. They are corridors for wildlife, forming key components of ecological networks. The Wildlife Trusts have worked with local authorities, statutory agencies, landowners and other local partners to establish effective systems for identifying, managing and monitoring Local Wildlife Sites.

These special and often secret spaces have a huge part to play in the natural green fabric of our towns and countryside. They make up a web of stepping stones and corridors for wildlife, forming key components of ecological networks.



Figure 2 Map of Wildlife Sites in South Ayrshire

## **Section 2 - Actions to protect and enhance biodiversity**

South Ayrshire Council has delivered a number of projects to directly benefit biodiversity both working in-house and with partners.

### **Sand Dune Restoration Project**

Phase 1 was reported in the previous Biodiversity Duty Report 2018-2020, in the past three years we have continued to build on this project annually.

The aim of the project is to allow natural processes to provide coastal defences in the form of sand dunes. Along with the benefits to biodiversity, creating embryo and yellow dune habitats, the project also provides coastal defences from storm surges and coastal flooding and protects infrastructure while providing attractive space for amenity and wildlife.

### **Phase 2 – 2021**

Phase 2 used the same technique as phase 1 in 2020, placing Christmas trees within an area fenced off. We increased the length of the sand dunes further by 60 metres, increasing the length of the esplanade protected from the windblown sand. During this period, we were following Covid restrictions and government advice. The modest increase in length for this phase is a reflection from the fact that donations had to come from within the council area due to Covid travel restrictions. We were unable to organise large volunteer event in this year for the same reasons. Sand has completely covered the trees from this phase and dune vegetation is establishing on the section.



*Image 3 Placement of Christmas trees - Phase 2, Jan 2021*



### Phase 3 – 2022

For this phase we used a different methodology and used Christmas trees to create sand fences. For this we dug diagonal trenches that we placed Christmas trees and backfilled to secure, these were positioned to capture sand from the prevailing wind direction (south-westerlies). This method captured sand quickly and as less trees were used. They were covered before the summer season, mimicked the natural processes better, trapping seaweed and strandline debris where the embryo dune vegetation colonised.



*Image 4 Creating sand fences - Phase 3, Jan 2022*

### Phase 4 – 2023

This phase used similar methods to phase 3 but instead of extending southwards we placed the Christmas tree sand fences in front of the dunes created by previous phases to establish more embryo dune vegetation in front of the new dunes.



*Image 5 Sand fences in front of dunes - Phase 4, Jan 2023*

## Nectar Network

South Ayrshire Council continues as a steering group member working with and supporting the Scottish Wildlife Trust Nectar Network Project. The Nectar Network is a landscape-scale conservation project on the Ayrshire coast, from Girvan to Irvine, creating a nature network for pollinators. The project works with Local Authorities, local landowners and businesses, including golf courses and factories who wish to improve their land for wildlife and has scope to create habitat for pollinators on privately owned land. They also provide South Ayrshire Council with support and expertise for our own wildflower projects.

South Ayrshire Council Ranger Service has helped the Nectar Network create small meadows at areas identified by local community at Prestwick Railway Station and Symington village.

Prestwick site was adopted by the local Rotary Club, this previously biodiversity poor site next to the station has been sown with wildflowers and now provides food for pollinators.



*Image 6 Meadow making at Prestwick*

Symington sites include a roadside verge that's been adopted by locals to maintain and improve for pollinators. Regular surveys by the community, help monitor site to determine what management is required. Mini wildflower area was created in the school grounds of Symington Primary School and the children, with help from South Ayrshire Ranger Service, maintain it.



*Image 7 Wildflower meadow creation & maintenance – Symington*

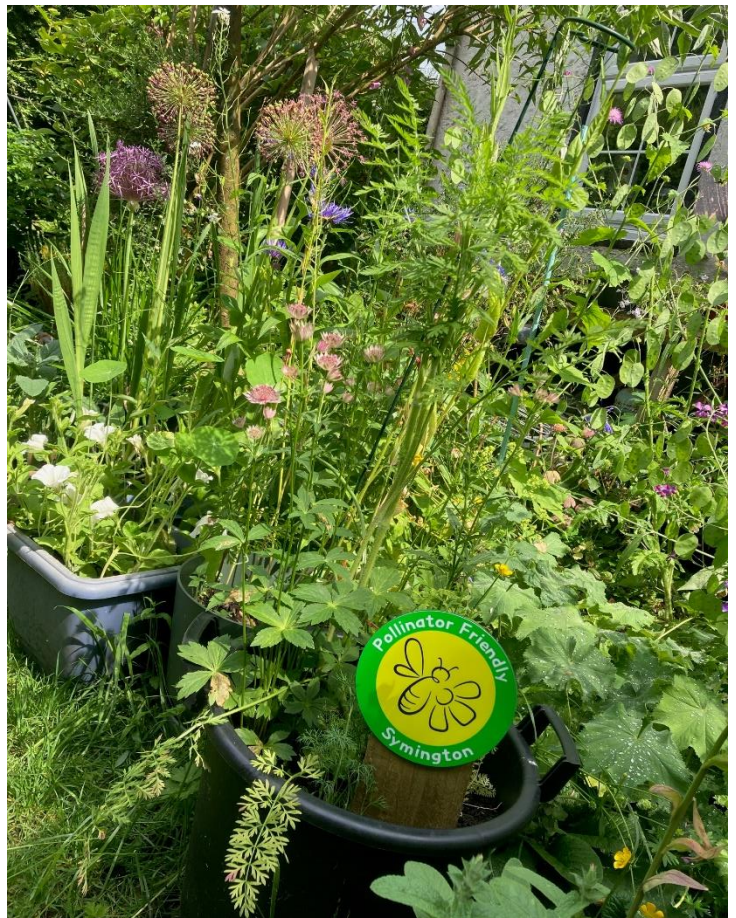


### **Pollinator Friendly Symington (PFS)**

Symington Community Council have formed a Pollinator Friendly Symington group to encourage residents to make their gardens pollinator friendly, to create a network of pollinator sites throughout the village. By September 2023, 18 gardens had signed up as friends and received seed packets, leaflets and information and have taken part in activities to record wildlife found.

Lynne Bates, Nectar Network co-ordinator, gave a short talk on PFS at a Scottish Wildlife Trust staff meeting. A new Scottish Wildlife Trust project, Nextdoor Nature, is looking for several community led conservation projects in Scotland to be showcased on its website and has chosen PFS for its first project.

South Ayrshire Council (SAC) will continue to support this project and working with Symington Council and the Nectar Network hope to inspire other community to create Pollinator Friendly Communities. We have identified further areas of SAC land to plant trees for pollinators and create more wildflower meadows in Symington.



*Image 8 Pollinator Friendly Symington*

### **Belleisle Wetland Project**

The Belleisle Wetland Project created lakes and streams on Belleisle Golf Course. Working in redesign with golf to make best use of the opportunities available, approximately 0.5 hectare of open water with wetland edges and 0.75km of streams were created. These wetland areas were enhanced by sowing wildflower/fescue meadows. The project contributes to our pollinator nature network and creates habitat for amphibians and aquatic invertebrates. More information on this project is given in Section 7.



*Image 9 New lake at Belleisle Golf Course*

## Wildflower Meadows – Ground Maintenance

In 2021 nine trial amenity grassland areas within Ayr and Prestwick were selected by South Ayrshire Council (SAC) Grounds Maintenance Team to develop as either a perennial meadow, an annual meadow or altered maintenance with a feature cut. The purpose of this scheme is to improve local biodiversity (particularly pollinators) and to create a more visually appealing and diverse range of open spaces for members of the public to enjoy.

All nine of these trial sites were monitored for their ecological value via biodiversity surveys during August 2021 and for its visitor impact via a public feedback survey in November 2021. The information received through the public feedback surveys suggest that the 2021 SAC Meadow/Altered Maintenance Pilot Scheme was generally well received by members of the public.

The project was extended in 2022 & 2023 and there are now wildflower areas in most of towns and villages in South Ayrshire. This has created approximately 1.8 ha of habitat for pollinators, creating a network of stepping stones of pollinator friendly sites contributing to the Nectar Network.



Image 10 Survey of pilot plot



Image 12 Perennial mix - Greenan Ayr

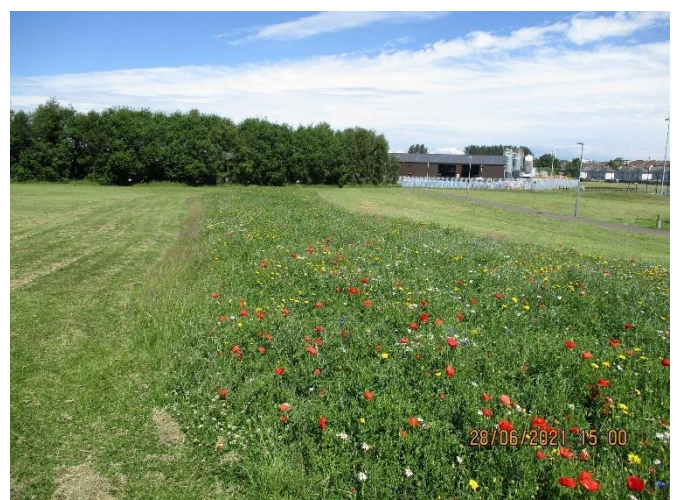


Image 11 Annual mix Whitletts Ayr



## Rozelle Wetland Scrape

The project created wetland scrapes and small ponds in the north-eastern section of Rozelle close to the Slaphouse Burn. The area sits at the bottom of a slope and due to run-off is generally boggy in winter conditions or after heavy rainfall.

By digging out ponds and scrapes will have created areas that retain water throughout the summer period which area surrounded by wetland vegetation. The deeper ponds and scrapes will retain more water in winter, reducing overland flow to the Slaphouse Burn. By creating areas that retain water during the summer provides suitable habitat for amphibians and aquatic invertebrates. The project area is close to the Belleisle wetland project and connected to that site and other wetland areas via the nearby Slaphouse and Annfield Burns, contributing to a corridor of freshwater habitats.



*Image 13 Creation of wetland scrapes - Rozelle*

## Urban Woodland Creation

Planted new small urban woodland in Hayhill, North Ayr, in an area that was previously amenity grassland, site is close to the River Ayr riparian woodland.

Mostly native tree species planted with some specimen species that will be suited to a changing climate. Mixture of whips and standard trees were planted, the standard trees provided some instant landscape value and offer some age diversity to woodland while it establishes.

A wildlife hedgerow was planted in same area to screen new athletics arena from the site.



*Image 14 Tree planting Hayhill, Ayr*



## **Section 3 - Mainstreaming biodiversity**

### **Integrated Impact Assessment**

#### Background

The Public Sector Equality Duty (PSED) (or general duty) in the Equality Act 2010 came into force in April 2011. This requires that public sector bodies, in the exercise of their functions, 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.

Under the Fairer Scotland Duty, we must also give due regard to reducing socioeconomic 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 the Council's current method of meeting these duties and are required to be carried out at the beginning of any new policy or strategy development or decision-making process that may negatively impact on protected groups.

The Council Plan 2023-28 recognises that local authorities operate in a complex legislative and policy environment that can unintentionally lead to silo working and inefficient use of resources.

The plan proposes development of a new IIA to increase opportunities for effective collaboration and ensure key strategic priorities are always part of our decision-making process. The additional areas to be assessed are:

- Our ageing population;
- Children's rights;
- Sustainability, climate change and biodiversity;
- Trauma;
- The Promise;
- Rurality; and
- Human Rights.

Alongside meeting our statutory obligations, assessing our strategic decisions in this way will allow us to critically assess whether a 'policy' has wider impacts beyond its intended outcomes and if it impacts differentially on different groups in our communities. It also ensures that decision makers are supported to consider the strategic context in which we operate at an early stage of a proposal, avoiding wasted effort and increasing opportunities for collaboration and efficient service delivery.

## Proposals

Much like the existing EQIA, the proposed IIA will ask decision makers assess for positive and negative impacts providing justification for the impact rating and providing information on any mitigations required for negative impacts.

Information is gathered using a drop-down menu style excel spreadsheet with guidance notes built in to support completion.

As the IIA is completed, a summary document (see figure 3 below) is generated, offering a clear visual overview of the positive and negative impacts of the assessed policy and any mitigations required. Impacts are displayed using a RAG status. It is proposed that the IIA Summary documents are attached to Council decision making reports as an appendix, replacing the existing Equalities Impact Assessment.

The new IIA is being rolled out to a small group of Service Leads within the Strategic Change and Communities Directorate for testing and evaluation before being rolled out to the wider Council by the end of 2024.

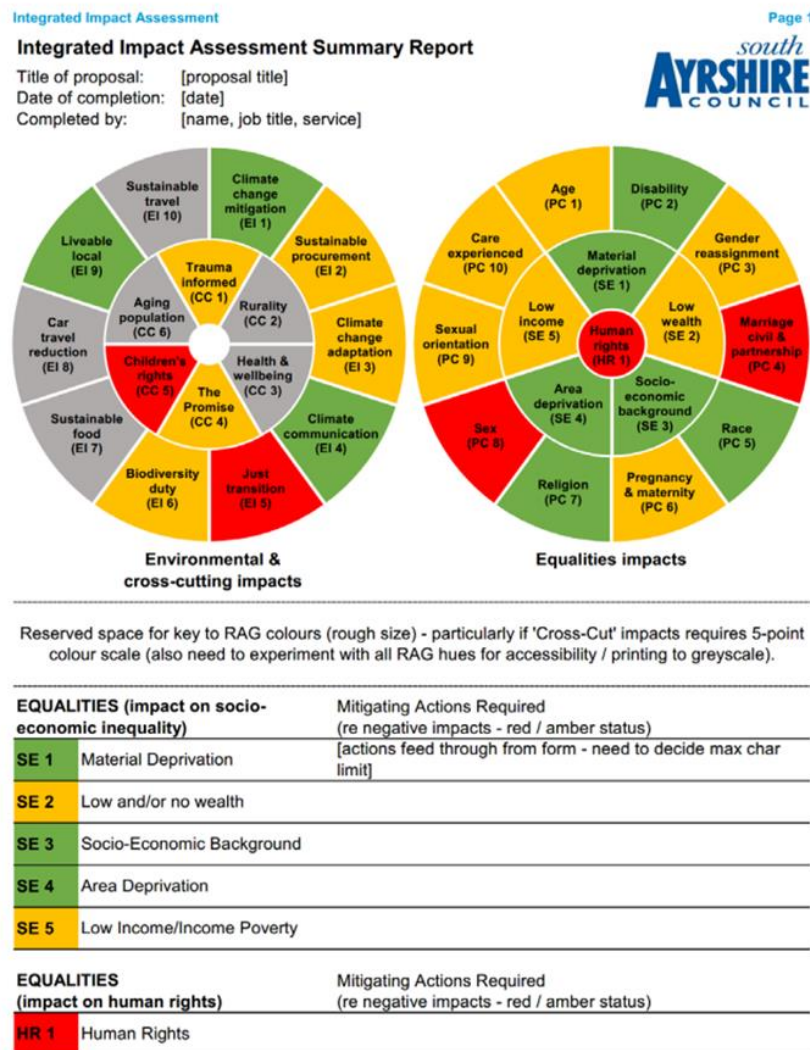


Figure 3 IIA example summary document

## South Ayrshire Council Planning and Biodiversity

It is a statutory duty for all local planning authorities to have regard for biodiversity conservation. The planning system offers an opportunity to reverse biodiversity loss through promoting wildlife conservation and habitat restoration. Planning plays an important role in protecting, enhancing and promoting access to our key environmental resources, whilst supporting their sustainable use’.

Local Authority Planners can protect and enhance biodiversity in a number of ways, such as:

- Promoting biodiversity in new developments using planning conditions and developer responsibilities;
- Adopting a strategic integrated planning approach to biodiversity in local plans;
- Collaborative working with local stakeholders and other public bodies such as NatureScot (formerly Scottish Natural Heritage), the Scottish Environmental Protection Agency (SEPA) and Historic Environment Scotland;
- Managing our public assets to enhance biodiversity;
- Embedding biodiversity into monitoring and evaluation systems;

The UK Government and devolved administrations have placed regulations on local planning authorities to take a lead in responding to biodiversity losses through the adoption of clear environmental and planning policy requirements which encourage developers to take account of biodiversity impacts.

South Ayrshire Council’s Local Development Plan 2 was adopted on 31 August 2022. [Environment and Climate Change Chapter](#) of the LDP seeks to ensure that we are able to make the most of South Ayrshire’s wealth of environmental, historic and cultural resources, whilst being mindful of our responsibilities for their protection.

With the publication and adoption of National Planning Framework 4 (NPF4), the Scottish Government clarified that in the event of any incompatibility between a provision of NPF4 and a provision of a LDP, whichever of them is the later in date of adoption is to prevail. NPF4 was adopted less than 6-months after the South Ayrshire local Development Plan, but nonetheless those provisions are still applicable.

Potential compatibility issues between NPF4 and the South Ayrshire local Development Plan were identified by the Planning Strategy Team, and a working document representing the practical implications of any incompatibility issues was provided for Development Management Staff.

The collaborative approach and engagement across the service ensured that issues were properly debated, agreed and understood, and this has helped to accelerate the implementation of the updated development plan position. The resulting guidance document and spreadsheet is a useful and accessible guide to flag up areas of change to policies and decision making.

South Ayrshire Council Planning Officers regularly consult with Council Sustainability Officers on matters relating to biodiversity and landscape use.

## **South Ayrshire Council Sustainable Development and Climate Change Strategy**

South Ayrshire Council launched our first Sustainable Development and Climate Change Strategy in 2019. This is currently undergoing a refresh to address development both locally and nationally in the sustainable development and climate change landscape.

The refreshed strategy will continue to set out a framework for Council projects, policies and initiatives which promote sustainable development, mitigate climate changing emissions, and adapts to the impacts of climate change, delivering on the commitments within the council plan which states: “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.”

Public consultation was undertaken in 2023 as part of the refresh process, as was a Place and Wellbeing Assessment supported by the Improvement Service, both of which emphasised the support for joined up partnership working to deliver against a range of areas including biodiversity. As part of the refresh strategy the development of a Biodiversity Strategy for South Ayrshire Council and the role of the new integrated impact assessment process in mainstreaming actions to protect and enhance biodiversity will both be emphasised.

## **Golf Services**

The Council manages eight golf courses, and Golf South Ayrshire is currently working on an action plan to achieve GEO Certification for its operations. This is a recognised voluntary sustainability standard and certification for golf facilities, developments and tournaments. To date this work includes:

- Working with Ayrshire Rivers Trust to assist in the control areas of Japanese Knotweed, Himalayan Balsam, Ragwort and Giant Hogweed.
- Working with Grounds Maintenance and Forestry Services on woodland management in our courses to ensure that standing wood is left to create habitats for bats, birds and other wildlife.
- Creating wood piles throughout the wooded areas on courses to create habitats for insects and invertebrates.
- Throughout the eight courses have reduced the amount of managed areas (reduced mowing) to encourage wildlife. By reducing the maintained areas of the courses this has created areas for ground nesting birds as well as creating cover for small mammals. This has delivered savings in both labour and maintenance.
- Our work here has produced more than 200 tonnes of green waste for recycling. This includes old turf, bunker sand and grass clippings for recycling. Approximately 90 tonnes of the finished recycled waste product has been used on courses for tee rebuilding, bunker repair, and general ongoing renovations. This has reduced the number of transportation miles and subsequent carbon emissions by negating the need to order in similar materials from commercial suppliers and has reduced fuel usage by a considerable amount per annum.
- Reduced the amount of maintenance on the banks of watercourses throughout Troon Links, Belleisle, Seafield and Girvan Golf Courses. This has encouraged the natural regeneration of wild flora and subsequently increased diversity.
- Worked in partnership with the Irvine to Girvan Nectar Network and RSPB 1800m<sup>2</sup> of greenspace was prepared and sown on Belleisle and Seafield Golf Courses to create pockets of wild flowers for migrating insects, in particular the Small Blue butterfly.
- Increased responsible public access by creating a path network around and through Darley golf course. Sand scrapes have been created to provide habitat for solitary bees and areas sown with native wildflower mix.

## Section 4 - Nature-based solutions, climate change and biodiversity

### Earth Hour

Each year SAC participates in Earth Hour engaging with and encouraging schools, Council staff and the wider community to get involved in a switch off (electricity) and participate in a variety of other activities providing information and action that promote biodiversity and combat the climate crisis.

In 2021, the campaign took place virtually due to the global pandemic. The Climate Change Officer organised an online showing of the film 2040, giving an account of the effects of climate change in the next 20 years. The film looks at solutions that highlight the importance of our natural world and biodiversity. The film was followed by an online panel discussion, including representatives from a local organic farm, local paths network etc.

In 2022, the campaign was led by South Ayrshire Ranger Service and had both an online and in person presence. The film “Scotland: Our Climate Journey” was shown online. The film was followed by a live panel discussion including representative from SRUC linking the biodiversity and climate change crises and providing information on what is happening locally in South Ayrshire.

The Rangers also organised an environmental fair on Newton Primary School grounds with stalls promoting sustainability and nature themed activities through partner organisations and the Ranger Service reaching 200 participants.



Image 15 Earth Hour Environment Fair 2022

In 2023, South Ayrshire Ranger Service led on the campaign again with nature walks organised for the community in Dailly, beach school and explore the strandline activities organised as part of a Green Health fair in Girvan and activities in Belleisle, Ayr from South Ayrshire Ranger Service making seed bombs, hoverfly lagoons, pinecone feeders and seed sowing. In the evening, South Ayrshire Ranger Service partnered up with the Ayr Film Society to show the film “Riverwoods”. This film focussed on biodiversity in Scotland and was followed by an in person discussion with a panel of experts. The panel included representatives from the Ayrshire Rivers trust, the Galloway and Southern Ayrshire UNESCO Biosphere, the Energy Agency and South Ayrshire Council.



Image 16 Earth Hour - Green Health event 2023

## Provost's School Footprint Challenge

South Ayrshire Council created the Provost's School Footprint Challenge, a competition between all secondary schools in South Ayrshire, to encourage young people to look after the environment and empower them to reduce the ecological footprint of their school. Many of the activities that schools have implemented as part of the Provost School Footprint Challenge have had direct and indirect benefits on biodiversity.

Over the last 3 years all secondary have been involved in growing projects in school grounds to boost biodiversity, and in some cases to produce healthy and organic fruit and veg for use in the schools. They all have done switch off campaigns, usually linked to earth hour, and regular litter picks within and sometimes outwith the school grounds. Other initiatives include looking at fast fashion, upcycling, and recycling.

-Ayr Academy have grown a variety of vegetables which were used in the school canteen. They made leaflets/posters for earth hour and have printed 'stickers' to put on screens and laptops that have been left on. Their bottle collection project is going well, and the money made with this has been used for equipment and donations (e.g., foodbank). They are now looking into doing the same with cardboard. They make a school newsletter which includes a part on the eco group. They also promote themselves and what they do on social media (e.g., twitter).

- Queen Margaret Academy have carried out several projects to promote a circular economy as well as biodiversity in their local area. They do a poster campaigns across the school bulletin boards for COP and earth hour. They are also an eco-school, work towards John Muir awards and the saltire award. They have (small) recycle bins in most classrooms.

- Southcraig School: After securing funding from National Lottery Awards for All Scotland in 2020, Southcraig School started a garden project. Since then, they continued working in their garden and are now working towards the eco school award. They worked with the rangers on biodiversity and getting the children outside. They received trees from the woodland trust, which the rangers helped planting.

- Kyle Academy are an Eco School. They always have a strong focus on Fair Trade and take part in Fairtrade Fortnight each year. They have been looking at climate justice in class. They have also started Eco Bulletins e.g., less plastic, reusable bottles and a school magazine, including eco articles. They have wildflowers and an apple tree. They are working on a community -pick your own- garden near the entrance.

- Belmont Academy have planted over 450 trees around South Ayrshire boosting biodiversity and sequestering carbon. They are working on promoting use of the recycle bins.

- Marr College are in the final stages of submitting their application for a Green Flag award. They have a focus on recycling and the eco group have placed bins around the school. They're also looking into recycling or refilling board pens. They are in the process to add food waste to recycling. They are looking into a reverse vending machine, like the bottle



scheme from Ayr Academy. They participate in Communities Day and some other volunteering opportunities.

-Prestwick Academy replaced single use plastics from their canteen with real plates, wooden cutlery and packed lunch is in paper bags. They created bug hotels with natural materials. The sustainable Christmas scheme of making recycled gift tags and cards was a success. Their clothes bin is a success, and the money they make with the clothes go to a children project. They survey insect on campus and keep records.

-Carrick Academy continued with their clothing charity shop idea (now includes toys and small electronics), they keep looking at improving the canteen packaging, and they want to promote that all the school coffee and tea is fairtrade. Following feedback from the PSFC climate festival that they didn't do any/much work in the community yet, they got involved with ice-cream architecture and Carrick community group. They also want to design posters and send them to local businesses, to encourage businesses to be sustainable. They moved to a new school in 2023 and won the 2022-2023 Challenge.

-Girvan Academy took part in second hand September and have set up a clothes swap for Christmas, prom, etc. They're working on the outdoor classroom and a poly tunnel. Although they have worked with the rangers on a wildflower meadow this did not work. They are involved with the Galloway and Southern Ayrshire Biosphere, as well as the Girvan tattie festival. They also do a seed and seedling swap.

After lockdown the PSFC awards continued to be an on-line event (2021 and 2022) until in 2023, when it was in person again. Normally run by the climate change officer, in 2023 it was taken over by the ranger service. Videos from 2023 and previous years can be found on YouTube by searching for Provost School Footprint Challenge.



Image 17 Provost's School Footprint Challenge 2023



## **Climate Week**

South Ayrshire Council's sustainability team have organised various online events and activities to mark Climate Week over the years.

The activities on offer involved an online webinar on nature-based coastal protection solutions. We heard from experts from NatureScot, Seawilding and a local Marine Biologist. We looked at changes that have been witnessed by local marine ecologists and nature-based projects that have been carried out in other parts of the country.

South Ayrshire Ranger Service have also offered in-person rockpool sessions and bat walks with a view to help people connect with nature and to explore the wildlife living on our doorsteps.

## **Nethermills Hydro Project – Energy Agency**

Nethermills Hydro Scheme has been designed as a low impact, ecologically friendly scheme generating green electricity, which is carbon free, for Ayrshire Community College.

Construction work on site began in March 2021 and completed in March 2022. Ecological surveys were carried out pre works starting. As a result of evidence of otters near the site the Energy Agency applied for and was given an Otter Licence enabling site work to continue in daylight hours only to protect the otter habitat.

At the completion of works the post Ecological Survey reported the otter population appeared to remain unaffected, the goldfinch population was also unaffected. Both remained vibrant.

The new eel tiles and lamprey tiles installed on the weir are expected to have a very positive influence on population numbers.

All fish travelling along the fish pass are photographed with Ayr Rivers Trust holding very detailed records of river fish activity.

More information about the Nethermills Hydro Project can be found on Annex 1.

## Section 5 - Public engagement and workforce development

### South Ayrshire Council Ranger Service

#### Volunteering

The Ranger Service has run a fortnightly practical conservation group has run since November 2015. Volunteer opportunity is open to all adults and advertised through Volunteer Scotland and Voluntary Action South Ayrshire (VASA). Group assist in a variety of tasks helping us remove Invasive Non-Native Species(INNS) i.e. *Rhododendron ponticum*, Himalayan balsam and *Rosa rugosa*, tree planting, creating and managing wildflower meadows and making homes for wildlife.



Image 18 Conservation volunteers managing wildflower meadows

Friends of Fullarton Woods(FoFW) run a regular monthly volunteer session that is supported by the Ranger Service. FoFW help SAC to manage the estate for biodiversity and have helped us remove invasive non-native species i.e. *Rhododendron ponticum* & Himalayan balsam from the woodland, and have applied for tree packs that they have planted and maintain in Fullarton Woods.



Image 19 Dead hedging with Friends of Fullarton Woods, Troon

South Ayrshire Ranger Service have also provided ad hoc volunteering opportunities for groups as requested. We have worked with local scout groups planting trees and removing INNSs, supported groups of young people working to attain a Duke of Edinburgh award and school groups that want to volunteer in their local community.

The Ranger Service works with community groups that want to improve their local environment supporting volunteer opportunities. For example, Lochside Garden Group and Pollinator Friendly Symington.

In January 2022 the ranger service started a Junior Volunteers Group for young people between 13 and 18 years old to get involved in conservation volunteering. The sessions have been running fortnightly on a Saturday morning since. The sessions take place mostly at Rozelle or Belleisle Park in Ayr, with occasional activities on the beach. The young volunteers mostly undertake practical habitat management i.e. removal of INNSs, tree planting, wildflower meadow creation, building of bird and bat boxes but also learn identification and survey techniques and take part in citizen science activities i.e. Big Butterfly Count, Big Garden Birdwatch, OPAL surveys, Marine Conservation Society beach cleans.



*Image 20 Junior Environmental Volunteers removing Spanish bluebells*

### **Schools & outdoor learning**

The SAC Ranger service works with early years, primary, secondary and ASN schools to deliver environmental education. The service has also worked with home education groups, led Forest School sessions and during Covid restrictions period supported outdoor learning for key worker pupils.

SAC Rangers provide led activities during educational visits from local schools and worked with local teachers to provide activities that tie in to the lifelong learning Curriculum for Excellence. Since January 2021, the Ranger Service has worked with almost 3000 children and adults from 25 different local schools.



*Image 21 Coastal habitat session*

The environmental education activities take place throughout South Ayrshire in our Parks & Open Spaces, Beaches and in school grounds if habitat is suitable. The ranger service has been supporting schools with improving their grounds for biodiversity, planting trees, wildflower areas and building bug hotels. In addition to schools work informal learning was delivered to local scout, guides and youth groups.

## Events

Ranger team organise events to promote biodiversity, sustainability, and access to greenspaces. During the 2021-2023 reporting period the service organised 69 events and assisted at community fetes and fun days.

The events focus on engaging people with nature and offer opportunities to the general public to discover nature on their doorstep. Some of the activities offered include:

- Guided walks: bat walks, bird walks, flora walks, coastal walks & general nature walks;
- Family activities: rockpooling, mini-beast hunts, nature trails & crafts;
- Citizen Science: big butterfly count, big garden birdwatch, pollinator surveys, beach cleans;
- Practical Conservation: building bat boxes, tree planting, litter picks, INNS removal



## Justice Services Team

The Justice Services Unpaid Work team aim to ensure that our Service Users are engaged in activities that are a clear Payback to the Communities harmed by their offending. The activities are focused on Community based projects and where possible we will support environmental and biodiversity activities. The work listed below and the ongoing partnerships with Grounds Maintenance and our Ranger Service, have given our Service Users the opportunity to carry out meaningful tasks. As well as contributing positively to Biodiversity, these worthwhile projects have given many of the Service Users a sense of pride and job satisfaction. The Unpaid Work section of Justice Services will continue to work with our internal and external partners to support biodiversity while Service Users payback to the Community.

Habitat improvement:

- In partnership with Ranger Services and Grounds Maintenance, the Service Users cut back and removed a substantial area of invasive Rhododendrons from a public woodland. This improved the natural habitat encouraging the reintroduction of native plants and animals.

Allotments:

- We have worked with Grounds Maintenance and a number of local Charities and schools to bring disused allotment areas back into use. This has supported biodiversity education, the growing of pollinator friendly species, and introduced marginalised communities to food growing and plant care.



#### Kincaidston Primary School:

- Bug Hotel – Our service users bug out a small section of south-west facing hillside and built into it a bug hotel. This was made from recycled materials. They then prepared a small sitting area next to it to allow observation and teach of the primary pupils.

- Preparing and improving existing outdoor teaching areas – Our service users stripped back a waterlogged area of ground and inserted a “French Drain” made of recycled materials.

This allowed preparation for an “outdoor classroom” bounded by 4 raised beds. This area is used for outdoor environmental and biodiversity education.

- Outdoor furniture – The service users and Supervisors constructed timber outdoor seating to support the above education.

- Service Users shifted several tonnes of topsoil to fill the raised beds and allow the school pupils to grow vegetables and insect friendly flowering plants.

- Service users also built an outdoor activity wall from recycled timber, which encourages outdoor learning and activities.



*Image 23 Bug hotel Kincaidston PS*

#### Muirhead Primary School:

- Develop outdoor teaching areas – Service Users cleared an area which had fallen into disuse, and repaired a number of outdoor buildings and stores. They also helped design and build a number of outdoor activity items from recycled wood. This area was designed to encourage and support outdoor learning and activity. They also built a number of raised beds and filled them with topsoil. These are now used to grow flowering plants and vegetables in line with the outdoor environmental teaching syllabus.

- Work with Primary classes to build “bug houses” – Primary 1 to 7 classes designed over 30 bug houses. These designs were translated and built using mostly recycled / reclaimed materials.

Kingcase Primary School:

- Assist Primary School and Ranger Services to design, build and install several raised beds to support biodiversity education and outdoor activities. The primary school and Ranger Services had identified an area within the school grounds and sourced timber and materials. Along with them the Unpaid Work Team agreed a design for the raised beds, and our service users constructed them within our workshop. The beds were then transported to the school, positioned and filled with topsoil by the Service Users. These raised beds allow outdoor education in environmental studies and biodiversity.



*Image 24 New raised beds Kingcase PS*

Habitat boxes:

- With direction and support from Ranger Services, our Service User cut and prepare 25 flat pack Bat Boxes for distribution to the public. These boxes have since been constructed and placed in various locations to support local species and biodiversity.
- Similarly with support from Ranger Services our Service Users constructed and painted a Tawny Owl box and a number of Kestrel boxes. These have been passed to Ranger Services for siting in appropriate locations.



*Image 25 Bat boxes*

## **Community Learning Development (CLD)**

Alongside the South Ayrshire Ranger Service created a community garden at Lochside Community Centre in Ayr, turning a grassy area around the centre into an area for growing food while also providing an attractive greenspace that welcomed people to the community centre. The project started in 2019/2020 but due to restrictions most of the work in the garden has been completed in 2021-2023 reporting period.

The garden has two functions a more productive garden towards the rear with raised beds and allotment style beds, areas for growing herbs, small fruit trees and wildflowers. The front of the garden near entrance provides a reflective space with small trees, grasses and flowers for pollinators as well as a seating area for people visiting the garden and community centre.

Gardening group is a small but very enthusiastic group of volunteers, that meets weekly for most of the year (stopping between Dec-Feb). Community centre also runs youth groups that help out in the garden during the lighter evenings. During indoor restrictions the garden was used to allow people to meet safely, reducing social isolation, groups from the community centre continue to use the outdoor space.



*Image 26 Lochside Community Garden*

## **Galloway & Southern Ayrshire Biosphere**

Galloway and Southern Ayrshire was the first UNESCO Biosphere to be designated in Scotland and since 2012 has been working with a wide range of partners to support the development and delivery of a programme that encompasses conservation, education and building a sustainable economy.

The biosphere runs a variety of events and activities that safeguard the local natural and cultural heritage and encourage locals and visitors to experience the landscape as a tool for learning and sustainable development.

Date	Adult	Child	Event
10 June 2023	10	0	Carrick World Ocean Day Festival
27 April 2023	3	0	Biosphere Footsteps, Colmonell Food Matters
20 April 2023	2	16	Biosphere Footsteps, Colmonell Biodiversity
19 April 2023 Primary School	4	24	Learning for Sustainability toolkit delivery, Barrhill
15 April 2023	8	0	Biosphere's Most Wanted, Colmonell
22 March 2023	4	22	Learning for Sustainability toolkit delivery, Barr Primary School
09 December 2022 bulbs (BLines)	10	40	Biosphere Day, Colmonell Primary including planting
08 December 2022 bulbs (BLines)	10	45	Biosphere Day, Ballantrae Primary including planting
07 December 2022 (BLines)	10	55	Biosphere Day, Girvan Primary including planting bulbs

Table 1 Biosphere events in South Ayrshire

## Green Health

NatureScot, SAC sustainability team and the NHS Ayrshire and Arran have created a partnership in 2021 to promote and develop the provision of green health opportunities across South Ayrshire.

At the heart of this project was a recognition that empowering people to connect with nature would yield multiple benefits in terms of health, biodiversity conservation, behaviour change and educating people on both the climate and biodiversity crises.

The Green Health project has gathered information about local groups taking people outdoors for gentle activities such as gardening, conservation, walks or bird watching. The information has been published on an app accessible by the general public.

The steering group comprises members from the Galloway and Southern Ayrshire Biosphere, the NHS, South Ayrshire Council, NatureScot and VASA. In the near future, the Green Health project is looking at ways of expanding its reach through advertising within surgeries, offering a monthly calendar suggesting seasonal and local activities and the provision of in-person workshops to help direct people to suitable activities.



Figure 1 Green Health Day Girvan - 2023



## Section 6 - Research and monitoring

### Wildflower Meadows

We are surveying several of the wildflower meadow sites as part of a monitoring program with Nectar Network and SAC Consulting. The survey methodology was designed by SAC Consulting and is investigating whether the new wildflower areas increase the number of pollinating insects in the area or whether they create sink patches and attract invertebrates from flower poor areas.

The Ranger Service undertook biological and visitor surveys for the Wildflower Pilot Project in 2021, that helped inform future roll-out of the project.



*Image 27 South Ayrshire Ranger Service monitoring Pilot areas*

### South West Scotland Environmental Information Centre (SWSEIC)

South Ayrshire Council Continues to support our local records centre and the 2022-23 update for the South Ayrshire area is below.

South West Scotland Environmental Information Centre is the local environmental records centre (LERC) covering the whole of Dumfries and Galloway and Ayrshire. As well as funding from Nature we also receive some financial support from local authorities in the area, including South Ayrshire Council, which enables us to carry out our core objective – to further the appreciation, understanding and protection of the natural environment of SW Scotland by collating, managing and sharing high quality information about the natural environment and supporting the volunteer wildlife recording community who contribute to the collection of this information.

The Centre currently employs a full-time manager, a part-time project officer and from summer 2023 we have a full-time intern position.

A core part of the Centre's work is collating biological records to act as an evidence base for local decision-making. During 2022-23 SWSEIC has collated approximately 740,000 records for SW Scotland. Approximately 15% of these records were for South Ayrshire, and include both recently collected records and some historical records. The vast majority of these records are collated at a resolution of 1km square or better, meaning the information can be used for site assessment and local decision making.

A key function for the local environmental records centre is to make data easily available to those who need to use it. This might include consultants carrying out environmental assessments on behalf of developers, planners assessing the impact of developments, researchers carrying out scientific studies or local recorders wishing to carry out further studies. In supporting the operation of this key function our public sector partners contribute to their biodiversity duty by helping to ensure environmental data are utilised in the decision-making process.

For consultants carrying out ecological appraisals of development work, the information provided gives context as well as factual data about the species present in a particular area. This highlights designated species (e.g. those species which are covered by legislation protecting them or their habitats), rare or scarce species, species of conservation concern and species of local importance (priority species highlighted in Local Biodiversity Action Plans). Information may also be provided on statutory and non-statutory designated sites.

Throughout the period SWSEIC continued to supply information for proposed developments in all parts of the SWSEIC area, and also with local recorders, partner organisations and a range of national schemes and societies. In the past three months these have included responding with detailed biodiversity information on four South Ayrshire sites relating to utilities, renewables and housing developments.

Training events and talks about local biodiversity and wildlife were run by SWSEIC at various venues across SW Scotland. Some of these took place in person and some were held virtually. Topics include fungi identification for beginners, dragonfly identification, wildlife recording and the use of online biological recording software. These included presentations to SRUC students on biological recording and amphibian and reptile identification.

SWSEIC works with partner organisations to promote wildlife and wildlife recording and foster greater involvement in citizen science. In addition to activities run by SWSEIC, the Centre actively promotes wildlife and wildlife recording events being run by local and national organisations through our monthly newsletter and social media channels.

We publish monthly email newsletters which are distributed to over 650 people in SW Scotland. <https://swseic.org.uk/news-events/newsletters/>

A region-wide conference for all those involved and interest in local wildlife and wildlife recording was held in Castle Douglas. The event included talks and presentations about wildlife and conservation projects throughout SW Scotland, with topics including Golden Eagles, Glow worms, Willow Tits, the Species on the Edge project and the Wood of Cree, along with updates by SWSEIC on our recent work. For the first time the event was held in hybrid format, both in person and also streamed live online. Approximately 120 people attended. A recording of all the presentations is now available on the SWSEIC YouTube channel.

## **Section 7 - Biodiversity highlights and challenges**

### **Belleisle Wetland Project**

Belleisle wetland Project, South Ayrshire Golf worked alongside the Ranger Service and appointed golf course architects to redesign areas of the golf courses to create wildlife habitats both in the rough and areas of play. The project has implemented multi land use system on the golf course, while still functioning as popular golf course it now also delivers biodiversity value and connectivity for nature, as well as climate change solutions as the lakes are designed to collect & hold excess water during periods of heavy rainfall.

The project created new lakes with marginal shelving and interconnecting streams creating wetland habitats at Belleisle Golf Course in Ayr, the areas surrounding these new features have been sown with a Scotia seeds meadow and wetland mix to create wildflower meadows. The funding enabled us to engage Kimber Glen who redesigned areas of golf course to fit in the new habitat features, carried out full topographic surveys and soil cores to ensure new lakes would gather and retain enough water and project managed the full construction of the project.

The project was allocated funds from the competitive strand of the NRF and additional monies from the fixed strand and from South Ayrshire Council Golf were used to fund project to completion. The aim was to create as much wetland and pollinator habitat as possible working in redesign with golf to make best use of the opportunities available. The small lakes will retain run off from the golf course and reduce amount of water entering Slaphouse Burn during periods of heavy rainfall, aiming to reduce the flashiness of the Slaphouse Burn preventing erosion of banks and reducing amount of sediment washed downstream. One of the lakes provides an overflow solution for the Slaphouse Burn, with extra capacity to take water from the Slaphouse Burn only when the Burn is in spate to reduce erosion and flood risk downstream. As Climate Change will increase the frequency of heavy rainfall incidents and the project will improve the resilience of the landscape to these events while providing valuable wetland habitat for biodiversity.

The wetland area will provide habitat for amphibians, birds and aquatic invertebrates, otters have been recorded nearby at Rozelle Park and River Doon and use the Slaphouse burn as connectivity to territories. The project contributes to connectivity of wetland/riparian habitat, the Slaphouse burn runs through Belleisle Golf Course and the project will link the new wetlands with existing watercourse. In addition, there are small wetland areas within 1km of site in Rozelle Park and at Doonfoot Rd Ayr, as well as the River Doon. The project has also created more wildflower meadow areas benefitting pollinators and contributing further to the nectar network. The ranger service will work with golf to create a habitat management plan for the wildflowers meadows and the areas of rough and carry out surveys to monitor the habitat created using Nectar Network Pollinator survey methodology and Froglife survey methodology for amphibians. Ranger service will also manage and monitor butterfly orchid areas, which were not part of the project but will be maintained in the project legacy.

Images below show the finished lakes in the landscape, the surrounding land that is still bare soil and been sown with the wildflower/fescue mix and will be managed as wildflower meadows.



*Image 28 New lake 1- overflow from Slaphouse at culvert on far left*



*Image 29 Aerial view of new lake 1*



*Image 30 Lake 2 near completion*



*Image 31 Aerial view of lake 2*

## Green Recovery in South Ayrshire

Following the COVID pandemic, South Ayrshire Ranger Service has secured funding allowing for an increased Ranger presence during summer months.

In 2021, the Rangers received funding from NatureScot's Better Places Green Recovery Fund as well as additional funds from the Community Planning Partnership COVID Recovery Fund. The funding was used to employ 4 additional full time Rangers over the summer period as well as purchasing some legacy features for Fullarton Woods. The additional resources meant that the Ranger Service was able to offer the following from July until October 2021: 134 patrols in 16 hotspots, 13 events with 500 participants from the general public, 16 school visits with 577 participants. They also supported 27 volunteers who have given 82h of volunteering time enhancing our green and blue spaces and carrying out conservation tasks as well as supported 161 participants doing community work. Thanks to those two streams of funding, the Rangers were able to increase their offering and work to enhance biodiversity conservation across the county.

In 2022, the Rangers received funding from NatureScot's Better Places Green Recovery Fund. The funding provided resources to employ 1 FTE Ranger over the summer months and allowed for regular patrols of our award-winning beaches and biosphere hotspots in South Ayrshire, with a total of 62 patrols carried out. Patrols also helped identify any potential issues that visitors would encounter when accessing our green and blue spaces, thus minimising visitor impact as well as supporting inclusive access to our hotspots where possible. The additional staffing also allowed the core staff to further support biodiversity conservation work.



*Image 32 Community litter pick*

### **Local Biodiversity Action Plan (LBAP)**

The context has changed since South Ayrshire's last LBAP and the Sustainable Development team has been consulting with internal council sections and partner organisations to produce an updated LBAP.

We aim to complete the new LBAP in 2024, reflecting the new Scottish Biodiversity Strategy to 2045- Tackling the Nature Emergency and targets from the proposed Natural Environment Bill.

In addition we are working towards strategic mapping of our Nature Networks in line with guidance from National Planning Framework 4.



## Appendix 1 – Nethermills Hydro Project

Update at June 2022



Work continued onsite until May 2022 with very minor works still required. The civil construction contract was extended to 11th February 2022 to allow remaining works to complete following high water events throughout the autumn and winter months.

All works listed as being programmed for December and January in the previous Board report are now complete and the commissioning of the scheme was carried out before the 18th March 2022 – the critical deadline to ensure that feed in tariff subsidies will be paid for the next 20 years.

The scheme has been operating very well despite the surprisingly low water levels in the river. If the water level is too low for the fisheries demands the turbine automatically switches off.

Work which took place in February, March and April 2022:

- Installation of smolt chutes and remaining eel and lamprey ladders
- Testing and commissioning of the generation system – G99 test booked for 15th Feb.
- Final visit by Vandezande engineers.
- Extra section of security fence installed.
- CCTV security system installed on the powerhouse.
- The fish counter installation by Fishtek on behalf of Marine Scotland Science
- Display boards are being designed/prepared by Ayrshire College
- Official opening took place 28th February 2022 with our 60 partners involved.

After benefiting earlier in the project from an unusually dry summer, the contractors encountered significant difficulties caused by high water levels during Autumn and Winter 2021. This situation only occurred because of a delay of a month in the delivery of the turbine equipment from Belgium due to the steel supply chain problems linked to COVID-19-related fluctuations in global demand.

The contractors have worked tirelessly throughout to meet challenging demands and weekly progress meetings were held to ensure we remained on-track for our official 'opening' and electricity generation by March 2022. The civil contractors, Bailey Construction Ltd, have been worked their way through finishing touches and are progressing through a comprehensive 'snag-list'.

We were delighted and relieved that we achieved successful completion well in advance of the final commissioning deadline of 18th March 2022.

The College appears to be using over 85% of the power produced from the scheme.

We are issuing the College with their first bill for the power utilised in the first quarter.

A superb 50 minute long film has been produced showing the development of the project – work is continuing on a much shorter summary.







AMcG/JF 9th Feb 2022

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: South Ayrshire Council Public Bodies Climate Change  
Duties Annual Report 2022-23**

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**1. Purpose**

1.1 The purpose of this report is to present for approval the Council's statutorily required Public Bodies Climate Change Duties Annual Reporting for 2022-23

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 approves the annual report attached in Appendix 1 and agrees this annual report is submitted as required by officers to the Scottish Government by 30 November 2023; and**

**2.1.2 notes both the progress and challenges faced by the Council in fulfilling its duties and the reductions in the emissions targets summarised in the analysis.**

**3. Background**

3.1 In 2009, the Scottish Parliament passed the Climate Change (Scotland) Act. Part 4 of the Act states that a 'public body must, in exercising its functions, act: in the way best calculated to contribute to the delivery of (Scotland's climate change) targets; in the way best calculated to help delivery any (Scottish adaptation programme); and in a way that is considers most sustainable'.

3.2 The Council and many of its Community Planning Partners have had a responsibility to take forward these duties from 1 January 2011 (see government guidance for taking forward these duties available at: [Public bodies climate change duties: putting them into practice, guidance required by part four of the Climate Change \(Scotland\) Act 2009 - gov.scot \(www.gov.scot\)](http://www.gov.scot/publications/public-bodies-climate-change-duties-putting-them-into-practice-guidance-required-by-part-four-of-the-climate-change-scotland-act-2009/pages/1-3.aspx))

3.3 In the intervening period climate change has continued to climb up the national and international agenda. It is the accepted consensus, scientific and political, that we now only have a small window for decisive action to prevent the worst effects of climate change and that we must also now prepare for those already locked into our climate system.

- 3.4 In June 2019 South Ayrshire Council adopted its first Sustainable Development and Climate Change Strategy [Sustainable development and climate change strategy 2019-2024 \(south-ayrshire.gov.uk\)](https://www.south-ayrshire.gov.uk). The strategy is currently being refreshed to reflect developments both local, national and international which have taken place since its adoption. It should be noted that in October 2020 the Council approved a strengthened policy position agreeing organisational targets which align us with the national targets of a 75% reduction in emissions by 2030 and net zero by 2045 [Climate Change Policy \(south-ayrshire.gov.uk\)](https://www.south-ayrshire.gov.uk). It is important to note that these targets are based on a baseline of 2014/15 which was when a consistent organisational boundary was set, and they relate to emissions within that boundary.
- 3.5 This is the eighth year the current national reporting template for public bodies climate change duties, which is set out in legislation, has been used. While for some time gaps were expected in the data and information public bodies would present as they evolved their response to new duties, it is now the case that all required components are expected to be addressed by all public bodies, and guidance has been updated a number of times to make the minimum expected standards of performance clear. This includes:
- Explanation of the extent of involvement of the Chief Executive in the governance of climate change activities;
  - Evidence of the effectiveness of governance arrangements;
  - Baseline year and historic emissions from at least 2015/16 onwards;
  - Correct assignment of emissions against scope;
  - Historic emissions data consistent year on year; and
  - Data entered for all renewable installations.
- 3.6 Furthermore the reporting guidance also states that ‘it is untenable for a public body not to have some form of target set and monitored to determine progress. Ideally a corporate target that applies across the organisation should be established, either as a percentage or absolute reduction or a final endpoint by a fixed date. Targets should also be set with reference to national policy and demonstrate alignment where feasible’.
- 3.7 Recent developments at the national level, including work underway on new national statutory guidance, point to increasing requirements for public bodies reporting, particularly for local authorities. There will be an expectation that more areas are covered in the reporting, for example following the requirement to calculate home working emissions we anticipate that this could include commuting, all modes of business travel and scope 3 emissions, and a requirement to set targets in relation to these. Public bodies targets are also increasingly likely to be driven by more stringent legislation, for example the backstop for public sector buildings to have zero heating emissions by 2038 may mean public bodies have to go beyond the targets they have already set in this area, for example net zero by 2045 in the case of South Ayrshire Council.

## 4. Proposals

- 4.1 It is proposed that the report (Appendix 1) is approved by Cabinet and submitted as required by 30 November 2023 to the Sustainable Scotland Network who are collating and analysing the reports on behalf of the Scottish Government.

- 4.2 Members are asked to note the analysis of the report findings set out in Appendix 2, reporting the Council's progress in reducing emissions, and that this information will be considered by the Corporate Leadership Team as it progresses the work towards the Council meeting the commitment to reduce the 75% target set for 2030.

## **5. Legal and Procurement Implications**

- 5.1 The requirement for the Council to complete, approve and submit a version of the appended report template is, a legal requirement.
- 5.2 In 2009, the Scottish Parliament passed the Climate Change (Scotland) Act. Part 4 of the Act states that a 'public body must, in exercising its functions, act: in the way best calculated to contribute to the delivery of (Scotland's climate change) targets; in the way best calculated to help deliver any (Scottish adaptation programme); and in a way that it considers most sustainable
- 5.3 The Council and many of its Community Planning Partners have had a responsibility to take forward these duties from 1 January 2011 (see government guidance on taking forward these duties available at:

[https://www.gov.scot/publications/public\[1\]bodies-climate-change-duties-puttingpractice-guidance-required-part/pages/0/](https://www.gov.scot/publications/public[1]bodies-climate-change-duties-puttingpractice-guidance-required-part/pages/0/)

- 5.4 New statutory guidance is under preparation with publication expected next year. It is anticipated that this statutory guidance will significantly increase the level of expectation placed on local authorities in comparison to earlier guidance issued when targets, urgency and our understanding of required action were all less
- 5.5 The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 required the council along with all other public bodies considered to be 'major players' to annually report against the specified questions which are contained within the appended completed template. The deadline for submission of the annual reports is 30 November each year.
- 5.6 There are no procurement implications arising from this report.

## **6. Financial Implications**

- 6.1 There are no financial implications arising directly from this report. However, compliance with national legislative requirements and delivery of our targets will have resource requirements, both in terms of how resources are deployed to deliver services, as well as in relation to the balance of the upfront costs in relation to whole life costs where more stringent standards are implemented. Financial implications arising from this will be considered as part of future capital and revenue budgets as well as within future Cabinet reports.

## **7. Human Resources Implications**

- 7.1 There are no human resource implications arising directly from this report. Our commitments will be delivered within existing resources.

**8/**

## **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 The risks associated with rejecting the recommendations are that the Council will fail to submit a report that is legislatively required to be made public by the Climate Change (Scotland) Act 2009 and the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015.

## **9. Equalities**

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions, and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## **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.

10.2 A key environmental benefit of this proposal will be to increase awareness of climate change and the need for cross cutting action. This can be enhanced/ supported by pursuing the progress points for the year ahead noted in the report. The main environmental cost / challenge of this proposal will be behaviour change and identification of resources for specific action areas going forward. This can be minimised by good communications and forward planning.

## **11. Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report, however many of the areas which contribute to the Council's efforts to tackle climate change have been the subject of option consideration and appraisal.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to all priorities and outcomes 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 Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Completed reporting template nationally to be made publicly available alongside reports of all other public bodies	30 November 2023	Service Lead – Policy, Performance and Community Planning
Prepare annual report for 2023/24	31 October 2024	Service Lead – Policy, Performance and Community Planning

**Background Papers**    **Report to South Ayrshire Council of 1 October 2020 - [Climate Change Policy](#)**

**Report to South Ayrshire Community Planning Board of 26 August 2021 – Net Zero and a Green Recovery for Ayrshire**

**Report to Cabinet of 29 November 2022 - [Annual Climate Change Duty Report 2021-22](#)**

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**Date: 17 November 2023**

# Public Bodies Climate Change Duties Compliance Reporting Template 2022/23

## 1. Overview

This template is provided for public bodies required to report annually in accordance with the Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015, as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 which took effect for reporting periods commencing on or after 1 April 2021.

Reports must be submitted to [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk) by **30th November**. Late submissions will not be accepted for analysis and may be deemed non-compliant with Public Bodies Duties reporting requirements.



## 2. Guidance

1. The "Profile of Body" tab must be completed before proceeding to add any other data.
2. Question 1f must be completed to ensure the correct emission factors are applied in Q3b.
3. If you need to add more rows in any table please email the file [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk)
4. More emission factors from the UK Government (DESNZ) release have been included this year. When completing Q3b you can filter by the Emission Type dropdown in column C.
5. Please only use the "Other" emission source rows (130 onwards) when there is no relevant emission source in the dropdown lists or if you have bespoke data/emission factors. Please provide a brief explanation in the comment field.
6. The water supply and sewage emission factors are based on Scottish Water's carbon intensities of service supply, one of the lowest in the UK water industry. If you still wish to use the UK DESNZ (formerly BEIS) factors (which are more than double) you will need to enter consumption data in an "Other" row.
7. Some auto-checks have been added to improve the quality of data entries, e.g. correct emission scopes where only one category ever applies.
8. More detailed reporting guidance is available [on the SSN website](#).

## 3. Colour Coding used in the template

	Dropdown box - select from list of options
	Uneditable/fixed entry cell
	Editable cell



## Public Sector Report on Compliance with Climate Change Duties 2023 Template

## PART 1 Profile of Reporting Body

## 1a Name of reporting body

Provide the name of the listed body (the "body") which prepared this report.

South Ayrshire Council

## 1b Type of body

Select from the options below

Local Government

## 1c Highest number of full-time equivalent staff in the body during the report year

4835.12

THIS MUST BE COMPLETED

## 1d Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Population size served	population	112799.00	2011 census
Floor area	m2	276,483	from asset management data
Other (please specify in comments)	Households	56715.00	Financial year end figure 2022/23 from Ayrshire Valuation Joint Board Council Tax Register, excluding commercial premises, Garages and Domestic Storage Premises

## 1e Overall budget of the body

Specify approximate £/annum for the report year.

Budget

Budget Comments

£306,798,000

Includes health and social care funding

## 1f Report type

Specify the report year type

Report type

Report year comments

Financial

2022-2023

THIS MUST BE COMPLETED

## 1g Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

South Ayrshire Council is a Scottish Local Authority with wide ranging functions all of which have an impact on and are impacted by climate change. South Ayrshire Council's operational area covers 476 square miles with a population of 112,799 (2011 census). The main population centres are Ayr, Prestwick, Troon, Girvan and Maybole, representing approximately 79% of the total. The remaining population is spread across a variety of rural areas ranging from Ballantrae in the south, to Barassie in the north. Functions include education authority, planning authority, roads authority, social care and housing provider, environmental health, building standards, community development and leading the South Ayrshire Community Planning Partnership. Internal services such as fleet, ICT, procurement and HR are also in place to facilitate the external facing services.

## PART 2 Governance, Management and Strategy

### Governance and management

#### 2a How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements. Provide a diagram / chart to outline the governance structure within the body.

The Council's first Sustainable Development and Climate Change Strategy was approved in June 2019 with a formal launch in climate week in October 2019. It introduced new governance structures for sustainable development and climate change for South Ayrshire Council as shown on page 28 of the strategy and appended to this report. This includes a Member Officer Working Group chaired by a nominated Councillor with membership including at least 2 further elected members and other senior officers. The member officer working group has decided during the reporting year to meet 3 to 4 times a year. Our progress on climate change is being reported annually to Cabinet, which has replaced the previous Leadership Panel, with other supporting papers or policies take to this or full council, such as the Climate Change Policy Paper taken to Full Council in October 2020. During the report year the council has also supported the South Ayrshire Sustainability Partnership which has met four times annually and is part of the South Ayrshire Community Planning Structure with regular reports going to the Community Planning Board. In November 2022 the line management (Service Lead) for sustainability switched from Neighbourhood Services to Performance, Policy and Community Planning, showing the strategic importance of this area and ensuring it is woven through all the business of the council. A new Council Plan was adopted in March 2023 which sets out how sustainability, climate change and biodiversity will be taken forward as cross cutting themes along with other cross cutting themes in a new impact assessment for all council decisions. It is anticipated that this will be adopted and implemented during the next reporting year 2023-24, along with a refresh of the Sustainable Development and Climate Change Strategy which will allow it to continue up to 2027.

#### 2b How is climate change action managed and embedded in the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body. Provide a diagram to show how responsibility is allocated to the body's senior staff, departmental heads etc.

The Service Lead - Performance, Policy and Community Planning, is the management lead on Climate Change and Sustainable Development with the Coordinator - Sustainability and Climate Change sitting within his group of services. Through this function steps have been taken to mainstream sustainable development and climate change action into Service Plans and Team Plans across the organisation. The Sustainability Team also includes rangers who have a climate change and biodiversity remit, engaging with policy and planning as well as connecting people practically and tangibly with the climate and nature loss emergencies we are experiencing. As well as a Member Officer Working Group, the council's climate change and sustainable development strategy also introduced an offer led coordination group chaired by the service lead and a number of sub groups to take forward specific challenges, all designed to support the member officer working group. The structure is shown on p28 of the strategy which is appended to the report and will be reviewed as part of the forthcoming strategy refresh.

<Insert Diagram Here or Attach File>

## Strategy

### 2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Wording of objective	Name of document	Document Link
Cross cutting theme: sustainability, climate change and biodiversity	Council Plan 2023-2028	<a href="https://www.south-ayrshire.gov.uk/media/8511/Council-Plan-2023-28/pdf/SAC_Council_Plan_2023-28_-_v4_Feb_2023_for_panel.pdf?m=638161085736430000">https://www.south-ayrshire.gov.uk/media/8511/Council-Plan-2023-28/pdf/SAC_Council_Plan_2023-28_-_v4_Feb_2023_for_panel.pdf?m=638161085736430000</a>

### 2d Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

Yes - the council approved its first Sustainable Development and Climate Change Strategy in June 2019. This document is available on the council website. A further climate change policy paper was approved in October 2020 which can also be found on the council website. The strategy is currently being refreshed and this will be updated on in the next annual report.

### 2e Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation				Included in Sustainable Development and Climate Change Strategy
Business travel	Travel and Subsistence Policy		From July 2022	Covers this in that it requires Hierarchy of Travel to be followed
Staff Travel	Travel and Subsistence Policy		From July 2022	Covers this in that it requires Hierarchy of Travel to be followed
Energy efficiency	Energy Strategy		From August 2009	
Fleet transport	Fleet Strategy		2021-2023	
ICT	ICT Strategy		2021-2023	Several workstreams will have an impact on emissions and resilience
Renewable energy				
Sustainable/renewable heat				
Waste management	Waste Strategy 2021-2031		2021-2031	
Water and sewerage				
Land Use	South Ayrshire Local Plan 2		From August 2022 to 2032	
Other (please specify in comments)				

**2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?**

Provide a brief summary of the body's areas and activities of focus for the year ahead.

As stated in the Council Plan: "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." Top 5 priorities for the year ahead can therefore be interpreted as: (1) working towards net zero (2) adapting to a changing climate (3) just transition for people and nature (4) ecological recovery (5) liveable places. Key actions for delivery of this include (1) development and adoption of an impact assessment for all decisions that ensures delivery against these requirements (2) adoption of a refreshed sustainable development and climate change strategy and a local biodiversity strategy (3) restructuring and resourcing of the sustainability team and other key areas to deliver against this (4) adoption of a Sustainable Design Guide for South Ayrshire Council, Local Heat and Energy Efficiency Strategy for South Ayrshire and an Energy Master Plan for Ayrshire (5) development of and leadership via the Sustainability SDP of the Community Planning Partnership, including through locality planning and the other SDPs.

**2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?**

If yes, please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.

The CCAT tool was used by South Ayrshire Council historically but not in recent years.

## Further information

**2h Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

South Ayrshire Council works in partnership locally on climate change. As such we have a service level agreement with the Energy Agency and 3 Councillors sit on the Board of that organisation including the Portfolio Holder who chairs it. By working together we are able to extend our reach further and have a much greater influence in relation to energy efficiency and renewables, including reaching out to local businesses, delivery of CPD to local professionals and energy lessons in primary schools. We have also taken a strategic approach to engaging with all the local secondary schools by developing and running our Provost's School Footprint Challenge, which has brought all 9 secondaries together to share and learn from each other's best practice supported by the Sustainability Team. The provost is involved in judging the award. South Ayrshire Council has recently made a commitment to run air shows in Ayr for the next 5 years beginning in September 2023. While it is recognised that this will generate harmful emissions, as part of this commitment the council is working with their delivery partners on 'AirshowZero', where the carbon footprint of the event will be measured and analysed with steps taken to reduce this year on year. STEM learning will be part of the event, sharing and teaching people how the aviation industry hopes to develop more efficient and less carbon intensive ways of flying going forward. This will be reported on in our next annual report.

**PART 3 Corporate Emissions, Targets and Project Data**

**Emissions**

**3a Emissions from the start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year**  
 Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint / management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol (b). If data is not available for any year from the start of the baseline year to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

(b) This refers to "The greenhouse gas protocol. A corporate accounting and reporting standard (revised edition)", World Business Council for Sustainable Development, Geneva, Switzerland / World Resources Institute, Washington DC, USA (2004), ISBN: 1-56973-568-9.

**ENSURE QUESTION 1f IS COMPLETED BEFORE STARTING THIS SECTION, THEN SELECT APPROPRIATE BASELINE YEAR. TOTAL EMISSIONS IN THE MOST RECENT FOOTPRINT YEAR**

Reference year	Year	Scope 1	Scope 2	Total	Units	Comments
Baseline Year	2005/06	15,990	13,044	31,498	tCO <sub>2</sub> e	
Year 1 carbon footprint	2006/07	14,948	12,446	29,781	tCO <sub>2</sub> e	
Year 2 carbon footprint	2007/08	14,438	13,288	29,965	tCO <sub>2</sub> e	
Year 3 carbon footprint	2008/09	14,091	13,833	30,247	tCO <sub>2</sub> e	
Year 4 carbon footprint	2009/10	14,272	13,662	30,220	tCO <sub>2</sub> e	
Year 5 carbon footprint	2010/11	13,450	13,513	29,135	tCO <sub>2</sub> e	
Year 6 carbon footprint	2011/12	12,622	12,232	26,828	tCO <sub>2</sub> e	
Year 7 carbon footprint	2012/13	13,182	12,339	27,363	tCO <sub>2</sub> e	
Year 8 carbon footprint	2013/14	11,529	11,511	24,850	tCO <sub>2</sub> e	
Year 9 carbon footprint	2014/15	12,270	13,023	27,643	tCO <sub>2</sub> e	Consistent organisational boundary applied from this FY onwards
Year 10 carbon footprint	2015/16	12,630	12,005	26,590	tCO <sub>2</sub> e	
Year 11 carbon footprint	2016/17	13,588	9,869	25,855	tCO <sub>2</sub> e	
Year 12 carbon footprint	2017/18	10,915	9,060	22,414	tCO <sub>2</sub> e	
Year 13 carbon footprint	2018/19	11,221	7,105	20,282	tCO <sub>2</sub> e	
Year 14 carbon footprint	2019/20	11,568	6,070	19,422	tCO <sub>2</sub> e	
Year 15 carbon footprint	2020/21	11,008	4,117	15,840	tCO <sub>2</sub> e	
Year 16 carbon footprint	2021/22	10,203	4,612	17,812	tCO <sub>2</sub> e	This figure is consistent with our agreed organisational boundary since 2014/15. It should be noted that this does not include commuting or homeworking.
Year 17 carbon footprint	2022/23	9,286.28	4,192.25	15,617.79	tCO <sub>2</sub> e	This figure is consistent with our agreed organisational boundary since 2014/15. It should be noted that this does not include commuting or homeworking.

3b

**Breakdown of emissions sources**

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If there is no

(a) Emissions factors are published annually by the UK Department for Business, Energy & Industrial Strategy

Emission Factor Year

2022

The emission factor year is auto-assigned based on your answer to Q1f, if it is incorrect please contact SSN.

You can now filter emission sources by "type" in column C to enable quicker selection of emission source in column D.

User defined emission sources can be entered in rows 130 onwards. Please only use these if you cannot find a relevant emission source in the dropdown list or you have a bespoke emission factor or non-standard derivation of emissions e.g. based on a survey/consumption data. If you require extra rows in the

Medical gas emission sources can be found under the "Process" Emission Type. The UK emission factor for homeworking has now been provided in the dropdown list.

Land Use & Land Use Change emissions can be included where data/estimates are available.

Emission Type	Emission source	Consumption data	Units	Units	Emissions (tCO <sub>2</sub> e)	Comments
Electricity	Electricity: UK	18,043,709	kWh	kg CO2e/kWh	3489.29245	Grid electricity in buildings, including PPP
Electricity	Transmission and distribution - Electricity: UK	18,043,709	kWh	kg CO2e/kWh	319.19321	Grid electricity in buildings, including PPP
Electricity	Electricity: UK	3,635,093	kWh	kg CO2e/kWh	702.95428	Street and traffic lighting
Electricity	Transmission and distribution - Electricity: UK	3,635,093	kWh	kg CO2e/kWh	64.30480	Street and traffic lighting
Fuels	Natural gas	34,624,043	kWh	kg CO2e/kWh	6320.27281	Natural gas in buildings, including PPP
Bioenergy	Wood pellets	130	tonnes	kg CO2e/tonnes	6.57210	Estimate of biomass based on pellet
Fuels	Burning oil (Kerosene)	1,734	litres	kg CO2e/litres	4.40459	Building heating
Fuels	Gas oil	133,079	litres	kg CO2e/litres	367.10774	Gas oil procured for golf machinery and building heating
Water	Water supply	264,785			0.00000	Clean water supply in buildings including PPP schools
Water	Water treatment	251,546			0.00000	Waste water sent for treatment including PPP schools
Transport - car	Average car - Unknown	868,147	miles	kg CO2e/miles	238.43657	business miles in private cars reclaimed
Waste	Commercial and industrial waste - Landfill	3,035	tonnes	kg CO2e/tonnes	1417.36578	Council Waste - Landfill
Waste	Organic: food and drink waste - Anaerobic digestion	319	tonnes	kg CO2e/tonnes	2.84470	Council waste - AD
Waste	Paper and board: board - Recycled	448	tonnes	kg CO2e/tonnes	9.52821	Council waste - recycling
Waste	Plastics: average plastics - Recycled	140	tonnes	kg CO2e/tonnes	2.97476	Council waste - recycling
Waste	Metal: mixed cans - Recycled	70	tonnes	kg CO2e/tonnes	1.48727	Council waste - recycling
Waste	Glass - Recycled	416	tonnes	kg CO2e/tonnes	8.85150	Council waste - recycling
Fuels	Diesel (average biofuel blend)	932,718	litres	kg CO2e/litres	2385.74392	Diesel used in fleet from depots
Fuels	Diesel (average biofuel blend)	15,204	litres	kg CO2e/litres	38.88815	Diesel used from outside garages
Fuels	Petrol (average biofuel blend)	73,790	litres	kg CO2e/litres	159.52302	Petrol used from outside garages
Fuels	Gas oil	1,367	litres	kg CO2e/litres	3.77022	Gas oil used from depots
Homeworking	Homeworking (office equipment + heating)	764,161	FTE Working Hour	kg CO2e/FTE Working Hour	260.39031	Based on 11.5% of work being homeworking and 7 hrs for 200 days a week being 1 FTE annual hours.
					15,878.179	

Total is different to that number quoted in Q3a, please check and/or state why in comments cell above

3c

**Generation, consumption and export of renewable energy**

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

Technology	Renewable Electricity		Renewable Heat	
	Total consumed by the body (kWh)		Total consumed by the body (kWh)	Total exported (kWh)
Solar PV	142,554			
Air Source Heat Pump			159,919	
Biomass			467,886	

## Targets

### 3d Organisational targets

List all of the body's targets of relevance to its climate change duties. Where applicable, targets for reducing indirect emissions of greenhouse gases, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included. Where applicable, you should also provide the body's target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is

Name of target	Type of target	Target	Units	Boundary/scope of target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Progress against target	Comments
75% reduction internal boundary emissions by 2030	Percentage	75% reduction in internal boundary emissions by 2030	total % reduction	Please select from drop down list	2014/15	27,643	tCO2e	2029/30		refers to consistent organisational boundary as set in 2016
Net Zero internal boundary emissions by 2045	Absolute	Net Zero internal boundary emissions by 2045	tCO2e reduction	Please select from drop down list	2014/15	27,643	tCO2e	2044/45		refers to consistent organisational boundary as set in 2016

### 3da How will the body align its spending plans and use of resources to contribute to reducing emissions and delivering its emission reduction targets?

Provide any relevant supporting information that is not already included elsewhere in this report.

South Ayrshire Council introduced carbon budgeting at the Service Level. Service Leads make day to day decisions about how they spend their allocated financial budgets and work with their accountants to make sure these budgets are always brought in on line. Service leads are now also provided with a carbon budget and information about how much carbon they are spending through the delivery of the services they manage by the sustainable development team. This allows them to begin to manage their carbon emissions in the same way they manage their financial budgets, through the daily decisions they make about the ways in which they provide the services they are in charge of delivering. At present this related only to the councils within boundary emissions covering building heat and energy, fleet fuel use and mileage claims, however we aspire to extend this into other emissions sources as data

### 3db How will the body publish, or otherwise make available, its progress towards achieving its emissions reduction targets?

Provide any other relevant supporting information. In the event that the body wishes to refer to information already published, provide information about where the publication can be accessed.

Prior to submitting our annual reporting nationally to be made available via the SSN website the report is presented to cabinet and a

## Projects and changes

### 3e Estimated total annual carbon savings from all projects implemented by the body in the report year

If no projects were implemented against an emissions source, enter "0".

If the body does not have any information for an emissions source, enter "Unknown".

If the body does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	carbon savings (tCO <sub>2</sub> e)	Comments
Electricity	135	As per projects noted in 3f
Natural gas	833	As per projects noted in 3f
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet transport		
Other (please specify in comments)		
<b>Total</b>	<b>968</b>	



3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO <sub>2</sub> e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO <sub>2</sub> e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
Troon Concert Hall LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	9,800		10	Electricity: UK	2	1431	No	LED lighting upgrade
Wallacetown Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	2,075		10	Electricity: UK	1	310	No	External Lighting LED &
Forehill Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	6,400		10	Electricity: UK	2	1231	No	External Lighting LED &
Kincaidston Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	4,880		10	Electricity: UK	2	1078	No	External Lighting LED &
Dalmilling Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	4,950		10	Electricity: UK	2	942	No	External Lighting LED &
Muirhead Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	3,800		10	Electricity: UK	2	340	No	External Lighting LED &
Heathfield Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	2,498		10	Electricity: UK	1	554	No	External Lighting LED &
Coylton Primary School LED lighting upgrade	Capital/ Net Zero Fund	2022/23	Estimated	3,400		10	Electricity: UK	1	513	No	External Lighting LED &
Building Energy Consumption Management	Capital/ Net Zero Fund	2022/23	Actual	187,958		1	Natural gas	833	245000	No	Total reductions equate to 4.6 million kWh, £245,000 of costs avoided, and 833 tonnes
ARA Streetlighting LED upgrade	Capital	2022/23	Estimated	4,200,000		20	Electricity: UK	123	115090	No	LED lighting replacement programme, almost

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction

Emissions source	emissions (tCO <sub>2</sub> e)	decrease in	Comments
Estate changes	117	Decrease	Closure of Glenburn PS and St Ninians PS and replacement with
Service provision			Please select from drop down box
Staff numbers			Please select from drop down box
Other (please specify in comments)			Please select from drop down box
<b>Total</b>		<b>- 117</b>	

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

If no projects are expected to be implemented against an emissions source, enter "0".

If the organisation does not have any information for an emissions source, enter "Unknown".

If the organisation does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	carbon savings (tCO <sub>2</sub> e)	Comments
Electricity	10	Heathfield PS, Girvan Academy, Annbank PS, Dailly
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet Transport		
Other (please specify in comments)		
<b>Total</b>	<b>10</b>	

3i Estimated decrease or increase in emissions from other sources in the year ahead

If the body's corporate emissions are likely to increase or decrease for any other reason in the year ahead, provide an estimate of the amount and direction.

Emissions source	total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in	Comments
Estate changes	401	Decrease	Closure/transfer of liability of Cairn PS, Gardenrose PS, St Cuthberts PS, Carrick Academy, Ayr Grammar,
Service provision			Please select from drop down box
Staff numbers			Please select from drop down box
Other (please specify in comments)			Please select from drop down box
<b>Total</b>		<b>- 401</b>	

- 3j **Total carbon reduction project savings since the start of the year which the body used as a baseline for its carbon footprint**  
 If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total savings	Total estimated emissions savings (tCO <sub>2</sub> e)	Comments
Total project savings since baseline year	17,782	This figure represents only the estimated figure reported in 3f totalled for South Ayrshire Council since 2014/15

**Further information**

- 3k **Supporting information and best practice**  
 Provide any other relevant supporting information and any examples of best practice by the body in relation to corporate emissions, targets and projects.

South Ayrshire Council was an early adopter of Carbon Management with a very early initial baseline year being established of 2005/6 and a Carbon Management Plan in place by 2008. A lot has been done in the interim period with many projects taking place but also much change in the organisation and in the international development of carbon reporting techniques. In June 2019 the council approved its first Sustainable Development and Climate Change Strategy and with an associated delivery structure. The requirement for all council buildings and transport to become net zero GHG emissions in line with national policy and the climate emergency was progressed through these structures and went before council for decision in October 2020. Carbon budgeting by service area has also been put in place to support delivery. South Ayrshire Council sustainability team supports communications and initiatives such as the Provost's School Footprint Challenge. The challenge sees all 9 secondary schools come together to share and learn from each other's best practice. In 2022 the council established a Net Zero Board group to drive forward activity to reduce our corporate building emissions. Pilot projects were identified and feasibility reports completed for projects including energy centres and EnerPHit building retrofit. A new Building Energy Management System, IQ Vision, has also been installed which has improved the remote access to building heating controls and generated energy reductions for the council. The Council has designed and constructed a new office and welfare facility which will be net zero in operation.

## Emission Factors by Scope/Category - for reference only, not editable.

Based on UK Government GHG Conversion Factors published annually, with the exception of water supply/treatment factors which use Scottish Water's rep

Category					
Scope	Level 1	Level 3	UOM	GHG Conversion Factor 2022 (kgCO2e/unit)	GHG Conversion Factor 2023 (kgCO2e/unit)
Scope 1	Bioenergy	Biogas	kWh	0.00022	0.00022
Scope 1	Bioenergy	Biogas	tonnes	1.21919	1.23595
Scope 1	Bioenergy	Landfill gas	kWh	0.00020	0.00020
Scope 1	Bioenergy	Wood chips	kWh	0.01053	0.01074
Scope 1	Bioenergy	Wood chips	tonnes	39.78833	40.58114
Scope 1	Bioenergy	Wood pellets	kWh	0.01053	0.01074
Scope 1	Bioenergy	Wood pellets	tonnes	50.55459	51.56192
Scope 2	Electricity	Electricity: UK	kWh	0.19338	0.20707
Scope 3	Electricity	Transmission and distribution - Electricity: UK	kWh	0.01769	0.01792
Scope 1	Fuels	Aviation spirit	kWh	0.24375	0.24382
Scope 1	Fuels	Aviation spirit	litres	2.33048	2.33116
Scope 1	Fuels	Aviation turbine fuel	kWh	0.24782	0.24758
Scope 1	Fuels	Aviation turbine fuel	litres	2.54514	2.54269
Scope 1	Fuels	Burning oil (Kerosene)	kWh	0.24677	0.24677
Scope 1	Fuels	Burning oil (Kerosene)	litres	2.54013	2.54016
Scope 1	Fuels	Burning oil (Kerosene)	tonnes	3165.01000	3165.04181
Scope 1	Fuels	Coal (industrial)	tonnes	2411.43000	2396.47994
Scope 1	Fuels	Diesel (100% mineral diesel)	litres	2.69880	2.65937
Scope 1	Fuels	Diesel (average biofuel blend)	litres	2.55784	2.51206
Scope 1	Fuels	Fuel oil	kWh	0.26816	0.26813
Scope 1	Fuels	Fuel oil	litres	3.17523	3.17492
Scope 1	Fuels	Fuel oil	tonnes	3229.20000	3228.89019
Scope 1	Fuels	Gas oil	kWh	0.25679	0.25650

Scope 1	Fuels	Gas oil	litres	2.75857	2.75541
Scope 1	Fuels	Gas oil	tonnes	3230.28000	3226.57859
Scope 1	Fuels	LPG	kWh	0.21449	0.21450
Scope 1	Fuels	LPG	litres	1.55709	1.55713
Scope 1	Fuels	Marine fuel oil	litres	3.10669	3.10202
Scope 1	Fuels	Marine gas oil	litres	2.77539	2.77139
Scope 1	Fuels	Natural gas	kWh	0.18254	0.18293
Scope 1	Fuels	Petrol (100% mineral diesel)	litres	2.33970	2.34503
Scope 1	Fuels	Petrol (average biofuel blend)	litres	2.16185	2.09747
Scope 1	Fuels	Propane	kWh	0.21411	0.21410
Scope 1	Fuels	Propane	litres	1.54354	1.54358
Scope 1	Fuels	Waste oils	kWh	0.25682	0.25641
Scope 1	Fuels	Waste oils	litres	2.75367	2.74924
Scope 1	Fuels	Waste oils	tonnes	3224.57000	3219.37916
Scope 2	Heat and steam	District heat and steam	kWh	0.17073	0.17965
Scope 2	Heat and steam	Onsite heat and steam	kWh	0.17073	0.17965
Scope 3	Heat and steam	Transmission and distribution - district heat & steam, 5% loss	kWh	0.00899	0.00945
Scope 3	Homeworking	Homeworking (office equipment + heating)	FTE Working Hour	0.34075	0.33378
Scope 3	Hotel stay	Hotel stay - UK	Room per night	10.40000	10.40000
Scope 3	Hotel stay	Hotel stay - UK (London)	Room per night	11.50000	11.50000
Scope 3	Material use	Aggregates - Primary material production	tonnes	7.75102	7.75138
Scope 3	Material use	Aggregates - Recycled source	tonnes	3.19471	3.19491
Scope 3	Material use	Aggregates - Re-used	tonnes	2.21000	2.21000
Scope 3	Material use	Asbestos - Primary material production	tonnes	27.00000	27.00000
Scope 3	Material use	Asphalt - Primary material production	tonnes	39.21249	39.21249
Scope 3	Material use	Asphalt - Recycled source	tonnes	28.65471	28.65491
Scope 3	Material use	Asphalt - Re-used	tonnes	1.73826	1.73826
Scope 3	Material use	Average construction - Primary material production	tonnes	80.33777	80.21282
Scope 3	Material use	Batteries - Alkaline - Primary material production	tonnes	4633.47826	4633.47826
Scope 3	Material use	Batteries - Li ion - Primary material production	tonnes	6308.00000	6308.00000

Scope 3	Material use	Batteries - NiMh - Primary material production	tonnes	28380.00000	28380.00000
Scope 3	Material use	Bricks - Primary material production	tonnes	241.75102	241.75138
Scope 3	Material use	Clothing - Primary material production	tonnes	22310.00000	22310.00000
Scope 3	Material use	Clothing - Re-used	tonnes	152.25000	152.25000
Scope 3	Material use	Compost derived from food and garden waste - Primary material production	tonnes	114.83221	114.83405
Scope 3	Material use	Compost derived from garden waste - Primary material production	tonnes	112.01558	112.01742
Scope 3	Material use	Concrete - Primary material production	tonnes	131.75102	131.75138
Scope 3	Material use	Concrete - Recycled source	tonnes	3.19471	3.19491
Scope 3	Material use	Electrical items - fridges and freezers - Primary material production	tonnes	4363.33333	4363.33333
Scope 3	Material use	Electrical items - IT - Primary material production	tonnes	24865.47556	24865.47556
Scope 3	Material use	Electrical items - large - Primary material production	tonnes	3267.00000	3267.00000
Scope 3	Material use	Electrical items - small - Primary material production	tonnes	5647.94563	5647.94563
Scope 3	Material use	Food and drink - Primary material production	tonnes	3701.40359	3701.40359
Scope 3	Material use	Glass - Primary material production	tonnes	1402.76667	1402.76667
Scope 3	Material use	Glass - Recycled source	tonnes	823.18954	823.18954
Scope 3	Material use	Insulation - Primary material production	tonnes	1861.75102	1861.75138
Scope 3	Material use	Insulation - Recycled source	tonnes	1852.08089	1852.08125
Scope 3	Material use	Metal: aluminium cans and foil (excl. forming) - Primary material production	tonnes	9122.63640	9108.72731
Scope 3	Material use	Metal: aluminium cans and foil (excl. forming) - Recycled source	tonnes	999.39628	990.47810
Scope 3	Material use	Metal: mixed cans - Primary material production	tonnes	5268.55640	5254.64731
Scope 3	Material use	Metal: mixed cans - Recycled source	tonnes	1473.78996	1461.67759
Scope 3	Material use	Metal: scrap metal - Primary material production	tonnes	3682.68290	3669.43615
Scope 3	Material use	Metal: scrap metal - Recycled source	tonnes	1633.17782	1620.27606
Scope 3	Material use	Metal: steel cans - Primary material production	tonnes	3100.63640	3086.72731
Scope 3	Material use	Metal: steel cans - Recycled source	tonnes	1740.63640	1726.72731
Scope 3	Material use	Metals - Primary material production	tonnes	4018.00295	4005.13777
Scope 3	Material use	Metals - Recycled source	tonnes	1571.27037	1558.94894
Scope 3	Material use	Mineral oil - Primary material production	tonnes	1401.00000	1401.00000
Scope 3	Material use	Mineral oil - Recycled source	tonnes	676.00000	676.00000
Scope 3	Material use	Paper and board: board - Primary material production	tonnes	828.86816	801.52177
Scope 3	Material use	Paper and board: board - Recycled source	tonnes	719.55532	699.88184
Scope 3	Material use	Paper and board: mixed - Primary material production	tonnes	884.16078	868.06994

Scope 3	Material use	Paper and board: mixed - Recycled source	tonnes	731.67375	718.56937
Scope 3	Material use	Paper and board: paper - Primary material production	tonnes	919.39628	910.47810
Scope 3	Material use	Paper and board: paper - Recycled source	tonnes	739.39628	730.47810
Scope 3	Material use	Plasterboard - Primary material production	tonnes	120.05000	120.05000
Scope 3	Material use	Plasterboard - Recycled source	tonnes	32.17000	32.17000
Scope 3	Material use	Plastics: average plastic film - Primary material production	tonnes	2574.16475	2560.25566
Scope 3	Material use	Plastics: average plastic film - Recycled source	tonnes	1894.62863	1890.70135
Scope 3	Material use	Plastics: average plastic rigid - Primary material production	tonnes	3276.70693	3263.92202
Scope 3	Material use	Plastics: average plastic rigid - Recycled source	tonnes	2748.83298	2744.09248
Scope 3	Material use	Plastics: average plastics - Primary material production	tonnes	3116.29156	3102.44851
Scope 3	Material use	Plastics: average plastics - Recycled source	tonnes	2326.53028	2322.22425
Scope 3	Material use	Plastics: HDPE (incl. forming) - Primary material production	tonnes	3269.83889	3255.92980
Scope 3	Material use	Plastics: HDPE (incl. forming) - Recycled source	tonnes	2350.61634	2346.68907
Scope 3	Material use	Plastics: LDPE and LLDPE (incl. forming) - Primary material production	tonnes	2600.63640	2586.72731
Scope 3	Material use	Plastics: LDPE and LLDPE (incl. forming) - Recycled source	tonnes	1797.22268	1793.29541
Scope 3	Material use	Plastics: PET (incl. forming) - Primary material production	tonnes	4032.39250	4018.48341
Scope 3	Material use	Plastics: PET (incl. forming) - Recycled source	tonnes	3125.27157	3121.34429
Scope 3	Material use	Plastics: PP (incl. forming) - Primary material production	tonnes	3104.72699	3090.81790
Scope 3	Material use	Plastics: PP (incl. forming) - Recycled source	tonnes	2541.31327	2537.38600
Scope 3	Material use	Plastics: PS (incl. forming) - Primary material production	tonnes	3777.94890	3764.03981
Scope 3	Material use	Plastics: PS (incl. forming) - Recycled source	tonnes	3198.95732	3187.08199
Scope 3	Material use	Plastics: PVC (incl. forming) - Primary material production	tonnes	3413.08416	3399.17507
Scope 3	Material use	Plastics: PVC (incl. forming) - Recycled source	tonnes	2489.67044	2485.74317
Scope 3	Material use	Soils - Recycled source	tonnes	0.98471	0.98491
Scope 3	Material use	Tyres - Primary material production	tonnes	3335.57190	3335.57190
Scope 3	Material use	Tyres - Re-used	tonnes	731.21789	731.21789
Scope 3	Material use	Wood - Primary material production	tonnes	312.61178	312.61178
Scope 3	Material use	Wood - Recycled source	tonnes	112.96968	112.96968
Scope 3	Material use	Wood - Re-used	tonnes	38.54288	38.54288
Scope 1	Process	Desflurane	kg	2540.00000	2540.00000

Scope 1	Process	Sevoflurane	kg	130.00000	130.00000
Scope 1	Process	Isoflurane	kg	510.00000	510.00000
Scope 1	Process	Anaesthetic Nitrous Oxide	kg	298.00000	298.00000
Scope 1	Refrigerants	HFC-134a	kg	1430.00000	1300.00000
Scope 1	Refrigerants	HFC-32	kg	675.00000	677.00000
Scope 1	Refrigerants	R404A	kg	3922.00000	3943.00000
Scope 1	Refrigerants	R407C	kg	1774.00000	1624.00000
Scope 1	Refrigerants	R410A	kg	2088.00000	1924.00000
Scope 1	Refrigerants	R422D	kg	2729.00000	2473.00000
Scope 1	Refrigerants	R422E	kg	2592.00000	2350.00000
Scope 1	Refrigerants	R423A	kg	2280.00000	2274.00000
Scope 1	Refrigerants	R424A	kg	2440.00000	2212.00000
Scope 1	Refrigerants	R425A	kg	1505.00000	1431.00000
Scope 1	Refrigerants	R426A	kg	1508.00000	1371.00000
Scope 1	Refrigerants	R427A	kg	2138.00000	2024.00000
Scope 1	Refrigerants	R428A	kg	3607.00000	3417.00000
Scope 1	Refrigerants	R429A	kg	14.00000	15.00000
Scope 1	Refrigerants	R430A	kg	95.00000	106.00000
Scope 1	Refrigerants	R431A	kg	38.00000	40.00000
Scope 1	Refrigerants	R432A	kg	2.00000	1.50000
Scope 1	Refrigerants	R433A	kg	3.00000	3.00000
Scope 1	Refrigerants	R433B	kg	3.00000	3.00000
Scope 1	Refrigerants	R433C	kg	3.00000	3.00000
Scope 1	Refrigerants	R434A	kg	3245.00000	3075.00000
Scope 1	Refrigerants	R435A	kg	26.00000	28.40000
Scope 1	Refrigerants	R436A	kg	3.00000	3.00000
Scope 1	Refrigerants	R436B	kg	3.00000	3.00000
Scope 1	Refrigerants	R437A	kg	1805.00000	1639.00000
Scope 1	Refrigerants	R438A	kg	2265.00000	2059.00000
Scope 1	Refrigerants	R439A	kg	1983.00000	1828.00000
Scope 1	Refrigerants	R440A	kg	144.00000	156.00000



Scope 1	Refrigerants	R441A	kg	3.00000	3.00000
Scope 1	Refrigerants	R442A	kg	1888.00000	1754.00000
Scope 1	Refrigerants	R443A	kg	2.00000	1.50000
Scope 1	Refrigerants	R444A	kg	88.00000	89.00000
Scope 1	Refrigerants	R445A	kg	130.00000	118.00000
Scope 1	Refrigerants	R500	kg	8077.00000	7564.00000
Scope 1	Refrigerants	R501	kg	4083.00000	3870.00000
Scope 1	Refrigerants	R502	kg	4657.00000	4786.00000
Scope 1	Refrigerants	R503	kg	14560.00000	13299.00000
Scope 1	Refrigerants	R504	kg	4143.00000	4299.00000
Scope 1	Refrigerants	R505	kg	8502.00000	7956.00000
Scope 1	Refrigerants	R506	kg	4490.00000	3857.00000
Scope 1	Refrigerants	R507A	kg	3985.00000	3985.00000
Scope 1	Refrigerants	R508A	kg	13214.00000	11607.00000
Scope 1	Refrigerants	R508B	kg	13396.00000	11698.00000
Scope 1	Refrigerants	R509A	kg	5741.00000	5758.00000
Scope 1	Refrigerants	R510A	kg	1.00000	1.00000
Scope 1	Refrigerants	R511A	kg	9.00000	7.00000
Scope 1	Refrigerants	R512A	kg	189.00000	196.00000
Scope 1	Refrigerants	R600 = butane	kg	4.00000	4.00000
Scope 1	Refrigerants	R600A = isobutane	kg	3.00000	3.00000
Scope 1	Refrigerants	R601 = pentane	kg	5.00000	2.00000
Scope 1	Refrigerants	R601A = isopentane	kg	5.00000	2.00000
Scope 2	Renewables	Renewable Elec Purchase Direct Supply	kWh	0.00000	0.00000
Scope 2	Renewables	Renewable Heat Purchase Direct Supply	kWh	0.00000	0.00000
Scope 2&3	Transport - car	Average business travel car - Battery Electric Vehicle	km	0.05140	0.05480
Scope 2&3	Transport - car	Average business travel car - Battery Electric Vehicle	miles	0.08272	0.08819
Scope 2&3	Transport - car	Average business travel car - Plug-in Hybrid Electric Vehicle	km	0.09349	0.09392
Scope 2&3	Transport - car	Average business travel car - Plug-in Hybrid Electric Vehicle	miles	0.15046	0.15113
Scope 3	Transport - car	Average car - Diesel	km	0.17082	0.16983
Scope 3	Transport - car	Average car - Diesel	miles	0.27492	0.27332
Scope 3	Transport - car	Average car - Hybrid	km	0.12004	0.11898

Scope 3	Transport - car	Average car - Hybrid	miles	0.19318	0.19147
Scope 3	Transport - car	Average car - Petrol	km	0.17048	0.16391
Scope 3	Transport - car	Average car - Petrol	miles	0.27436	0.26379
Scope 3	Transport - car	Average car - Unknown	km	0.17067	0.16664
Scope 3	Transport - car	Average car - Unknown	miles	0.27465	0.26817
Scope 1	Transport - car	Average fleet car - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - car	Average fleet car - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - car	Average fleet car - Plug-in Hybrid Electric Vehicle	km	0.06840	0.06588
Scope 1	Transport - car	Average fleet car - Plug-in Hybrid Electric Vehicle	miles	0.11007	0.10601
Scope 2&3	Transport - car	Large business travel car - Battery Electric Vehicle	km	0.05550	0.05797
Scope 2&3	Transport - car	Large business travel car - Battery Electric Vehicle	miles	0.08932	0.09330
Scope 2&3	Transport - car	Large business travel car - Plug-in Hybrid Electric Vehicle	km	0.10148	0.10158
Scope 2&3	Transport - car	Large business travel car - Plug-in Hybrid Electric Vehicle	miles	0.16332	0.16349
Scope 3	Transport - car	Large car - Diesel	km	0.20953	0.20859
Scope 3	Transport - car	Large car - Diesel	miles	0.33722	0.33570
Scope 3	Transport - car	Large car - Hybrid	km	0.15491	0.15244
Scope 3	Transport - car	Large car - Hybrid	miles	0.24929	0.24530
Scope 3	Transport - car	Large car - Petrol	km	0.27639	0.27224
Scope 3	Transport - car	Large car - Petrol	miles	0.44480	0.43812
Scope 3	Transport - car	Large car - Unknown	km	0.22733	0.22612
Scope 3	Transport - car	Large car - Unknown	miles	0.36584	0.36389
Scope 1	Transport - car	Large fleet car - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - car	Large fleet car - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - car	Large fleet car - Plug-in Hybrid Electric Vehicle	km	0.07410	0.07082
Scope 1	Transport - car	Large fleet car - Plug-in Hybrid Electric Vehicle	miles	0.11924	0.11397
Scope 2&3	Transport - car	Medium business travel car - Battery Electric Vehicle	km	0.04878	0.05257
Scope 2&3	Transport - car	Medium business travel car - Battery Electric Vehicle	miles	0.07850	0.08458
Scope 2&3	Transport - car	Medium business travel car - Plug-in Hybrid Electric Vehicle	km	0.08597	0.08501
Scope 2&3	Transport - car	Medium business travel car - Plug-in Hybrid Electric Vehicle	miles	0.13834	0.13680
Scope 3	Transport - car	Medium car - Diesel	km	0.16800	0.16716
Scope 3	Transport - car	Medium car - Diesel	miles	0.27039	0.26902

Scope 3	Transport - car	Medium car - Hybrid	km	0.10999	0.10904
Scope 3	Transport - car	Medium car - Hybrid	miles	0.17702	0.17549
Scope 3	Transport - car	Medium car - Petrol	km	0.18470	0.17819
Scope 3	Transport - car	Medium car - Petrol	miles	0.29724	0.28676
Scope 3	Transport - car	Medium car - Unknown	km	0.17588	0.17246
Scope 3	Transport - car	Medium car - Unknown	miles	0.28306	0.27754
Scope 1	Transport - car	Medium fleet car - Battery Electric Vehicle	km	0.00410	0.00419
Scope 1	Transport - car	Medium fleet car - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - car	Medium fleet car - Plug-in Hybrid Electric Vehicle	km	0.06473	0.06144
Scope 1	Transport - car	Medium fleet car - Plug-in Hybrid Electric Vehicle	miles	0.10421	0.09887
Scope 3	Transport - car	Motorbike - Average	km	0.11355	0.11367
Scope 3	Transport - car	Motorbike - Average	miles	0.18274	0.18294
Scope 2&3	Transport - car	Small business travel car - Battery Electric Vehicle	km	0.04416	0.04823
Scope 2&3	Transport - car	Small business travel car - Battery Electric Vehicle	miles	0.07107	0.07763
Scope 2&3	Transport - car	Small business travel car - Plug-in Hybrid Electric Vehicle	km	0.05255	0.05402
Scope 2&3	Transport - car	Small business travel car - Plug-in Hybrid Electric Vehicle	miles	0.08458	0.08694
Scope 3	Transport - car	Small car - Diesel	km	0.13989	0.13931
Scope 3	Transport - car	Small car - Diesel	miles	0.22514	0.22420
Scope 3	Transport - car	Small car - Hybrid	km	0.10332	0.10150
Scope 3	Transport - car	Small car - Hybrid	miles	0.16628	0.16336
Scope 3	Transport - car	Small car - Petrol	km	0.14652	0.14080
Scope 3	Transport - car	Small car - Petrol	miles	0.23580	0.22660
Scope 3	Transport - car	Small car - Unknown	km	0.14440	0.14037
Scope 3	Transport - car	Small car - Unknown	miles	0.23239	0.22591
Scope 1	Transport - car	Small fleet car - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - car	Small fleet car - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - car	Small fleet car - Plug-in Hybrid Electric Vehicle	km	0.02216	0.02163
Scope 1	Transport - car	Small fleet car - Plug-in Hybrid Electric Vehicle	miles	0.03567	0.03481
Scope 3	Transport - public	Average local bus	passenger.km	0.09650	0.10215
Scope 3	Transport - public	Black cab	km	0.30624	0.30604
Scope 3	Transport - public	Black cab	passenger.km	0.20416	0.20402
Scope 3	Transport - public	Coach	passenger.km	0.02733	0.02718

Scope 3	Transport - public	Ferry - Average (all passenger)	passenger.km	0.11286	0.11270
Scope 3	Transport - public	Ferry - Car passenger	passenger.km	0.12952	0.12933
Scope 3	Transport - public	Ferry - Foot passenger	passenger.km	0.01874	0.01871
Scope 3	Transport - public	Flights - Domestic, to/from UK - Average passenger	passenger.km	0.24587	0.27258
Scope 3	Transport - public	Flights - International, to/from non-UK - Average passenger	passenger.km	0.18362	0.18395
Scope 3	Transport - public	Flights - International, to/from non-UK - Business class	passenger.km	0.40781	0.39044
Scope 3	Transport - public	Flights - International, to/from non-UK - Economy class	passenger.km	0.14063	0.13464
Scope 3	Transport - public	Flights - International, to/from non-UK - First class	passenger.km	0.56251	0.53854
Scope 3	Transport - public	Flights - International, to/from non-UK - Premium economy class	passenger.km	0.22500	0.21542
Scope 3	Transport - public	Flights - Long-haul, to/from UK - Average passenger	passenger.km	0.19309	0.26128
Scope 3	Transport - public	Flights - Long-haul, to/from UK - Business class	passenger.km	0.42882	0.58029
Scope 3	Transport - public	Flights - Long-haul, to/from UK - Economy class	passenger.km	0.14787	0.20011
Scope 3	Transport - public	Flights - Long-haul, to/from UK - First class	passenger.km	0.59147	0.80040
Scope 3	Transport - public	Flights - Long-haul, to/from UK - Premium economy class	passenger.km	0.23659	0.32016
Scope 3	Transport - public	Flights - Short-haul, to/from UK - Average passenger	passenger.km	0.15353	0.18592
Scope 3	Transport - public	Flights - Short-haul, to/from UK - Business class	passenger.km	0.22652	0.27430
Scope 3	Transport - public	Flights - Short-haul, to/from UK - Economy class	passenger.km	0.15102	0.18287
Scope 3	Transport - public	International rail	passenger.km	0.00446	0.00446
Scope 3	Transport - public	Light rail and tram	passenger.km	0.02861	0.02860
Scope 3	Transport - public	Local bus (not London)	passenger.km	0.10778	0.11836
Scope 3	Transport - public	Local London bus	passenger.km	0.07936	0.07832
Scope 3	Transport - public	London Underground	passenger.km	0.02781	0.02780
Scope 3	Transport - public	National rail	passenger.km	0.03549	0.03546
Scope 3	Transport - public	Regular taxi	km	0.20826	0.20806
Scope 3	Transport - public	Regular taxi	passenger.km	0.14876	0.14861
Scope 2&3	Transport - van/HGV	Business Travel Van - Average (up to 3.5 tonnes) - Battery Electric Vehicle	km	0.06225	0.07346
Scope 2&3	Transport - van/HGV	Business Travel Van - Average (up to 3.5 tonnes) - Battery Electric Vehicle	miles	0.10019	0.11824
Scope 2&3	Transport - van/HGV	Business Travel Van - Class I (up to 1.305 tonnes) - Battery Electric Vehicle	km	0.03612	0.03850
Scope 2&3	Transport - van/HGV	Business Travel Van - Class I (up to 1.305 tonnes) - Battery Electric Vehicle	miles	0.05814	0.06197
Scope 2&3	Transport - van/HGV	Business Travel Van - Class II (1.305 to 1.74 tonnes) - Battery Electric Vehicle	km	0.05640	0.05932
Scope 2&3	Transport - van/HGV	Business Travel Van - Class II (1.305 to 1.74 tonnes) - Battery Electric Vehicle	miles	0.09079	0.09547
Scope 2&3	Transport - van/HGV	Business Travel Van - Class III (1.74 to 3.5 tonnes) - Battery Electric Vehicle	km	0.09327	0.08967

Scope 2&3	Transport - van/HGV	Business Travel Van - Class III (1.74 to 3.5 tonnes) - Battery Electric Vehicle	miles	0.15009	0.14430
Scope 1	Transport - van/HGV	Fleet Van - Average (up to 3.5 tonnes) - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Average (up to 3.5 tonnes) - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class I (up to 1.305 tonnes) - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class I (up to 1.305 tonnes) - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class II (1.305 to 1.74 tonnes) - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class II (1.305 to 1.74 tonnes) - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class III (1.74 to 3.5 tonnes) - Battery Electric Vehicle	km	0.00000	0.00000
Scope 1	Transport - van/HGV	Fleet Van - Class III (1.74 to 3.5 tonnes) - Battery Electric Vehicle	miles	0.00000	0.00000
Scope 1	Transport - van/HGV	HGV (all diesel) - All artics - Average laden	km	0.92391	0.90644
Scope 1	Transport - van/HGV	HGV (all diesel) - All artics - Average laden	miles	1.48688	1.45877
Scope 1	Transport - van/HGV	HGV (all diesel) - All HGVs - Average laden	km	0.89061	0.87205
Scope 1	Transport - van/HGV	HGV (all diesel) - All HGVs - Average laden	miles	1.43329	1.40341
Scope 1	Transport - van/HGV	HGV (all diesel) - All rigids - Average laden	km	0.84061	0.82313
Scope 1	Transport - van/HGV	HGV (all diesel) - All rigids - Average laden	miles	1.35282	1.32470
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All artics - Average laden	km	1.06854	1.04867
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All artics - Average laden	miles	1.71964	1.68766
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All HGVs - Average laden	km	1.04208	1.02098
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All HGVs - Average laden	miles	1.67706	1.64310
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All rigids - Average laden	km	1.00090	0.98025
Scope 1	Transport - van/HGV	HGVs refrigerated (all diesel) - All rigids - Average laden	miles	1.61079	1.57754
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Diesel	km	0.23156	0.23128
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Diesel	miles	0.37268	0.37224
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Petrol	km	0.21332	0.20132
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Petrol	miles	0.34330	0.32400
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Unknown	km	0.23099	0.23037
Scope 1	Transport - van/HGV	Vans - Average (up to 3.5 tonnes) - Unknown	miles	0.37174	0.37075
Scope 1	Transport - van/HGV	Vans - Class I (up to 1.305 tonnes) - Diesel	km	0.14189	0.14212
Scope 1	Transport - van/HGV	Vans - Class I (up to 1.305 tonnes) - Diesel	miles	0.22836	0.22875
Scope 1	Transport - van/HGV	Vans - Class I (up to 1.305 tonnes) - Petrol	km	0.19687	0.18217
Scope 1	Transport - van/HGV	Vans - Class I (up to 1.305 tonnes) - Petrol	miles	0.31683	0.29318

Scope 1	Transport - van/HGV	Vans - Class II (1.305 to 1.74 tonnes) - Diesel	km	0.17513	0.17405
Scope 1	Transport - van/HGV	Vans - Class II (1.305 to 1.74 tonnes) - Diesel	miles	0.28186	0.28013
Scope 1	Transport - van/HGV	Vans - Class II (1.305 to 1.74 tonnes) - Petrol	km	0.20461	0.19594
Scope 1	Transport - van/HGV	Vans - Class II (1.305 to 1.74 tonnes) - Petrol	miles	0.32928	0.31534
Scope 1	Transport - van/HGV	Vans - Class III (1.74 to 3.5 tonnes) - Diesel	km	0.25481	0.25346
Scope 1	Transport - van/HGV	Vans - Class III (1.74 to 3.5 tonnes) - Diesel	miles	0.41010	0.40792
Scope 1	Transport - van/HGV	Vans - Class III (1.74 to 3.5 tonnes) - Petrol	km	0.32607	0.31444
Scope 1	Transport - van/HGV	Vans - Class III (1.74 to 3.5 tonnes) - Petrol	miles	0.52475	0.50605
Scope 3	Waste	Aggregates - Landfill	tonnes	1.23376	1.23401
Scope 3	Waste	Aggregates - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Asbestos - Landfill	tonnes	5.91308	5.91332
Scope 3	Waste	Asphalt - Landfill	tonnes	1.23376	1.23401
Scope 3	Waste	Asphalt - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Average construction - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Average construction - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Batteries - Recycled	tonnes	21.28000	21.28100
Scope 3	Waste	Books - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Books - Landfill	tonnes	1041.78497	1164.09963
Scope 3	Waste	Books - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Bricks - Landfill	tonnes	1.23376	1.23401
Scope 3	Waste	Clinical Waste - Orange Stream	tonnes	273.00000	273.00000
Scope 3	Waste	Clinical Waste - Other	tonnes	1000.00000	1000.00000
Scope 3	Waste	Clinical Waste - Red Stream	tonnes	1000.00000	1000.00000
Scope 3	Waste	Clinical Waste - Yellow Stream	tonnes	297.00000	297.00000
Scope 3	Waste	Clothing - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Clothing - Landfill	tonnes	444.92469	496.68331
Scope 3	Waste	Clothing - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Commercial and industrial waste - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Commercial and industrial waste - Landfill	tonnes	467.00838	520.33474
Scope 3	Waste	Concrete - Landfill	tonnes	1.23376	1.23401
Scope 3	Waste	Concrete - Recycled	tonnes	0.98471	0.98491

Scope 3	Waste	Glass - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Glass - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Glass - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Household/Municipal/Domestic waste - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Household/Municipal/Domestic waste - Landfill	tonnes	446.20411	497.04471
Scope 3	Waste	Insulation - Landfill	tonnes	1.23376	1.23401
Scope 3	Waste	Insulation - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Metal: aluminium cans and foil (excl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: aluminium cans and foil (excl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Metal: aluminium cans and foil (excl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: mixed cans - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: mixed cans - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Metal: mixed cans - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: scrap metal - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: scrap metal - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Metal: scrap metal - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: steel cans - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Metal: steel cans - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Metal: steel cans - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Metals - Landfill	tonnes	1.26435	1.26435
Scope 3	Waste	Metals - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Mineral oil - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Mineral oil - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Organic: food and drink waste - Anaerobic digestion	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: food and drink waste - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Organic: food and drink waste - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: food and drink waste - Landfill	tonnes	626.85615	700.20988
Scope 3	Waste	Organic: garden waste - Anaerobic digestion	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: garden waste - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Organic: garden waste - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: garden waste - Landfill	tonnes	578.94041	646.60659
Scope 3	Waste	Organic: mixed food and garden waste - Anaerobic digestion	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: mixed food and garden waste - Combustion	tonnes	21.28019	21.28081



Scope 3	Waste	Organic: mixed food and garden waste - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Organic: mixed food and garden waste - Landfill	tonnes	587.32567	655.98717
Scope 3	Waste	Paper and board: board - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Paper and board: board - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Paper and board: board - Landfill	tonnes	1041.78497	1164.09963
Scope 3	Waste	Paper and board: board - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Paper and board: mixed - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Paper and board: mixed - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Paper and board: mixed - Landfill	tonnes	1041.78497	1164.09963
Scope 3	Waste	Paper and board: mixed - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Paper and board: paper - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Paper and board: paper - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Paper and board: paper - Landfill	tonnes	1041.78497	1164.09963
Scope 3	Waste	Paper and board: paper - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plasterboard - Landfill	tonnes	71.95000	71.95000
Scope 3	Waste	Plasterboard - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastic film - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastic film - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: average plastic film - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastic rigid - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastic rigid - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: average plastic rigid - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastics - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: average plastics - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: average plastics - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: HDPE (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: HDPE (incl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: HDPE (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: LDPE and LLDPE (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: LDPE and LLDPE (incl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: LDPE and LLDPE (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PET (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PET (incl. forming) - Landfill	tonnes	8.88327	8.88413

Scope 3	Waste	Plastics: PET (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PP (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PP (incl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: PP (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PS (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PS (incl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: PS (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PVC (incl. forming) - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Plastics: PVC (incl. forming) - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	Plastics: PVC (incl. forming) - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Soils - Landfill	tonnes	17.57714	19.51734
Scope 3	Waste	Soils - Recycled	tonnes	0.98471	0.98491
Scope 3	Waste	Tyres - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	WEEE - fridges and freezers - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	WEEE - large - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	WEEE - large -Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	WEEE - mixed - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	WEEE - mixed - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	WEEE - small - Landfill	tonnes	8.88327	8.88413
Scope 3	Waste	WEEE - small - Recycled	tonnes	21.28019	21.28081
Scope 3	Waste	Wood - Combustion	tonnes	21.28019	21.28081
Scope 3	Waste	Wood - Composting	tonnes	8.91058	8.91242
Scope 3	Waste	Wood - Landfill	tonnes	828.01354	925.24450
Scope 3	Waste	Wood - Recycled	tonnes	21.28019	21.28081
Scope 3	Water	Water supply (mains)	cubic metres	0.10000	0.10000
Scope 3	Water	Water supply (mains)	million litres	100.00000	110.00000
Scope 3	Water	Wastewater	cubic metres	0.19000	0.19000
Scope 3	Water	Wastewater	million litres	190.00000	190.00000

END

## Assessing and managing risk

### 4a Has the body assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

### 4b What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

Full details of the risk mitigations and the associated procedures, strategies and action plans are contained within the Directorate Risk Register in 2022/23 and the Strategic Risk Register. The Council also maintains Civil Contingency Plans and tests scenarios including severe weather, loss of utilities and pandemic illness. These are routinely reviewed with senior management teams to ensure plans are up to date and staff are familiar with the processes. Council plans and strategies play a role in increasing awareness of the need to adapt. The Local Development Plan 2 has provisions to help adapt to the effects of climate change through the protection of peat land, implementation of SUDS, support for and improvement of green networks. Our Open Space Strategy commits to incorporate adaptation measures where appropriate. The Council's online training and the Provost's School Footprint Challenge also all play a part in raising wider awareness of the need for climate change adaptation.

## Taking action

### 4c What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action. The body may wish to make reference to the Scottish Climate Change Adaptation Programme ("the Programme").

Risk procedures outlined above play an important role in managing and responding to climate related risks for the organisation. Council plans and strategies play a role in increasing awareness of the need to adapt. The Local Development Plan 2 has provisions to help adapt to the effects of climate change through policies such as the protection of peat land, implementation of SUDS, support for and improvement of green networks. Our Open Space Strategy commits to incorporate adaptation measures where appropriate. The Council's online training offer, communications with staff and the Provost's School Footprint Challenge also all play a part in raising wider awareness of the need for climate change adaptation. In the report year the council has continued to harness natural sand dune succession processes to allow natural coastal defences to develop in some shore front locations. The use of local planting in shorefront areas with sand dune species has also been used to reduce erosion, reduce maintenance requirement, and protect assets.

### 4d Where applicable, what contribution has the body made to helping deliver the Programme?

Provide any other relevant supporting information

Development of the 2nd cycle Ayrshire Flood Risk Management Plan with South, East and North Ayrshire Councils which identifies actions that we are proposing to take to better understand flood risk from river, coastal and surface water flooding and to develop solutions to mitigate that flood risk. Both SEPA and Scottish Water have their own actions in the plan.

The Prestwick Strategic Drainage Project which we are working in partnership with Scottish Water to implement. That includes the St Ninians Park work and street works to remove surface water from the combined sewer system and installation of storm water tanks to improve the ability of the sewer system to deal with severe weather events. It is at the early stages, but some work has been carried out already and will continue over the next decade.

The Troon Coastal Flood Study will consider climate change scenarios when developing the coastal model and will consider possible actions that may be required to mitigate coastal flood risks identified.

The planning process in SAC considers climate change in terms of flood risk and all new developments must comply with the flood risk requirements of National Planning Framework 4 and Local Development Plan 2 .

SAC also have an inspection regime for their coastal protection assets and carry out maintenance works on a priority basis.

The Ayrshire Shoreline Management Plan is a strategic document for managing the Ayrshire Coastline and climate change is considered as part of this management process. In line with the strategic policy objectives for Ballantrae detailed in the Ayrshire Shoreline Management, South Ayrshire Council has an ongoing project following on from the findings of Dynamic Coast 2 which aims to improve understanding of coastal change in the area, identify the impacts that future sea level rise and climate change may have and develop adaptation measures to help manage this change. This project includes community engagement to raise awareness of the risks of future coastal change and gain community input to the development of adaptation pathways.

Sand dune restoration work along with other biodiversity and nature projects such as wildflower meadows help to make the council more resilient to different types of extreme weather events, flooding, dry periods etc. South Ayrshire Council work with the Energy Agency who manage the HEPS: ABS programme within the local area. The focus is on areas of fuel poverty. An LHEES is being developed led by Estates.

Work continues to improve compliance levels with EESH and SHQS and provision is made for abeyances and exceptions within the Councils Local Housing Strategy 2017-22.

## Review, monitoring and evaluation

### 4e What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

In 2022-23 Climate Change Risk was managed within both the Directorate Risk Register which is reviewed, updated, and approved at the Directorate Management Team on a six-monthly basis and the Council's Strategic Risk Register which was scrutinised and approved at both the Audit and Governance Panel and Cabinet on a 6 monthly basis. The risk is owned and managed by the Directors of Strategic Change and Communities and Housing Development and Operations, as well as the Service Leads for Policy, Performance and Community Planning, Neighbourhood Services and Asset Management.

### 4f What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

All Risk Registers are regularly reviewed and updated on a six monthly basis. The level of risk is assessed and amended as appropriate when mitigation measures have been put in place and the level of risk reduced.

## Future priorities for adaptation

### 4g What are the body's top 5 climate change adaptation priorities for the year ahead?

Provide a summary of the areas and activities of focus for the year ahead.

In June 2019 the Council adopted its new Sustainable Development and Climate Change Strategy. The impact of climate change for Scotland and South Ayrshire are discussed in the introduction and relevant actions are contained within the document. Many actions have a part to play in adaptation. These actions, which are for delivery over 5 years, include: - Develop a Food Strategy which will cover food growing as well as wider issues about food sustainability - Risks associated with climate change are given appropriate consideration on corporate and services risk registers - Ensure the Council's climate change risks are assessed and covered appropriately through the service planning process - Use our natural environment and green infrastructure to help adapt to and mitigate the impacts of climate change - Raise awareness and understanding of climate change in primary and secondary schools and the wider community through Earth Hour and the Provost's School Footprint Challenge. - Work in partnership with businesses and communities to ensure infrastructure is resilient to the impacts of climate change - Embed a proactive approach to climate change adaptation in relevant council strategies and partnerships. In taking the strategy forward a key aspect will be considering 'Scotland Adapts: A Capability Framework for a Climate Ready Public Sector', which has been released since the development of the strategy. In early 2023 we carried out benchmarking of our progress against the framework and set out steps to progress across all four capabilities in a more targeted way. This will now be used to track our adaptation progress as opposed to the previous five steps approach. A mid-way review and refresh of the strategy is now underway and will incorporate this action plan to progress against the adaptation framework. The ongoing project responding to Dynamic Coast 2 looking at coastal erosion at Ballantrae with a view to adaptation planning is also a particular area of focus in the year ahead, including lessons learned for wider application including coastal change adaptation planning for the rest of our coastline.

## Further information

### 4h Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

The Council was involved in the development of the 'Climate Ready Biosphere' vision and action plan which increased both awareness and action being taken locally in relation to climate change adaptation. South Ayrshire Council continues to work with the South West Scotland Environmental Information Centre following the conclusion of the 'Where's Wildlife in Ayrshire' project. The council has participated in the benchmarking working group in relation to Scotland Adapts. In response to Dynamic Coast 2 the council is currently delivering an ongoing project looking at coastal erosion in Ballantrae with a view to coastal change adaptation planning both in the local and ultimately for the rest of our coastline.

## PART 5 Procurement

### 5a How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

South Ayrshire Council is committed to achieving improved standards of sustainable procurement throughout the Council, in accordance with the duties set out within the Procurement Reform (Scotland Act) 2014.

Minimising the impact on the environment is a consideration for all tender exercises for procuring goods, services and works. In line with the Scottish Government's purpose of increasing sustainable economic growth, EU and UK 'green' procurement legislation, the Council initiates savings in materials, energy and waste, where possible and promotes a sustainable approach to the way we conduct our business.

This approach is in line with the Council's Procurement Strategy (which was updated in 2023) Key Objective 4; Development of Collaborative Opportunities and Fulfilment of Sustainable Procurement Duties and ensures that the Council complies with its Sustainable Procurement Duties, which is a mandatory requirement under the Reform Act. South Ayrshire Council continue to follow the Scottish Government's Sustainable Procurement Action Plan, in conjunction with statutory guidance, while updating our progress against sustainability targets using the Flexible Framework self-assessment tool (FFSAT).

### 5b How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

All tendered Procurement projects include SAC's standard clause on Sustainability, see below:

#### Sustainability Clause

South Ayrshire Council's Sustainable Development and Climate Change Strategy sets out a coherent framework for Council projects, policies and initiatives which mitigates climate changing emissions, plans for adapting to the impacts of climate change and promotes sustainable development, including sustainability in procurement.

Aligned to the objectives of the Scottish Government's Climate Change Plan (2018-2032) and National Performance Framework Sustainable Development goals, the Council aims to ensure delivery and compliance with this policy and practice to the highest level and is pro-actively encouraging organisations it contracts with to adopt similar commitments.

The Council requests that Tenderers detail, within their tender submission, how they will commit to Sustainable Pledges and ensure that, throughout the duration of the contract, sustainable benefits can be delivered through the products and services provided.

Examples of which could be:

- Sustainable products and services. Details of the steps the organisation will take to provide products and services that are designed for sustainability, as well as safety, minimising the environmental impacts arising from their delivery or use.
- Energy savings. The organisation's targets on reducing greenhouse gas emissions throughout the duration of the contract. Can energy use be reduced or will more renewable energy be used? Are there any efforts within the organisation to meet the Scottish Government's target of net zero greenhouse gas emissions by 2045, with a 75% reduction by 2030?
- Monitoring and recording emissions. The monitoring methods that will be employed by their organisation, throughout the duration of the contract, to record energy consumption and greenhouse gas emissions, including any baseline data to track improvements against.
- Waste reduction. Measures the organisation will take throughout the duration of the contract to generate less waste or increase the amount of waste that is reused and recycled.
- Transport solutions. Details of the organisation's use of more sustainable transport methods throughout the duration of the contract. Can more efficient methods of delivery be employed or are there any efforts within the organisation to adopt a more sustainable fleet?
- Recycle, reduce or re-use initiatives. Will the organisation employ any examples of the circular economy in the delivery of the contract?
- Climate change adaption. What action will be taken to increase the organisation's resilience to climate change risks, throughout the duration of the contract? This could include the development of business continuity plans in the event of threats to the natural environment, buildings, infrastructure networks and society such as flooding, storms, fires and food security.
- Climate change awareness. What organisational sustainability activities or training will be conducted throughout the duration of the contract? Will there be efforts to increase climate literacy and green job skills through training and the understanding of sustainable objectives among staff and members of the supply chain?
- Any other initiatives that will be implemented to reduce the organisation's impact upon the environment throughout the duration of the contract.

Under question [xx] of the Technical Envelope, Tenderers are required to provide details of any Sustainable Pledges that can be made in relation to this Contract.

Tenderers must make a commitment against at least one Sustainable Pledge Category.

Please note any Sustainable Pledges stated shall be monitored as part of the Council's Contract and Supplier Management (CSM) process to ensure delivery as part of the Key Performance Indicators detailed above.

## Further information

### 5c Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

As seen in our previous financial year 2022/23 also had various large scale new construction projects where best practice in supporting climate change duties in relation to procurement were a key focus. These were concluded/ongoing within the Council's financial year, April 2022 to March 2023. The Council continue to invest in contracts for upgrading energy efficiency aspects of properties and housing including upgrading heating control systems for commercial buildings and cavity insulation for private homes. Recent tenders include External Wall Insulation (EWI) & Re-roofing Works for various areas within South Ayrshire and consultancy for Net Zero Carbon retrofit work.

## PART 6 Validation and Declaration

### 6a Internal validation process

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

Internal validation of gas and electricity data has been undertaken since the ending of CRC validation and this has involved continuous monthly and annual bill checking. This report is submitted for scrutiny and sign off the Cabinet.

### 6b Peer validation process

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

Information is confirmed and collated from officers across the council by the Sustainability team and is cross checked by the Service Lead - Performance, Policy and Community Planning before submission to Cabinet for further scrutiny and approval. The Council's Internal Audit team are also sighted on the work of the Sustainability and Climate Change team.

### 6c External validation process

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

A waste data flow audit is undertaken by SEPA. No other external validation is undertaken on this report.

### 6d No Validation Process

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

n/a

### 6e Declaration

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

<b>Name:</b>	Kevin Anderson
<b>Role in the body:</b>	Service Lead - Policy, Performance and Community Planning
<b>Date:</b>	06/11/2023

**Wider Impact and Influence on GHG Emissions**

**Q1) Historic Emissions (Local Authorities Only)**

Please indicate emission amounts and unit of measurement (e.g. tCO<sub>2</sub>e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2).

**Please note : territorial emissions of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) are provided, but not fluorinated gases, which are also included in the UK territorial greenhouse gas emissions statistics. Prior to the 2005 to 2020 publication the statistics covered emissions of carbon dioxide only**

(1) UK local and regional CO<sub>2</sub>e emissions: **subset dataset** (emissions within the scope of influence of local authorities):

(2) UK local and regional CO<sub>2</sub>e emissions: **full dataset**:

<https://data.gov.uk/dataset/723c243d-2f1a-4d27-8b61-cdb93e5b10ff/emissions-of-carbon-dioxide-for-local-authority-areas>

Local Authority:(Please State)	South Ayrshire														
DESNZ Dataset:(full or sub-set)	Subset														
Source	Sector	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Units	Comments
DESNZ Sectors	Total Emissions	874.34	795.26	824.18	822.50	736.43	734.71	693.46	676.22	643.44	637.11	557.20	634.42	ktCO <sub>2</sub> e	
	Industry and Commercial	265.16	238.62	249.60	264.01	224.62	219.90	198.68	179.75	161.11	166.74	151.82	181.77	ktCO <sub>2</sub> e	
	Domestic	299.62	261.75	278.77	272.08	228.76	225.34	206.18	199.31	193.44	190.49	180.06	186.73	ktCO <sub>2</sub> e	
	Transport total	235.47	228.79	220.93	216.68	218.97	223.36	229.68	233.16	227.70	223.16	173.18	205.18	ktCO <sub>2</sub> e	
	Per Capita	7.77	7.04	7.30	7.28	6.54	6.53	6.16	5.99	5.71	5.65	4.96	5.64	ktCO <sub>2</sub> e	

**2a) Targets**

Please detail your wider influence targets

Sector	Description	Type of Target (units)	Baseline value	Start year	Target	Target/End year	Saving in latest year measured	Latest Year Measured	Comments
Please select from drop down box		Please select		Please select		Please select		Please	

**2b) Does the organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.**

**Q3) Policies and Actions to Reduce Emissions**

Please detail any of the specific policies and actions which are underway to achieve your emission reduction targets

Sector	Start year for policy/action implementation	Year that the policy/action will be fully implemented	Annual CO <sub>2</sub> saving once fully implemented (tCO <sub>2</sub> )	Latest Year measured	Saving in latest year measured (tCO <sub>2</sub> )	Status	Metric/indicators for monitoring progress	Delivery Role	During project/policy design and implementation, has ISM or an equivalent behaviour change tool been used?	Please give further details of this behaviour change activity.	Value of Investment (£)	Ongoing Costs (£/year)	Primary Funding Source for Implementation of Policy/Action	Comments
Please select from drop down box	Please select from drop down box	Please select from drop down box		Please select from drop down box		Please select from drop down box		Please select from drop down box	Please select from drop down box				Please select from drop down box	

Please provide any detail on data sources or limitations relating to the information provided in Table 3

**Q4) Partnership Working, Communications and Capacity Building**

Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Outputs	Comments
Please select from drop down box		Please select from drop down box						

**Other Notable Reportable Activity**

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below

Key Action Type	Key Action Description	Organisation's Project Role	Impacts	Comments
Please select from drop down box		Please select from drop down box		

Q6) Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template



## South Ayrshire Council Public Bodies Climate Change Duties Annual Report 2022-23

### Analysis of Report Findings

Our within boundary emissions as a Council have dropped by 12% since 2021/22 (the previous financial year), 19% since 2019/20 (the pre pandemic year), and 43% since 2014/15 (our baseline year from which our target is measured). The Council is committed to making a 75% reduction of these in boundary emissions by 2030. If the reductions achieved in the past calendar year, or indeed since the original baseline year, are sustained in percentage terms over the coming years, the Council will achieve this target. There are however a number of potential risks that need to be addressed if this is to be achieved.

Over the past year the Council has achieved reductions in emissions from all buildings energy and street lighting sources:

- While the Council used slightly more electricity in buildings in 2022/23 than the previous year (3% increase), this still equated to an overall reduction in emissions from electricity used in buildings (5% reduction), as the carbon intensity of the grid continued to reduce in line with our UK electricity production becoming less dependent on fossil fuel driven generation.
- While natural gas remains the biggest single emissions source in our emissions inventory by a long way (over 80% more than the nearest single source), gas used and gas emissions both reduced by 14% over 2022/23 in comparison to the previous year.
- Electricity used in street lighting reduced by a significant 15% due to the installation of new technologies, leading to a very significant 22.5% reduction in emissions from electricity used in street lighting and road signs. This was achieved with no reduction in level of service, if anything an increase, and is also delivering an operational saving in the cost of ongoing electricity to power these installations.
- Much of our current progress in this area of our emissions is as a result of decarbonisation of the electricity grid and we are ensuring we make the most of this in terms of working towards our emissions reduction targets by moving away from gas which cannot be decarbonised.
- To sustain our emissions reductions in this area next steps involve reduction in the size of the Council estate, investment in improvement in the energy efficiency of our building stock and the day to day management of our heat and power use in our buildings. To support these needs the Council has an internal Net Zero Board and is working on [Transforming the Estate](#), as well as their being potential for our buildings to be picked up through the forthcoming Local Heat and Energy Efficiency Strategy as potential anchor loads for schemes which would change the way we utilise our estate to deliver wider benefits.

Over the past year our emissions from travel and transport have increased across all categories:

- In comparison to the previous year we have seen a continued increase in the miles driven and emissions from grey fleet, otherwise known as mileage identified through employee expense claims, which are up by 8%.
- In comparison to the previous year we have seen the diesel used by our fleet increase by 5% and the petrol used increase by 38%.
- When conversion factors for fuel use are taken into account this equates to a 6.5% increase in emissions from diesel and a 36% increase in emissions from petrol.
- This shows that our road kms driven have continued to rise contrary to our Council policy in this regard, and that further to that it is not being offset enough to reverse the rise by the current level of transition to electric small vehicles.
- Not only are our combined carbon emissions from travel and transport up on the previous financial year, 2021-22, they are now up on our pre pandemic figures from financial year 2019-20 as well, showing that the increase is more than just a return to business as usual post pandemic and needs to be addressed.
- This demonstrates a clear need to ensure (1) our adopted hierarchy of travel is given due regard in all we do as an organisation, (2) that we take steps to reduce our road kms driven in the delivery of our services wherever practical and (3) that we take forward our Ultra Low Emission Vehicle (ULEV) transition actions as a matter of urgency.
- While the fleet team have recently set out to members [Item 7 - REP 20230418 SPPP Fleet Strategy.pdf \(south-ayrshire.gov.uk\)](#) some of the cost and resource challenges with regard to (3) transition to ULEV vehicles, however (1) hierarchy of travel and (2) road kms driven both offer cost savings as well as carbon savings through management interventions.
- The Council is reviewing the current car fleet operations. A project has been established on the corporate change programme which is gathering baseline data, undertaking stakeholder engagement, reviewing alternative delivery models before identifying proposals for a more effective method of managing car fleet. Principle objectives are to reduce external hires and increase the efficiency of existing fleet, while simultaneously reducing fuel use, carbon emissions and fleet costs.

As our buildings emissions continue to shrink as an organisation our transport emissions take up an increasing share of our overall emissions. This means travel and transport emissions become increasingly fundamental to our ability to deliver on our organisational carbon reduction target for 2030 and our subsequent organisational net zero target.

Strategically, the implementation of the Integrated Impact Assessment will help to highlight these areas and others which are necessary for achievement of our climate change duties and targets, both organisationally and area wide. It is the case that all decisions being taken by the organisation require to take us in the right direction towards the fulfilment of our climate change duties and achievement of our climate change targets as well as taking forward the delivery of other outcomes and priorities. The impact assessment process will help us to do this.

The impact assessment approach includes a wide range of topics relevant to the fulfilment and reporting of our climate change duties. It is hoped accordingly that the implementation of the new assessment process and pursuit of associated mitigations will make a real difference, not only to emissions reduction but also to other aspects which we have to

address in our legal duties and reporting. These include adaptation to a changing climate locally and nationally, delivery of a just transition to a low carbon economy, sustainable procurement, sustainable place making and our opportunities for leadership and influence in relation our regional area wide emissions.

**South Ayrshire Council**

**Report by Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
Cabinet  
of 28 November 2023**

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**Subject:       Redevelopment of Former Hourstons Building, and  
                  Arran Mall Ayr**

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**1.       Purpose**

- 1.1       The purpose of this report is to update Cabinet on progress of potential redevelopment of the former Hourstons building and Arran Mall, Ayr and to seek approval of a preferred development option and for the next stages.

**2.       Recommendation**

**2.1       It is recommended that the Cabinet:**

- 2.1.1       **approves the user space requirements indicated by South Ayrshire Health and Social Partnership NHS Ayrshire as a basis to inform outline proposals for Hourstons to be prepared for the redevelopment of the property;**
- 2.1.2       **notes the preferred development option for the Hourstons building to comprise conversion of the listed building part of the buildings and one of the extensions and the remaining extension to be demolished as outlined in Appendix 1 as Blocks A and B;**
- 2.1.3       **approves the instruction of engineering, structural and condition surveys of the former Hourstons buildings to include costed options appraisals of all development options and which shall be the subject of a report to Cabinet on 23rd April 2024;**
- 2.1.4       **agrees that unallocated capital of £2m from 2034/35 (£11.26m) be brought forward, following acquisition of the Arran Mall, to undertake the cost of demolition of the former Hourstons building Block C and the entire Arran Mall involved with the preferred development scheme and the specialised technical work involved in recommendation 2.1.3 above;**
- 2.1.5       **approves the indicative development scheme for the former Hourstons Building and Arran Mall, set out in Appendix 2, as the basis for progressing statutory consents and instructing demolition and development works;**

- 2.1.6 notes the indicative timescale to commence demolition of the Hourstons extension (Block C) and the former Arran Mall of May 2024 and the commencement of new development in April 2025 (subject to conclusion of legal agreements to acquire Arran Mall and required statutory consents being granted);
- 2.1.7 agrees that the outline capital cost of the redeveloped Hourstons of £20m, on the basis of the preferred development option, be submitted as a Capital Business Case for consideration by the Capital Asset Management Group as part of the Capital Budget Setting process 2024/25; and
- 2.1.8 notes the intention to progress submission of a Planning Permission in Principle to cover the former Hourstons and Arran Mall as a basis to provide a masterplan that will coordinate development proposals.

### 3. Background

- 3.1 On 20 June 2023 Cabinet considered the outcome of feasibility work that concluded that the former Arran Mall site and Hourstons site and buildings are potentially suitable to be development as a mixed use care centred community development with the following options:
  - i) The Arran Mall be demolished and developed into a living well village, residential reablement, care experienced accommodation, family centre and day centre. In addition a mix for varying needs, amenity housing, wheelchair accessible and potential general needs affordable housing, associated landscaping, servicing and access arrangements; and
  - ii) The former Hourstons be part demolished (retaining the listed building and demolishing the extensions) and developing the listed building part of the building for office purposes to be occupied by South Ayrshire Health and Social Partnership NHS Ayrshire NHS.
- 3.2 Following consideration of the development options (outlined in 3.1 above), Cabinet agreed that work continues with South Ayrshire Health and Social Partnership, NHS Ayrshire and Arran to confirm detailed development options for the former Arran Mall and Hourstons building. Cabinet also approved commencement of phase 1 demolition comprising the Arran Mall. It was also agreed that a report be brought to Cabinet on 31 October 2023 with detailed proposals and funding proposals and reporting on progress with advancing stage 2 demolition concerning extension buildings of the former Hourstons and the building fronting onto Alloway Street.
- 3.3 Since Cabinet approval to progress development options regular meetings have taken place between representatives of South Ayrshire Health and Social Partnership, NHS Ayrshire and Arran and officers of the Council to define the user requirements for the potential development. The focus of consideration has been to define the user requirements for the former Hourstons building.
- 3.4 Detailed technical work has concluded that the partnership wish to progress user requirements of 6,500m<sup>2</sup>. The space requirement is considerably in excess of that anticipated in the report to Cabinet of June 2023 which concluded that the listed building part of the former Hourstons would be sufficient for the partnership's needs. The reason for the increase in space requirement is largely due to increased clinical

space being identified and opportunities for Primary Care/General Practitioner facilities being accommodated within the facility.

- 3.5 With this clarity on the extent of user space requirements this means that to accommodate these requirements either a new building extension will be required to be added to the listed building part of Hourstons or that that one of the existing extensions (Block B in Appendix 1 - ie the extension immediately adjoining the listed building) be retained. Other development options could include retaining all the existing Hourstons extensions or demolition of the listed building and the building of a new building. The latter option could also involve a façade retention with new buildings behind the facade.
- 3.6 Regarding the former Arran Mall, missives have now been concluded for the Council purchase and acquisition of the site and buildings. However, disposition of title transfer has been delayed due to a delay with the owner of the Arran Mall ensuring vacant possession of the site. It is expected that title and Council ownership of Arran Mall will be complete in January 2024.
- 3.7 With the delay in completing the acquisition of the former Arran Mall site it has not been possible to commence demolition works as these buildings are not yet in Council ownership. Similarly, with the change in user requirements it has only recently been possible to scope the extent of demolition of the Hourstons building that will be required.

#### **4. Proposals**

- 4.1 South Ayrshire Health and Social Partnership, NHS Ayrshire and Arran have undertaken significant work across their services to confirm their outline user requirements. Whilst it is inevitable that in the time between the planning of new accommodation and the development of that space that there will be ongoing dynamics to work with, it is considered that the work undertaken to date provides sufficient clarity to progress design and development options to the next design stage beyond feasibility. The next stage is RIBA Stage 2 (outline design).
- 4.2 The former Hourstons building comprises a listed building and two 1960s extensions as outlined in Appendix 1. None of the buildings are in good condition. With these buildings all being interconnected, demolition of any part of the building network requires detailed structural assessment as to how demolition would impact on the structural integrity of the remaining structure. Furthermore, to advise on the methodology for development, the cost of development and the benefits of different options, further detailed technical survey work is required. The type of technical survey work required involves the following:
- i) A condition survey. A condition survey was undertaken in 2017 when proposals for a leisure centre were being developed. However, in the intervening period the building have continued to deteriorate. An updated survey will be required for any part of the building being considered for retention.
  - ii) A structural survey will be required for any building being considered for demolition. As with the condition survey the survey undertaken in 2017 will require to be updated.
  - iii) An engineering study and methodology statement will also require to be developed for all parts where a building to be demolished adjoins a building

to be retained to advise on how the remaining structure retains structurally intact and the methodology to undertake the demolition.

- 4.3 The above work is highly specialised and in the interests of best value it is recommended that a preferred building option be approved to limit the extent of work required. Progressing with a preferred building option also considerably quickens the demolition and development timescales. The timeline for progressing with a preferred building option to demolition and having an outline design proposal is set out in Appendix 2.
- 4.4 Block A of the Hourstons building fronting onto Alloway Street is a listed building. This part of the building will require consents to demolish entirely or to demolish and retain the façade. Listed Building consents involve a number of considerations and are often difficult to satisfy within a short timescale. There are also considerable heritage and placemaking benefit from retaining the listed building part if the space can be converted and developed to meet new user requirements. The 1960s extensions, as part of a former department retail store comprise large floor plates and with current window arrangements this provides insufficient daylight across the interior of the building. In retaining one of the extensions (Block B) for conversion this will require a new exterior fabric to the building structure to provide new light opportunities and provide an internal layout that will meet user requirements. Nonetheless this development option, stripping back the exterior to provide a structural frame to be redeveloped, will likely be considerably less expensive than a demolition and new build extension. It is also likely that the resulting demolition of Block C will have simpler consequences than demolition of Blocks B and C and the consequential structural impact on the remaining listed building. The listed building was built in era involving more complex construction considerations than the 1960s construction methods. In addition, there are embodied carbon benefits from retaining as much of the existing buildings as possible.
- 4.5 With the above considerations it is recommended that the development option of retaining Block A and Block B proceed as the preferred development option, subject to confirmation of the outcome of the technical survey work outlined in paragraph 4.2 and more informed development costs.
- 4.6 With the conclusion of the above-mentioned technical survey work an options appraisal will be developed. The options appraisal will explore the costs and benefits of each option. Clearly, the option related to the preferred option will be the most detailed and will be worked up to Royal Institute of British Architects Outline Stage (RIBA stage 2). The options appraisal and the outline design will be presented to the 23rd April 2024 Cabinet with a recommendation on which development option to progress. If, considering the outcome of the options appraisal, the recommendation is to progress with the preferred option then this will move to finalised stage (RIBA 3),
- 4.7 On the basis of providing a floorspace of circa 6,500m<sup>2</sup> involving the retentions of Blocks A and B, it recommended that approval is given to progress to commission the work outlined in paragraph 4.2 and to continue to work with South Ayrshire Health and Social Partnership NHS Ayrshire to confirm their user requirements for the purpose of outline design stage.
- 4.8 For the reasons outlined in paragraphs 3.5 to 3.7 progress with demolition and development has not happened in the manner anticipated in June 2023. However, these changes in circumstance brings with it a new timeline for development that provides for a more simplified sequence of development that should enable

demolition to progress within one phase instead of two or more phases. It is more cost efficient to undertake demolition in one single phase.

- 4.9 The 20 June 2023 Cabinet approved the cost of demolition (£0.6m) to be met from capital costs uncommitted capital in 2034/25. The cost of demolition of the full Arran Mall, Block C of the former Hourstons building and the building fronting onto Alloway Street (Arran Mall) is estimated at £2m. It is recommended that this cost and the estimated cost of the survey work in 4.2 be met from capital budgets in uncommitted capital 2034/35.
- 4.10 To enable one single phase of demolition to take place there are a number of statutory consents that require to be in place. Appendix 2 provides an indicative scheme of development to outline stage (RIBA stage 2). It can be seen that to provide the information necessary to approve these consents that some further planning and design work is required to be progressed. Working with an approved level of floorspace and a preferred development option, it is recommended that these consents are now progressed. Subject to this work being complete in the timeframe set out in Appendix 2, in particular confirmation of the preferred development option through outline design, it is anticipated that demolition of the Arran Mall, including the building fronting on to Alloway Street and Block C of the former Hourstons building, will commence in May 2024.
- 4.11 There are 8 RIBA stages involved in taking a development from Strategic Definition to In use. With an outline design for the redevelopment of the former Hourstons building being recommended to Cabinet in April 2024, it is intended that this will be accompanied with a timeline setting out the remaining stages of development to completion. On the basis of information known at this time and working with the preferred development option it is considered possible that development of the new Health and Social Care Partnership/NHS Ayrshire and Arran care village, starting with the conversion of Hourstons, could commence in April 2025.
- 4.12 Indicative costs of £20m have been estimated for the conversion of Blocks A and B of the former Hourstons building on the basis of the 6,500m<sup>2</sup> of floorspace for office and clinical needs. This estimated cost will be considered as part of the Capital Budget setting process. The provision of a budget, albeit estimated and in advance of detailed proposals, enables work to progress without delay pending further approvals.
- 4.13 The focus of discussions with South Ayrshire Health and Social Partnership ('HSCP'), NHS Ayrshire and Arran have been on the user requirements for office and clinical needs. There are a range of proposals for varying levels of supported and care housing for the Arran Mall development. The HSCP supports these proposals in principle. With confirmation of the plans for the former Hourstons building attention will then turn to confirming and progressing proposals for the Arran Mall redevelopment. This work is expected to commence in the Spring of 2024. In the meantime, with the level of support ascertained and the relative ease of development of this site, members are asked to note that a planning permission in principle will be submitted with a masterplan to cover the whole Hourstons and Arran Mall site. A Planning Permission in Principle is essential to provide cohesion, provide the basis for phasing of development and coordinate all planning consents and planning conditions,



## **5. Legal and Procurement Implications**

- 5.1 Works to undertake demolition will require appropriate statutory approvals and conclusion of the legal agreements for the purchase of the Arran Mall prior to proceeding. Any disposal of surplus property will require to follow Council policy for Acquisition and Disposal of Land and Buildings and be in accordance with relevant statutory requirements and guidance.

## **6. Financial Implications**

- 6.1 Demolition work will be funded through unallocated capital from 2034/35. A business case involving a range of potential funding will accompany the recommended outline design being presented to Cabinet in April 2024.

## **7. Human Resources Implications**

- 7.1 Progressing demolition and options for redevelopment will involve officers from a range of Council services, including Building Standards, Planning, Professional Design Services, Asset Management, Finance, Legal Housing and H&SCP. Specialised and non-specialised legal services will continue to be procured for conveyancing and will require to be involved with progressing the recommendations forming this report and on any subsequent redevelopment and construction contract work. Proposals for redevelopment will include a cost of legal support involved in progressing.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

- 8.1.1 There remains a risk that vacant possession of the Arran Mall site may not be achieved by the sellers.
- 8.1.2 Redevelopment of either the former Hourstons Building and Arran Mall will require confirmed users to occupy the site. Demolition could proceed without a confirmed Development Agreement being in place between South Ayrshire Health and Social Partnership NHS Ayrshire and the Council. Demolition could proceed without finalised costs being in place.
- 8.1.3 Demolition and subsequent redevelopment will require appropriate statutory consents, and possibly third party consent, and there is a possibility that these may not be obtained for the options currently being progressed though users and consents could be obtained for alternative proposals.
- 8.1.4 Construction and demolition costs are increasing so the cost of demolition may cost more than originally budgeted for, due to inflationary pressures. It should be noted that there are specific legal and policy requirements and Scottish Government guidance for HRA transfers/ disposals which have to be met.
- 8.1.5 There is the risk that, if buildings are declared surplus and disposed of, the Council could encounter difficulty in disposing of any buildings which are declared surplus and of securing best value for those properties.

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

8.2.1 The Council has acquired the former Hourstons building and is in the final stages of acquiring the Arran Mall. These buildings/site lie vacant and without redevelopment they form a planning and financial blight. Rates are charged after a period of ownership. However, it is not known if there will be higher rates charged on a cleared site or site with the buildings in place.

8.2.2 There may also be security/ vandalism risks with empty buildings/ property. The cost of protecting both those properties – for example, hiring security guards and erecting sufficient fencing, would have to be borne by the Council. There would in addition be insurance costs.

## 9. **Equalities**

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

## 10. **Sustainable Development Implications**

10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## 11. **Options Appraisal**

11.1 This report is seeking agreement to continue to on the basis of a preferred option which has considered high level likely costs and benefits.

## 12. **Link to Council Plan**

12.1 Space and Places – moving around the environment and Live Work Learn – work and housing

## 13. **Results of Consultation**

13.1 No consultation has been undertaken on this report. Subsequent proposals for redevelopment will be the subject of consultation through the planning application process.

13.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Housing, Buildings and Environment, 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 Depute Chief Executive and Director of Housing, Operations and Development 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Report to Cabinet with outcome of an Options Appraisal and Proposed Development Option for the former Hourstons Building	23 April 2024	Assistant Director – Planning and Development





**Background Papers**    **Report to Cabinet of 20 June 2023 – [Redevelopment of Former Hourstons Building and Arran Mall, Ayr](#)**

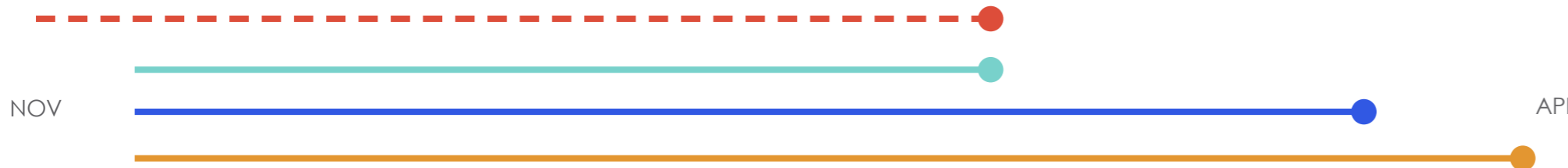
**Person to Contact**    **Chris Cox, Assistant Director - Planning and Development  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612981  
E-mail [chris.cox@south-ayrshire.gov.uk](mailto:chris.cox@south-ayrshire.gov.uk)**

**Date: 22 November 2023**



# INDICATIVE WORKFLOW PROGRAMME

Workflow	Information Produced	Approval Level	Information required	Outcome
Phase 1 	Overall Masterplan - Indicative scheme layout - indicative massing - Indicative area schedule, parking and access arrangements - indicative stages for detailed approval	Planning in Principle	- Component Parts - Accommodation Schedule	Planning in Principle (framework for subsequent stages)
Phase 2 	Arran Mall Demolition (outwith Conservation Area) - Demolition Submission	Prior Notification (for demolition)	- Existing Drawings - Relevant Surveys	Demolition Consents
Phase 3 	Arran Mall Demolition (within Conservation Area) - Demolition Submission - Replacment block design (RIBA Stage 3)	Conservation Area Consent Demolition and Replacement (Full Planning Approval TBC)	- Existing Drawings - Relevant Surveys - Ageed Brief for Day Centre and Respite Units	Conservation Consent for Demolition / Replacement
Phase 4 	Hourstons Building - Indicative design for costing	RIBA Stage 2 Scheme for Costing (Planning and Listed Building Consent to follow after cost agreement)	- Relevant Surveys - Ageed Brief and area schedule	Costed Scheme for Cabinet Review



Site diagram showing initial workflow phases

# INDICATIVE PROGRAMME

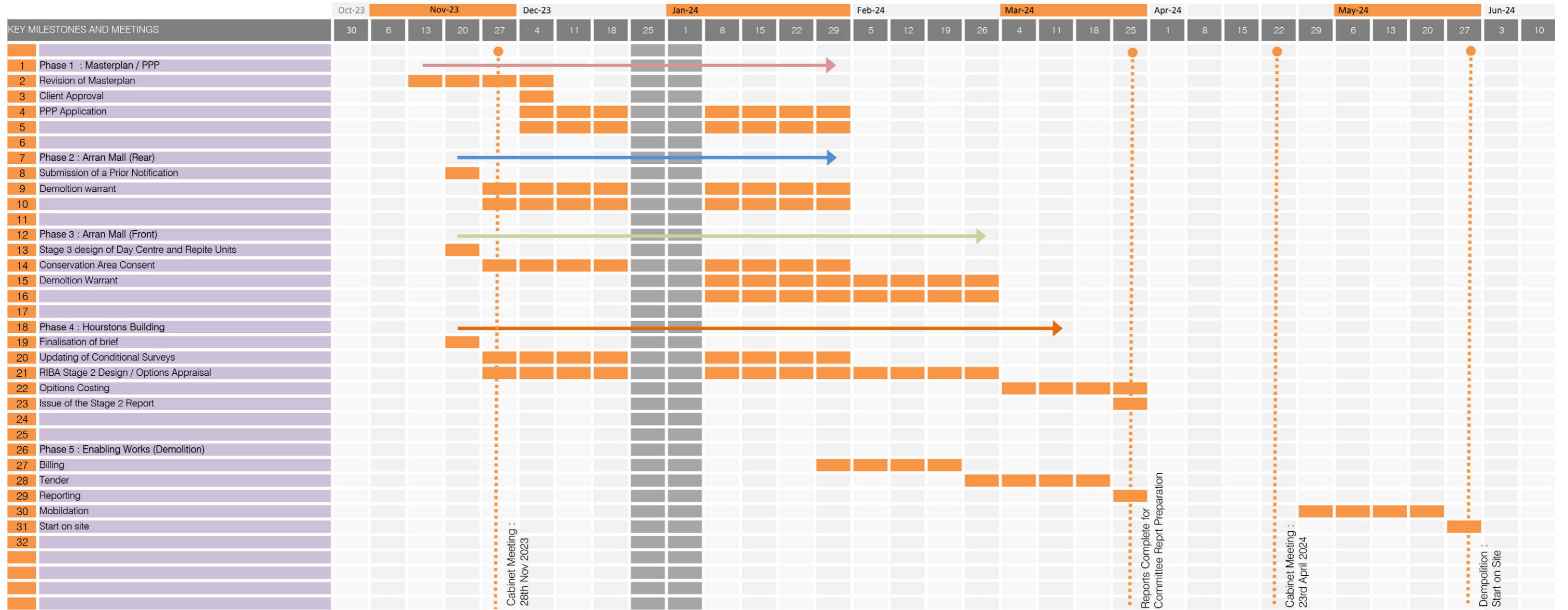
Project: Hourstons / Arran Mall Redevelopment

Project Ref: 2451

Client: South Ayrshire Council

Date: Nov 23

Revision:





**South Ayrshire Council**  
**Equality Impact Assessment including Fairer Scotland Duty**

**Section One: Policy Details\***

Name of Policy	Redevelopment of Former Arran Mall and Hourstons
Lead Officer (Name/Position)	Chris Cox Assistant Director – Planning and Development Chris.cox@south-ayrshire.gov.uk
Support Team (Names/Positions) including Critical Friend	

\*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 <b>aims</b> of the policy?	To is to update Cabinet on progress of potential redevelopment of the former Hourstons building and Arran Mall, Ayr and to seek approval of a preferred development option and for the next stages of development.
What are the intended <b>outcomes</b> of the policy?	health and social care and housing purposes or potential

**Section Two: What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	The decision will potentially impact on people with health, social or affordable housing needs.
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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
<b>Age:</b> Issues relating to different age groups e.g. older people or children and young people	<b>Positive:</b> Potential new accommodation will meet increasing age related needs of the population
<b>Disability:</b> Issues relating to disabled people	<b>Positive:</b> Potential new accommodation will improve disability facilities.
<b>Gender Reassignment – Trans/Transgender:</b> Issues relating to people who have proposed, started or completed a process to change his or her sex	<b>Positive:</b> New arrangements would be inclusive to all irrespective of a person’s gender.
<b>Marriage and Civil Partnership:</b> Issues relating to people who are married or are in a civil partnership	<b>Positive:</b> New arrangements would be inclusive to all irrespective of a person’s marital/civil partnership status.

<b>Pregnancy and Maternity:</b> Issues relating to woman who are pregnant and/or on maternity leave	<b>Positive:</b> New arrangements would be fully inclusive to this group.
<b>Race:</b> Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<b>Positive:</b> New arrangements would apply equally to Individuals of all racial groups
<b>Religion or Belief:</b> Issues relating to a person's religion or belief (including non-belief)	<b>Positive:</b> New arrangements would be fully inclusive to all religions and beliefs (including non-belief).
<b>Sex:</b> Issues specific to women and men/or girls and boys	<b>Positive:</b> new arrangements would have a positive impact on both men and women.
<b>Sexual Orientation:</b> Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	<b>Positive:</b> New arrangements would be fully inclusive to all irrespective of a person's sexual orientation.

<b>Equality and Diversity Themes Relevant to South Ayrshire Council</b>	<b>Positive and/or Negative Impacts</b>
<b>Health</b> Issues and impacts affecting people's health	<b>Positive:</b> Potential new accommodation will improve health service provision
<b>Human Rights:</b> 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.	<b>Positive:</b> Any potential new accommodation will require planning permission with opportunity to comment, staff affected by any relocation will be consulted.

<b>Socio-Economic Disadvantage</b>	<b>Positive and/or Negative Impacts</b>
<b>Low Income/Income Poverty:</b> Issues: cannot afford to maintain regular payments such as bills, food and clothing.	<b>Positive:</b> Potential new accommodation will directly assist persons in poverty needing services. <b>Negative:</b> Potential relocation of services may result in service users requiring to travel further for services.
<b>Low and/or no wealth:</b> 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	<b>Positive:</b> Potential new accommodation will directly assist persons of low income needing services. <b>Negative:</b> Potential relocation of services may result in service users requiring to travel further for services.
<b>Material Deprivation:</b> 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	<b>Positive:</b> Potential new accommodation will directly assist persons experiencing material deprivation needing services. <b>Negative:</b> Potential relocation of services may result in service users requiring to travel further for services.



<b>Area Deprivation:</b> Issues: where you live (rural areas), where you work (accessibility of transport)	<b>Positive:</b> Potential new accommodation may assist persons in area deprivation needing services by providing improved services in a location accessible by a variety of public transport. <b>Negative:</b> Potential relocation of services may result in service users requiring to travel further for services.
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### Section Three: Evidence Used in Developing the Policy

<b>Involvement and Consultation</b> In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? <b>Who</b> did you involve, <b>when</b> and <b>how</b> ?	Consultation has involved South Ayrshire H&SCP 2023. None externally for the purposes of this recommendation. Any forthcoming recommendation involving service relocation will involve consultation with staff and service users.
<b>Data and Research</b> In assessing the impact set out above what evidence has been collected from research or other data. Please specify <b>what</b> research was carried out or data collected, <b>when</b> and <b>how</b> this was done.	Site visit to similar facility in Blantyre in May 2023.
<b>Partners data and research</b> In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?  Please specify partners	South Ayrshire H&SCP – no direct consultation in section 2 but this will be forthcoming in an EQIA for any recommendation recommending development for H&SCP
<b>Gaps and Uncertainties</b> Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?	Not for the purpose of this report

### 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			

**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?	Report to Cabinet with outcome of an Options Appraisal and Proposed Development Option for the former Hourstons Building April 2024
When will the policy be reviewed?	

Which Panel will have oversight of the policy?	Cabinet
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**Section 6**

**South Ayrshire Council**



**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy:** Redevelopment of Former Arran Mall and Hourstons

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

<p><b>Eliminate discrimination</b></p> <p>Neither assist nor inhibit.</p>
<p><b>Advance equality of opportunity</b></p> <p>Potential redevelopment will enhance equality of opportunity</p>
<p><b>Foster good relations</b></p> <p>This will continue to foster good relations by developing meaningful communication and engagement with local communities to identify their needs and views.</p>
<p><b>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</b></p> <p>This will be undertaken in any decision to proceed with redevelopment</p>

<b>Summary of Key Action to Mitigate Negative Impacts</b>	
<b>Actions</b>	<b>Timescale</b>
None	N/A

<p><b>Signed: Chris Cox</b></p> <p><b>Date: 21 November 2023</b></p>
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**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject: Affordable Housing – Former St Ninians Primary School,  
Adamton Road North, Prestwick**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval to proceed with the development of affordable housing at the Former St Ninians Primary School, Adamton Road North, Prestwick and to approve the proposed funding package for the development.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 agrees to the development of the former school site at Adamton Road North, Prestwick for the development of 42 new affordable homes;**
- 2.1.2 approves the proposed funding package for the project set out in paragraph 6.3 ; and**
- 2.1.3 grants authority to award the contract to Company A to carry out the works, utilising the Scottish Procurement Alliance’s framework for Housing Construction and delegates authority to the Chief Executive to sign the contract documentation.**

**3. Background**

- 3.1 On 29 October 2019, Members agreed a report at Leadership Panel on an options study for the future use of the St Ninian’s Primary site once the school had decanted into the new campus. It was agreed that plans should be developed to build affordable housing on the land and that the site should be added to the Strategic Housing Investment Plan (SHIP) 2021/22 – 2025/26.
- 3.2 On 26 October 2021, approval was obtained from Leadership Panel to submit a New Project Request (NPR) to Hub South West (HubSW) to appoint a contractor and design team to develop plans for an affordable housing project for the Council at the former St Ninians Primary School, Adamton Road North Prestwick.
- 3.3 Significant work has taken place since then, including consultation with stakeholders, to shape the design, and the proposals for the site to deliver affordable housing appropriate to the needs of the area.

- 3.4 Scottish Futures Trust (SFT) alerted the Council to some concerns that exist that some Hubco's have breached their authorised thresholds for the contract works placed with them. Were this to be the case, it would raise a potential procurement issue and Councils who were nearing financial close were asked to investigate and satisfy themselves with their own Hubcos that no such issue would affect any project they intended to place through their Hubco which was close to financial close. HubSW have now confirmed to the Council that at the date of financial close of the former St Ninian's PS project they have exceeded their authorised threshold of £1 billion for contract works as advertised in their original published contract notice. Therefore in order to mitigate against the risk of a potential procurement challenge to the use of HubSW for this project and since the beginning of the development at the start of the year is time critical it has been decided that SAC utilise the Scottish Procurement Alliance Framework.
- 3.5 A report to South Ayrshire Council of 29 June 2023 was approved to allow the transfer of the Former St Ninians School Site from the General Fund to the Housing Revenue Account. Members also requested that the demolition of the school was expedited.
- 3.6 A contractor was appointed through the Scottish Procurement Alliance Framework for the demolition of the school. These works began on 8 August 2023 and will be completed by the week beginning 27 November 2023.
- 3.7 Increasing the supply of good quality affordable housing is identified as a key strategic priority in South Ayrshire's Local Housing Strategy 2023-28 and Council Plan 2023-28. The Council's Strategic Housing Investment Plan identifies St Ninians as a key site for delivering 42 affordable homes that will make a significant contribution towards meeting existing housing need in South Ayrshire.

#### **4. Proposals**

- 4.1 TCS Construction Consultants (TCS) have been appointed by the Council to negotiate a contract on the basis of a Design and Build Contract and agree a construction delivery cost for the development of the site. Negotiations have taken place utilising the Scottish Procurement Alliance Framework. The cost negotiated was for the delivery of 42 units and is based on a waiting list and demand for the housing in the area.
- 4.2 House types comprise, 14 x 2-bedroom house, 11 x 3-bedroom house, 7 x 4-bedroom house, 4 x 2-bedroom cottage flat, 4 x 3-bedroom accessible house and 2 x 2 bed wheelchair accessible bungalow ([Appendix 1](#)).
- 4.3 The total project cost for the main works provided by TCS which includes all construction related costs, development and professional fees is £9,833,051.
- 4.4 The proposed funding package for the project is detailed within paragraph 6.3.
- 4.5 Discussions have been held with the Scottish Government with regards to their contribution towards the project. They have agreed to contribute £4,451,916 (equivalent to £105,998 per unit).
- 4.6 If approved, the development site start for the new build housing units would be January 2024. Units would then be handed over for occupation starting December 2024 with the final phase handing over in May 2025.

## 5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements in relation to building contracts and the council would enter into a Scottish Building Contract Committee (SBCC) Design and Build contract with Company A for the development of the housing units. The contract has been negotiated on behalf of South Ayrshire Council by Thomas C Stewart Construction Consultants through the Scottish Procurement Alliance Framework (Lot 4- Housing Construction) which is consistent with procurement requirements.

## 6. Financial Implications

- 6.1 The development is an approved identified project within the Housing Capital Programme and the Strategic Housing Investment Plan.
- 6.2 The overall cost for the main works is £9,800,051. This includes construction of the housing units, associated parking/ pavements, landscaping, utilities provisions and connections, all design/ survey/ test/ statutory fees associated with the design and construction of the units.
- 6.3 The proposed revised funding package for the project is broken down in the following table:

	<b>Original funding package (40 units 2021)</b>	<b>Revised funding package (42 units 2023)</b>
<b>Expenditure Total</b>	£7,200,000	£9,800,000
<b>Income</b>		
Borrowings (HRA)	£4,840,000	£5,348,084
SG grant	£2,360,000	£4,451,916
<b>Income Total</b>	<b>£7,200,000</b>	<b>£9,800,000</b>

- 6.4 The project costs have increased for several reasons, including: number of units increased from 40 to 42 and high levels of construction inflation. The level of Scottish Government Grant has increased significantly and most of the additional costs are being met by this.
- 6.5 The capital budget within the HRA Business Plan for this project was estimated at £6.6m and the borrowing costs were calculated based on that figure. The updated cost can therefore be met from the current budgeted borrowings figure.

## 7. Human Resources Implications

- 7.1 Not applicable.

## 8. Risk

### 8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There is a risk that an application for funding from the Scottish Government might not succeed and if so the HRA would be required to fund any shortfall.

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

- 8.2.1 Not proceeding with the project may impact on the reputation of the Council by failing to increase the supply of affordable housing and make best use of available Scottish Government subsidy. This subsidy would be diverted to other Local Authorities if South Ayrshire cannot commit to delivery of sites within the SHIP.

## 9. **Equalities**

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are significant potential positive equality impacts and no significant negative equality impacts of agreeing the recommendations. A full Equalities Impact Assessment is provided. A copy of the Equalities Impact Assessment is attached as [Appendix 2](#).

## 10. **Sustainable Development Implications**

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

## 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 Priority 2 of the Council Plan: Live, Work, Learn. Everyone has access to a variety of housing types and sizes and a home that is affordable, energy efficient and adaptable to changing needs.

## 13. **Results of Consultation**

- 13.1 Consultation has taken place with the Tenants Monitoring about the development and a Community Consultation was also carried out, and the contents of this report reflect any feedback provided.
- 13.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, 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 Depute Chief Executive and Director of Housing, Operations and Development 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Arrange for the execution of the main works contract documentation	12 December 2023	Service Lead – Professional Design Services

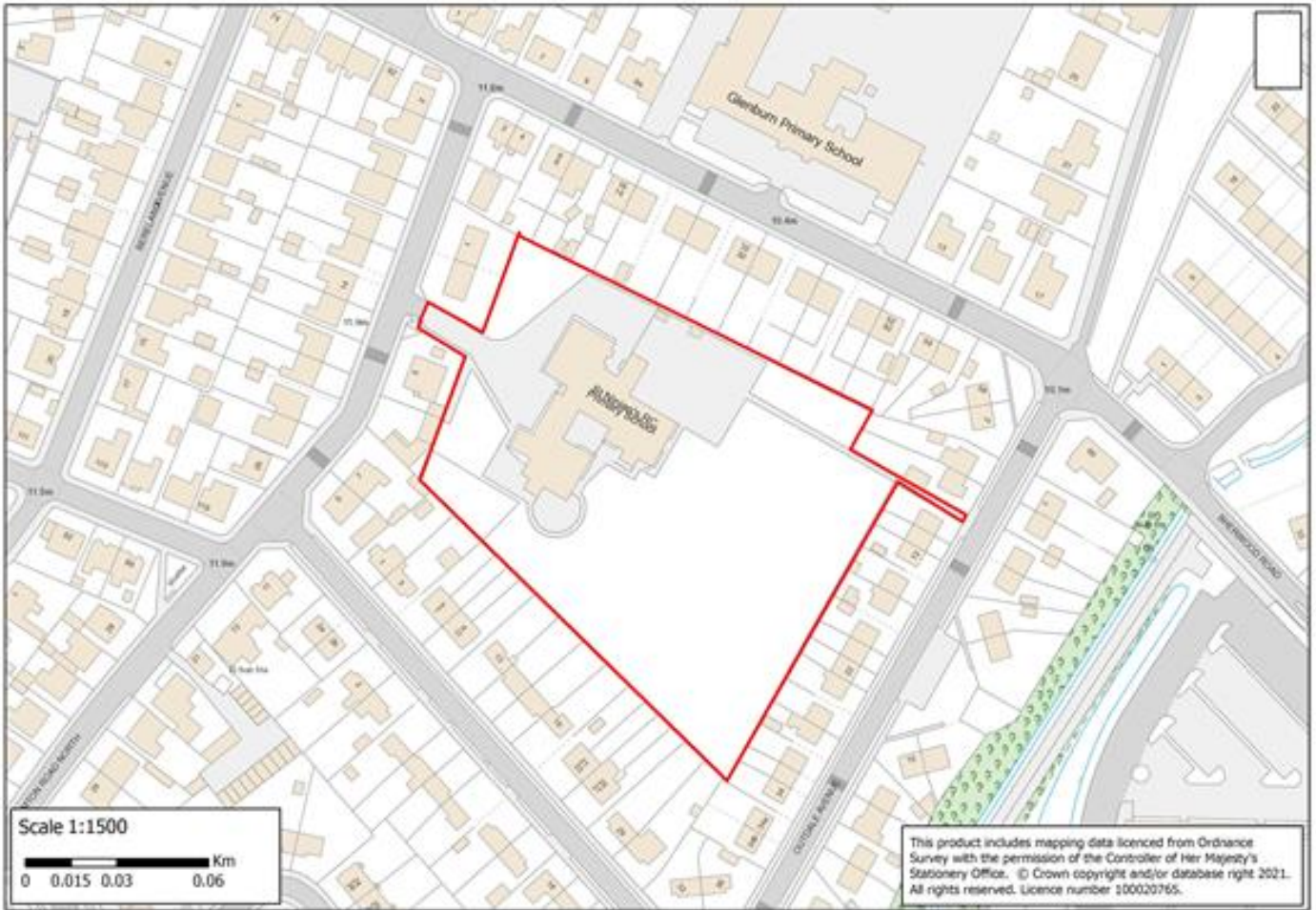
**Background Papers**    **Report to Leadership Panel of 29 October 2019 – [Future Use of St Ninian’s Primary School Site](#)**

**Report to Leadership Panel of 26 October 2021 – [St Ninian’s Primary School Site – Affordable Housing](#)**

**Report to South Ayrshire Council of 29 June 2023 – [Transfer of the Former St Ninians School Site from the General Fund to the Housing Revenue Account](#)**

**Person to Contact**    **Pauline Bradley, Service Lead – Professional Design Services**  
**County Buildings, Wellington Square, Ayr KA7 1DR Phone 01292 612858**  
**Email [pauline.bradley@south-ayrshire.gov.uk](mailto:pauline.bradley@south-ayrshire.gov.uk)**

**Date: 22 November 2023**





**South Ayrshire Council**  
**Equality Impact Assessment including Fairer Scotland Duty**

**Section One: Policy Details\***

Name of Policy	Development of 42 Affordable Housing units at the former St Ninians Primary school site, Adamton Road North, Prestwick.
Lead Officer (Name/Position)	Chris Cox Assistant Director – Planning and Development
Support Team (Names/Positions) including Critical Friend	Pauline Bradley Service Lead – Professional Design Services Kevin Anderson, Service Lead, Performance and 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 <b>aims</b> of the policy?	To enter into a contract through the SPA framework with a direct award to McTaggart Construction to develop 42 affordable housing units in line with the Local Housing Strategy, Housing Needs and Demand Assessment and the Strategic Housing Investment Plan.
What are the intended <b>outcomes</b> of the policy?	<ul style="list-style-type: none"> <li>• Develop affordable housing on the former St Ninian's Primary school site to provide 42 affordable Council houses including 6 wheelchair accessible units;</li> <li>• Meet HFVN, space standards and all relevant requirements to achieve Scottish Government Subsidy;</li> <li>• Provide good quality homes that tenants can afford, that meets their needs and is in an area where they feel safe and connected;</li> <li>• Develop places that are distinctive, safe, easy to move around, welcoming, adaptable, resource efficient and impact positively on those who use them;</li> <li>• People with particular needs are able to live with freedom, choice and control in a home that maximises their health, wellbeing and independence; and</li> <li>• People across South Ayrshire live in warm, dry, energy efficient homes which they can afford to maintain.</li> </ul>

**Section Two: What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	The development will impact upon the surrounding residents and those in South Ayrshire seeking affordable housing within the locale.
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	The development will seek to address the needs of particular groups for example disabled people or those requiring suitable accessible housing.
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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
<b>Age:</b> Issues relating to different age groups e.g. older people or children and young people	<b>Positive:</b> Potential new accommodation will meet increasing age related needs of the population
<b>Disability:</b> Issues relating to disabled people	<b>Positive:</b> Potential new accommodation will improve disability facilities. <ul style="list-style-type: none"> <li>• 6 wheelchair accessible units proposed for the new site. 20 units of affordable wheelchair accessible houses are required to be developed per year as provisioned within the Local Housing Strategy;</li> <li>• Ensuring new build units provide lifetime homes that can be easily adapted to meet changing needs.</li> </ul>
<b>Gender Reassignment – Trans/Transgender:</b> Issues relating to people who have proposed, started or completed a process to change his or her sex	<b>Positive:</b> Potential new accommodation would be inclusive to all irrespective of a person's gender. South Ayrshire Council's Local Housing Strategy is committed to ensuring equality for all people seeking to meet their housing needs.
<b>Marriage and Civil Partnership:</b> Issues relating to people who are married or are in a civil partnership	<b>Positive:</b> The development is unlikely to have a disproportionate impact on people based on their marital status.
<b>Pregnancy and Maternity:</b> Issues relating to woman who are pregnant and/or on maternity leave	<b>Positive:</b> The development is unlikely to have a disproportionate impact on people who are pregnant or who have recently had a baby.
<b>Race:</b> Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<b>Positive:</b> The development is unlikely to have a disproportionate impact to people from different racial groups.
<b>Religion or Belief:</b> Issues relating to a person's religion or belief (including non-belief)	<b>Positive:</b> South Ayrshire Council is committed to mainstreaming equalities and ensuring sensitivity to the cultural and religious beliefs of people across South Ayrshire.  The development is unlikely to have a disproportionate impact on people based on their religious belief.
<b>Sex:</b> Issues specific to women and men/or girls and boys	<b>Positive:</b> The development would have a positive impact on both men and women.

<p><b>Sexual Orientation:</b> Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight</p>	<p><b>Positive:</b> The development would be fully inclusive to all irrespective of a person's sexual orientation. With regard to sexual orientation, the Local Housing Strategy is committed to ensuring housing policies and practices act to eliminate discrimination and stigma experienced by people from all sexual orientations.</p>
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<b>Equality and Diversity Themes Relevant to South Ayrshire Council</b>	<b>Positive and/or Negative Impacts</b>
<p><b>Health</b> Issues and impacts affecting people's health</p>	<p><b>Positive:</b> There are clear links between housing and health. On a basic level, improvements to housing – whether public or private – are likely to have a positive impact on people's health and wellbeing.</p> <p>Furthermore, improvements to housing and neighbourhoods are likely to have a positive impact on the mental wellbeing of people.</p>
<p><b>Human Rights:</b> 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><b>Positive:</b> Any potential new development will require community consultation with the opportunity to comment.</p>

<b>Socio-Economic Disadvantage</b>	<b>Positive and/or Negative Impacts</b>
<p><b>Low Income/Income Poverty:</b> Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p><b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty.</p> <p>An example of this is the installation of energy efficiency measures which will impact positively on the cost of heating a home.</p> <p>The development links with the Council Plan which aims to reduce poverty and inequality.</p>
<p><b>Low and/or no wealth:</b> 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><b>Positive:</b> There will be a positive impact for those with low and/or no wealth. Housing new build developments will create jobs, provide apprenticeships and other training opportunities, and provide more energy-efficient homes for those who need them.</p>
<p><b>Material Deprivation:</b> 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><b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty.</p>
<p><b>Area Deprivation:</b> Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p><b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty.</p>

	Potential new accommodation may assist persons in area deprivation needing services by providing improved accommodation in a location accessible by a variety of public transport.
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### Section Three: Evidence Used in Developing the Policy

<p><b>Involvement and Consultation</b> In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? <b>Who</b> did you involve, <b>when</b> and <b>how</b>?</p>	<p>An in person community consultation took place on 5 October 2022 at Prestwick Academy. All local and surrounding residents, relevant ward members and Portfolio Holders were invited to attend. The consultation was attended by SAC Special Projects, SAC Housing Officers, the contractor McTaggart, the architect ABC and Hub SW. The plans were able to be viewed and any concerns raised answered as best as possible. Feedback forms were handed out and filled in with questions and contact details for residents and interested parties were taken as part of the process. The staff members from the new PEC were in attendance and colleagues spoke with the nursery teachers for future tie ins with the school and nurseries throughout the construction period.</p> <p>Council tenants were consulted on this proposal at the Tenant Monitoring Group which took place on 7 February 2023 with the response being in favour of the proposed development.</p>
<p><b>Data and Research</b> In assessing the impact set out above what evidence has been collected from research or other data. Please specify <b>what</b> research was carried out or data collected, <b>when</b> and <b>how</b> this was done.</p>	<p>On 26 November 2019, Members agreed a report at Leadership Panel on an options study for the future use of the St Ninians Primary site once the school had been decanted into the new PEC campus. It was agreed that plans should be developed to build affordable housing on the land and that the site should be added to the Strategic Housing Investment Plan (SHIP) 2021/22-2025/26</p>
<p><b>Partners data and research</b> In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?  Please specify partners</p>	<p>Tenants Monitoring Group were consulted on 7<sup>th</sup> February 2023</p>
<p><b>Gaps and Uncertainties</b> Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>Not for the purpose of this report</p>

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

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

No.	Action	Responsible Officer(s)	Timescale
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1			

**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?	December 2023
When will the policy be reviewed?	N/A
Which Panel will have oversight of the policy?	South Ayrshire Council Cabinet ?? November 2023

**Section 6**

**South Ayrshire Council**



**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy:** Updated acquisition and disposal policy – June 2002 Transfer of the former St Ninians Primary school site from the General Fund to the HRA

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

<p><b>Eliminate discrimination</b></p> <p>Neither assist nor inhibit. South Ayrshire Council is committed to eliminating discrimination and stigmatisation.</p>
<p><b>Advance equality of opportunity</b></p> <p>Redevelopment will enhance equality of opportunity.</p>
<p><b>Foster good relations</b></p> <p>This will continue to foster good relations by developing meaningful communication and engagement with local communities to identify their needs and views.</p>
<p><b>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</b></p> <p>The delivery of the outcomes and actions will support those who are socio-economically disadvantaged. This can be achieved by improving the quality and energy efficiency of housing and the places where people live.</p>

<b>Summary of Key Action to Mitigate Negative Impacts</b>	
<b>Actions</b>	<b>Timescale</b>
None	N/A

**Signed:** Chris Cox

**Date:** 18<sup>th</sup> July 2023

**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject: Active Travel Strategy Progress Report**

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**1. Purpose**

1.1 The purpose of this report is to provide an update on the progress of the Council's Active Travel Strategy.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 notes the content of this report and approves supporting Active Travel in South Ayrshire through the Member/ Officer Working Group; and**

**2.1.2 otherwise notes the content of this report and the details in Appendices [1](#) to [6](#).**

**3. Background**

3.1 The Leadership Panel approved the Council's Active Travel Strategy on 8 March 2022 and the strategy for the period 2022 - 2032 was formally launched on 14 March 2023

3.1.1 The strategy aims to expand and promote active travel across the region over the next five years and beyond, it is a live document and will be updated regularly throughout this period. It aims to place the needs of residents and local businesses at the heart of the expanding active travel network. This includes identifying and pursuing specific infrastructure and behaviour change initiatives to encourage active travel both within and between our communities.

3.1.2 The strategy identifies six key objectives: Education, Connectivity, Health, Safety, Accessibility and Place.

3.2 Cabinet approved the creation of an Active Travel Member/ Officer Working Group (MOWG) on 20 June 2023, to complement the MOWG and provide a structured forum for stakeholders, community groups and seldom heard groups to engage in the development and design of active travel projects in South Ayrshire. A Community Action Group (CAG) has also been established. A junior Community Action Group (JCAG) will also be established to provide a forum for young peoples

views to be heard, both the CAG and JCAG will be fully funded as part of major active travel projects listed in Table 1 below.

#### **4. Proposals**

4.1 It is proposed that the MOWG remain in effect until 31 March 2025 to provide the group sufficient time to implement relevant policies and processes to enhance active travel in South Ayrshire.

4.2 It is proposed that the CAG and JCAG meet on a monthly basis, the outcomes from the both will be reported to the next scheduled MOWG. Key roles of CAG will include (but not exclusively):

4.2.1 Review Active Travel Strategy and propose projects to be taken forward – short-term (2023/24) medium-term (2024-26) long-term(2026-29);

4.2.2 Participate in a review of the existing active travel network;

4.2.3 Review and provide comment on projects listed in 6.1 and any other project brought forward by ARA or the MOWG; and

4.2.4 Assist ARA and their consultants in the promotion of active travel at public events such as the Ayr Show and Ayrshire Chamber of Commerce Business week

4.3 The Ayrshire Roads Alliance will submit a proposal to the MOWG for consideration, which identifies priority projects taken from the Active Travel Strategy, 4.2.1 above, and the Councils Place Plans, the aim of this priority list is to seek prior approval, which will streamline the process and assist in the quick delivery of the projects when funding becomes available.

4.4 The Ayrshire Roads Alliance will continue to explore alternatives to traditional construction materials and techniques to significantly reduce the carbon cost of improving/maintaining existing active travel routes and the during construction of new active travel routes which will assist the Ayrshire Roads Alliance in achieving Net Zero by 2030.

4.5 Projects noted in 6.1 Table 1 will be progressed through the RIBA stages at the earliest opportunity as funding permits. Table 1 below lists current funding awards and also further funding application which have been submitted and awaiting approval.

4.6 The Ayrshire Roads Alliance will submit a future report recommending that South Ayrshire Council adopt Cycling by Design with regional variations.

#### **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 Major Projects:



Table 1

Project Title	RIBA Stages	2023/24 Grants Awarded (£)	Further 2023/24 funding applications submitted	Comments/App endix no.	Funding Source and (Amount)
<b>Girvan to Grangeston</b>	0-2	55,000	100,000	<a href="#">1</a>	Sustrans (£55,000)
<b>Grangeston to Ayr (Culzean Way)</b>	0-1	275,000	n/a	Stage 0-1 design contract to be awarded	Sustrans (£275,000)
<b>A719 Underpass</b>	6	200,000	n/a	<a href="#">2</a>	Sustrans (£100,000) SPT (100,000)
<b>Doon Valley AT</b>	0-2	800,000	n/a	<a href="#">3</a>	Regional Active Travel Grant (£800,000)
<b>Coylton SRTS</b>	5	204,000	n/a	Construction completed – minor snagging	Sustrans (£114,926) SPT (39,074) CWSS (£50,000)
<b>Ayr to Prestwick</b>	0-2	60,000	225,000	<a href="#">4</a>	Sustrans (£60,000)
<b>Prestwick to Barassie</b>	0-2	72,820	175,000	<a href="#">4</a>	Sustrans (£72,820)
<b>Loans to Troon – North Dr</b>	0-2	58,000	n/a	<a href="#">5</a>	Sustrans (£58,000)
<b>Dundonald to Barassie</b>	5	650,000	n/a	<a href="#">6</a>	SPT (£450,000) CWSS (£200,000)
<b>Newton Shore</b>	5	230,000	n/a	Sustrans awarded funding to support resurfacing of Newton Shore	Sustrans (£230,000)

## 6.2 Minor Projects:

The financial implications that may be incurred from the short-term recommendations from the CAG & MOWG are currently unknown however; an indicative budget of £150,000 has been allocated to deliver these in the current financial year 2023/24. Funding for these minor projects has been secured from Capital Grants CWSS (£100,000) and SPT (£50,000).

6.3 Existing Active Travel Routes will be audited to identify any defect and/or improvements that can be implemented to enhance and encourage active travel.

## 7. Human Resources Implications

7.1 Sustrans have taken the decision to remove staff previously provided to deliver Active Travel related support to the public, educational institutions and local businesses; this is a decision that has been taken across Scotland not just in South Ayrshire. The result of this is there are currently no staff providing behaviour change support and training to complement the Active Travel aspirations of South Ayrshire Council. Ayrshire Roads Alliance are currently considering resource options for providing this service going forward.

## 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 The risk associated with rejecting the recommendations is that the delivery of the active travel projects may not proceed within the grant award timeframes resulting in a potential reduction in active travel capital funding.

## 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 7](#).

## 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 Priority 1 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1).

## 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 Bob Pollock, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

## 14. Next Steps

14.1 If the recommendation above is approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development 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
Progress on Active Travel	31 March 2024	Head of Roads

**Background Papers**    **Report to Leadership Panel of 8 March 2022 - [South Ayrshire Council's Active Travel Strategy](#)**

**Report to Cabinet of 20 June 2023 - [Active Travel Member/ Officer Working Group](#)**

**Person to Contact**    **Kevin Braidwood, Head of Roads – Ayrshire Roads Alliance  
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County Buildings, Wellington Square, Ayr, KA1 1DR  
Phone 01563 503164  
E-mail [kevin.braidwood@ayrshireroadsalliance.org](mailto:kevin.braidwood@ayrshireroadsalliance.org)**

**Date:** 16 November 2023

## Appendix 1

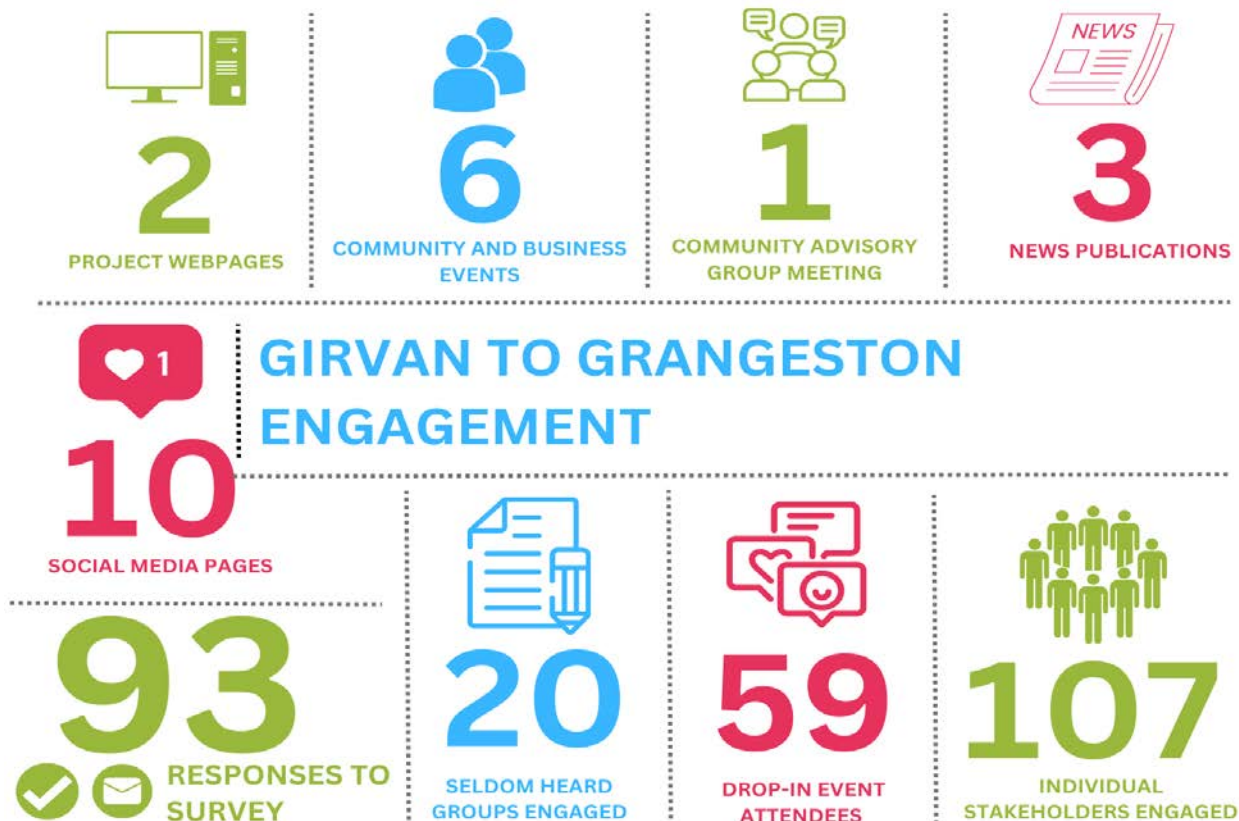
### Elected Member’s Briefing – Girvan to Grangeston Active Travel Route

Date of Issue	Briefing Note
May 2023	Girvan to Grangeston Project Update 1 Briefing Note
Aug 2023	Girvan to Grangeston Project Update 2 Briefing Note

An update of the Girvan to Grangeston Active Travel route can be found below titled *Girvan to Grangeston Project Update 2 Briefing Note – August 2023*. If you wish to read the previous updates from May 2023, please refer to the subsequent sections of this briefing note.

The Girvan to Grangeston project Stage 0 (Strategic Definition) funding deliverables were submitted to Sustrans in late June. Due to an extended period of online and in-person consultation closing at the end of July, the deliverables for Stage 1 (Preparation and Brief) will now be submitted by 31<sup>st</sup> of August. The Stage 2 (Concept Design) deliverables are due for submission at the end of December 2023.

Public engagement for Stage 1 of this project took place over an eight-week period, from Monday 12th June to Sunday 30th July 2023. The response and promotional methods are summarised in the image below.



concern related to the cost of the project and a desire to see funds spent on other initiatives, such as improving road surface conditions.

Ecological, environmental and geotechnical surveys have been undertaken, with the data from these being used to help inform the Stage 1 route development and appraisal.

The project team plan to provide further members briefing updates on the Girvan to Grangeston Active Travel Route once Stage 2 has been completed.

Kevin Braidwood  
Head of Roads



## Appendix 2

### Elected Member's Briefing – Dunure Rd Underpass & Sensory Garden **Summary**

Ayrshire Roads Alliance (ARA), Sweco, Story Contracting and Streets UK worked in partnership to design and construct a new dedicated pedestrian, cyclist and equestrian underpass, avoiding the need to cross the A719 carriageway and allowing the connection of a local walking and cycling path to the strategic National Cycle Network (NCN 7). To build upon the community benefit the underpass brings, a sensory garden and biodiversity area were also installed, within an adjoining site, providing a healthier and attractive environment. Sweco were commissioned to develop the proposals from inception to construction stage. Recently published design standards in the form of Cycling by Design 2021 were used to identify the most appropriate road crossing type. A grade separated option was chosen which “provides the greatest protection to cycle users crossing roads, particularly on higher speed roads”, and also offers the highest level of service.

In addition to the design and construction of the underpass, the project team identified an area of unused land adjacent to the underpass site which offered the potential to improve the alignment of the existing NCN 7 path as it enters/exits the new underpass, enhance the biodiversity, incorporate green and blue infrastructure, improve an historic flooding issue and create a new sensory garden. The constructed garden has improved the look and feel of the local area, provides path users a peaceful and attractive resting area, and offers a richer and more therapeutic experience to a range of people with different needs.

Along with this, extensive engagement has been carried out with the local community and primary school, which consisted of two school visits that allowed the pupils of Doonfoot Primary School the chance to plant their own plants in the new garden and take photographs with the construction plant on-site, that would later be published in the local press. The pupils also attended the opening ceremony where Cllr Iain Campbell cut the ribbon and officially opened the underpass and sensory garden.



Figure 0-1 Photo collage showing the new cycle parking, sensory garden and opening ceremony

# Construction

Story Contracting worked in collaboration with ARA and Sweco to identify and source sustainable materials, particularly within the construction of the sensory garden. With exception of the realignment of a section of the existing NCN 7, the majority of the walkable surface was constructed with a resin bound surface using recycled material, which allows surface water to infiltrate and enter the subsoil, and a boardwalk surrounding the pond/wetland feature using recycled plastic. The new underpass location was once part of a historic railway route (The Maidens and Dunure Light Railway). This was taken into consideration within the design and construction, again, using sustainable materials such as railways buffers, old railway sleepers, used for planters and cycle parking, and coping stones uncovered during construction from the wingwalls of the old railway crossing structure, used as rock features.

This project is a prime example of promoting the shift towards net zero and overall road safety, throughout the scheme the project team strived to incorporate recycled, sustainable and/or reclaimed materials. The following list provides examples:

- The new planters in the sensory area - Story Contracting ensured that as many reclaimed sleepers as possible were sourced within the localised area, both to create an ode to the historic railway line and also to offer opportunities to reuse materials.
- The cycle parking – This was constructed with railway sleepers to ensure that people can safely park their bikes when using the garden.
- Railway copes –Copping stones from the old railway wingwalls have been used as decorative stones throughout the scheme.
- Culvert protection boards – The scheme includes a culvert to direct water under the new realigned NCN 7 path, which were made from reclaimed railway sleepers.
- Scheme sign board – this was constructed purely of reclaimed railway sleepers.
- Recycled resin bound paving – the bulk of the path areas on the scheme are made up of this recycled material paving that allows drainage through the surface rather than running off.
- Railway buffer features – An old railway nearby was used to source railway buffers to be placed in the garden – This is a decorative feature that nods to the area's industrial heritage.
- Recycled plastic boardwalk – the scheme includes a recycled plastic boardwalk which was locally sourced.
- Imported materials – all materials were imported from a local quarry, reducing emissions and supporting local business.
- Wayfinding – the directional signage boards were made up of reclaimed railway sleepers as a back board, removing the need for metal posts.

The construction of the underpass and sensory garden was completed in June 2023, with the opening ceremony held on 15<sup>th</sup> June 2023.



Figure 0-2 Photo collage showing different elements of the construction phase

## Next Steps

This project has ensured that people choosing to walk, wheel or cycle can do so safely, tackling one of the key barriers to increased active travel. The sensory garden has complimented the new underpass by providing an attractive area to rest and/or visit, again, with the aim of encouraging an uplift in active travel. ARA have also committed to providing new school markings within the Doonfoot Primary School playground which will support cycling training for the pupils.





At this initial stage of the study, the Project Team is seeking to engage with the local communities and other key stakeholders across the Doon Valley to understand what the Doon Valley means to them, their thoughts on the routes which are being considered as well as the problems and opportunities and to help identify a Preferred Route which will be further developed by the Project Team.



## Next Steps

As part of the initial development of a technical submission, the Project Team is eager to liaise with the local communities and other key stakeholders across the Doon Valley at the earliest opportunity possible. This initial stakeholder and community engagement is planned in August where the Project Team will be hosting pop-up engagement events in Dalrymple on the 1<sup>st</sup>, Patna on the 2<sup>nd</sup> and Dalmellington on the 3<sup>rd</sup>. The locations for these activities are:

- In Dalrymple at the Play Park on Barbieston Road
- In Patna on the Village Green on the corner of Dallowie Road and Carskeoch Drive
- In Dalmellington outside Dalmellington Leisure Centre.

All of these planned events will run from 1pm until 7pm and will have various members of the project team to answer any questions and to provide more information on the project.

We've also developed a website for the Project which provides an overview of the project as well as providing the opportunity to share thoughts and views on both the proposed routes but also on the wider project. This can be found at [www.DoonValleyTrail.co.uk](http://www.DoonValleyTrail.co.uk).

Kind regards,

The Project Team

DoonValleyConsultation@aecom.com

# Appendix 4

## Elected Member's Briefing – Ayr to Barassie Active Travel Route

Date of Issue	Briefing Note
December 2022	Ayr to Barassie Project Notification Briefing Note
March 2023	Ayr to Barassie Project Update 1 Briefing Note
May 2023	Ayr to Barassie Project Update 2 Briefing Note
August 2023	Ayr to Barassie Project Update 3 Briefing Note

An update of the Ayr to Barassie Active Travel route can be found below titled *Ayr to Barassie Project Update 3 Briefing Note – August 2023*. If you wish to read the previous updates from December 2022, March 2023, and May 2023 please refer to the subsequent sections of this briefing note.

All Ayr to Barassie project Stage 1 (Preparation and Brief) funding deliverables have been submitted to Sustrans, which is forecasted to bring together the completion of Stage 1 in August 2023. Sustrans will complete a review of the submitted Stage 1 deliverables, which will evaluate the deliverables to ensure the project meets the requirements to progress to Stage 2 (Concept Design). Deliverables for Stage 1 include:

- Location Plan
- Feasibility Study
- Statutory Permissions Identification
- Equality Impact Assessment
- Preliminary Ecological Appraisal
- Budget Forecast
- Monitoring and Evaluation Plan
- Updated Project Management Documents
- Updated Communications and Engagement Documents
- Public Life Survey
- Project & Design Risk Registers
- Environmental and Sustainability Review
- Community Asset Map
- Plan to Create Community Advisory Group

With over 1,000 people engaged via in-person consultation events, online surveys, and school workshops, the outcomes of the round one engagement resulted in more than half (52%) of the respondents evaluating the existing active travel infrastructure as inadequate or poor. The indicative active travel route outlined for consultation purposes was supported by 79% of the respondents with 32% requesting minor changes. The proposed new pedestrian and cycle bridge crossing the River Ayr and linking South Harbour Street and North Harbour Street was favoured by more than four out of five (82%) respondents. Further information on The Ayrshire Link round 1 consultation can be accessed in the [Round 1 Consultation Summary](#). The feedback from the round 1 engagement was used to inform the identification of the preferred route:

[https://drive.google.com/file/d/1xwY\\_1exMMH2JRiqOUYFiRgtGMyMYNXOY/view?usp=sharing](https://drive.google.com/file/d/1xwY_1exMMH2JRiqOUYFiRgtGMyMYNXOY/view?usp=sharing)

Figure 3-4: Ayr to Prestwick Preferred Route (Red Line shows the preferred route and the Green Line shows the options for Saltpans Connection which will be determined following landowner consultations)

<https://drive.google.com/file/d/1UzAI7EfOdwoBCZuAjYtGYPR2rfd0Xh-e/view?usp=sharing>

Figure 3-2: Prestwick to Barassie Preferred Route

Following the completion of Stage 1, the project team will progress Stage 2 (Concept Design) which is due for completion in December 2023. At this stage, the Comprehensive Concept Package is the main deliverable which depicts and explains the design ideas being taken forward. Further public engagement and stakeholder consultation is planned for Stage 2 which will advance the engagement completed to date during Stage 1.



## Appendix 5

### Briefing Note – Loans to Troon Phase 3 Active Travel Route

Date of Issue	Briefing Note
May 2023	Loans to Troon Phase 3 Project Notification Briefing Note
August 2023	Loans to Troon Phase 3 Project Update 1 Briefing Note

#### Loans to Troon Phase 3 - Project Update 1 Briefing Note (August 2023):

All Loans to Troon Phase 3 design options drawings for Stage 2 (Concept Design) have been presented to the elected members for feedback. The elected members have subsequently accepted the recommendations for the preferred option (1b) in principle, however, a request has been made to organise a follow up session to answer any design related queries. Following this, a further round of consultation will take place with the local community to ensure that the designs meet the expectations of the public and the project can progress to the next stage of design.

#### Loans to Troon Phase 3 - Briefing Note (May 2023):

This document provides an executive summary of the design options explored, explaining the rationale of each one, for Phase 3 of the Loans to Troon Active Travel route. This scheme has already seen Phases 1 & 2 successfully constructed.

Phase 3 is the completion phase of the project and aims to connect Phase 2, ending at the north end of Buchan Road, outside Muirhead Primary School to the settlement of Loans, as shown below in Figure 1.

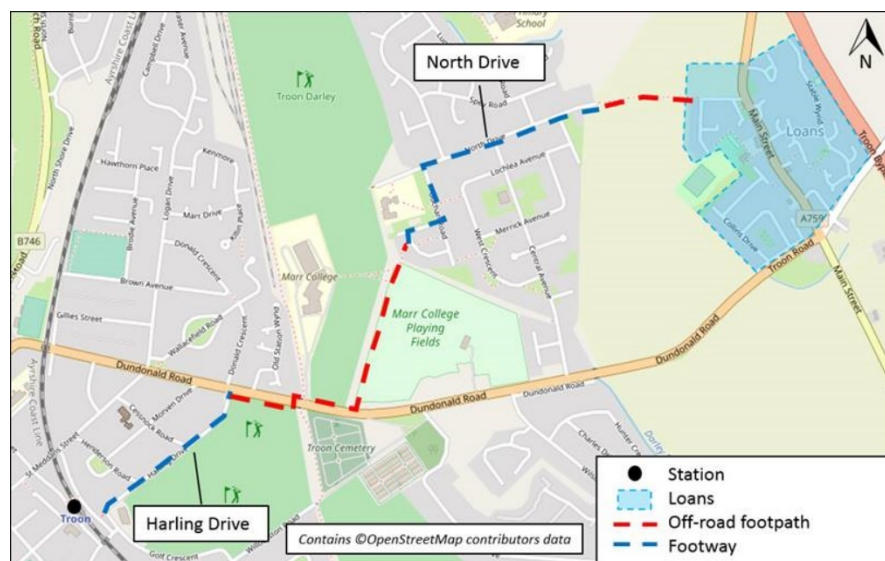


Figure 5: Full route proposal

## **Executive summary**

Whilst it is appreciated the route for Phase 3 rests with ARA, though based on the engagement results, Sweco's thoughts from an active travel specialist are detailed throughout this document.

Having considered all the feedback from recent consultation (ending in January 2023 and report contained in Appendix C), the key themes listed below were drawn out;

1. Residents are strongly opposed to a one-way system on North Drive
2. Removal of on street parking is a concern for residents who have more than one car/for visitors
3. Generally viewed that the number of people using the completed phases 1 & 2 did not justify the need for dedicated cycle tracks on either North Drive or Lochlea Avenue, subsequently meaning there was insufficient demand for fully segregated cycling infrastructure
4. A lighter touch would be more appropriate – reduce speed limit, traffic calming (build outs/raised table)
5. Preferred concept is a shared use path on North Drive owing to it being more direct

Taking the above, and results from previous consultation, into account combined with the SWOT analysis undertaken for the routes described throughout this document, *it would be the recommendation that North Drive Option 1.a be progressed.*

Having a shared use path on the north side would be the most direct route whilst allowing both pedestrians and cyclists to use this side of the street.

## **Project Background**

A feasibility report, produced and written by Sweco in March 2019 identified the full scheme route in Figure 1 as the most favoured, based on feedback from stakeholder engagement, undertaken in January 2019. The stakeholders involved in this initial consultation consisted of; Troon Community Council, Loans Community Council, South Ayrshire Council, Marr College and SAPI.

Following completion of Phases 1 & 2, public consultation for Phase 3 was carried out between September and October 2021 through an online ArcGIS Hub and questionnaire. This had a focused approach of: (i) stakeholder targeted engagement and (ii) location-orientated public consultation. The process followed between September 2021 and present (Feb 2023) is outlined in Figure 2 below.

The main themes drawn out from the initial consultation in 2021 were:

- Walking is the second most common form of transport, after car/van use for commuting to and from work
- The highest ranked factor in order of importance (from the choices available) for secondary barriers to cycling was 'children can walk and cycle safely'. 'Long distance to travel' was the main prevention for over half the participants
- 33% of respondents said they would be likely to use a dedicated walking/cycle path to school

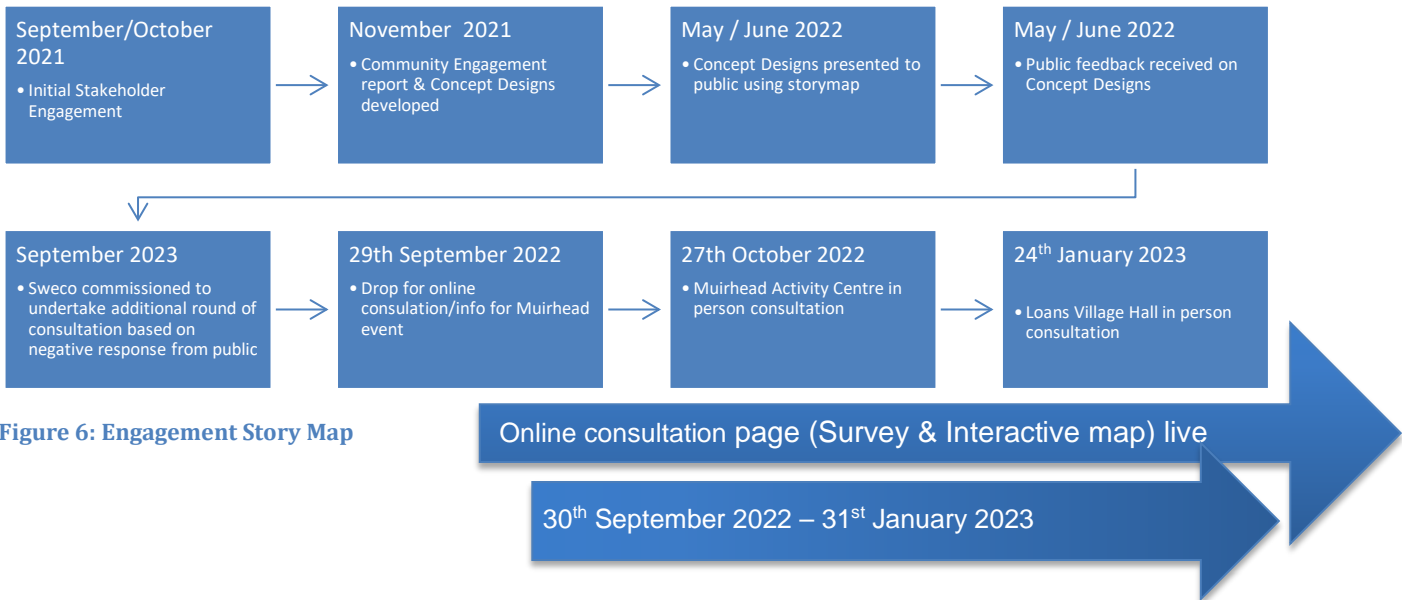
The results from this round of consultation were analysed and documented in the Community Engagement report, produced in April 2022. The report concluded with two route corridors being identified for further consideration and development.

Concept designs were produced based on the responses and comments received during this initial public consultation period.

These designs were presented to the public using online story map in May & June 2022, affording the opportunity for feedback, which was generally negative.

Based on the negative public response, Sweco were further commissioned to undertake a second round of Phase 3 public engagement between October 2022 and January 2023, resulting in a reiteration of concept designs. This round of engagement included two in person workshops sessions, outlined in Figure 2. An addendum to the April 2022 community engagement report has recently been produced to include the second round of consultation (Appendix C).





**Figure 6: Engagement Story Map**

### **Design Options**

Taking cognisance of the themes outlined in sections 1 and 2 of this document, the below describes the route corridors, concept options and relationship of each option to the themes.

- Route Corridor 1 – North Drive
- Route Corridor 2 – Lochlea Avenue

North Drive has three potential design options, while Lochlea Avenue has one. These are;

- North Drive - Op1.a - Shared Footway
- North Drive - Op1.b - Shared Footway with Modal Filter
- North Drive - Op2 - Bi-Directional Only - Two-Way Road
- Lochlea Avenue - Op1 - Bi-Directional One Way Road (Eastbound)

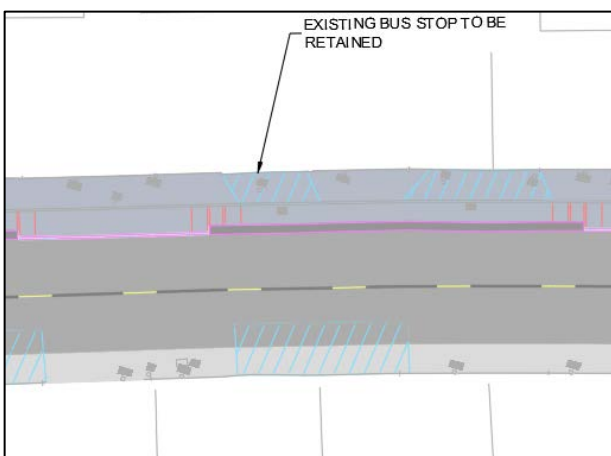
### **North Drive Option 1.a – Shared Footway**

This option proposes widening the existing footway on the north side of North Drive to create a 3m wide shared use footway, whilst retaining the existing 1.6m wide footway on the south side.

The proposal would see the existing carriageway narrowed to create a 6.5m wide two way system, achieved by altering the location of the existing kerbline along the south side of the carriageway whilst retaining the existing footway.

The existing driveways (shown as blue hatches in Figure 3 below) interspersed with driveway crossings and associated kerblines would be removed to achieve this.

An extract of the proposal is shown below in Figure 3.



**Figure 7: Extract of North Drive Option 1.a proposal**

In order to control traffic speeds, three raised tables are proposed; namely at the North Drive junctions with; Deveron Road, Afton Gardens and Earn Road.

This option would meet theme 1,3,4 & 5 in section 1 of this document.

Whilst this option is not removing on street parking as such, narrowing the carriageway could impact traffic movement whilst retaining on street parking.

#### North Drive Option 1.b – Shared Footway with modal filter

This option proposes the same infrastructure as above but with the addition of modal filters, in order to create a quiet street.

This option was explored, however the traffic data collected shows the highest volumes are between Afton Gardens and Deveron Drive. In order to effectively reduce traffic volumes, it would be recommended a modal filter would need to be implemented between these streets, which would seem impractical.

Initial thoughts were a modal filter could be installed between Afton Gardens and Earn road but based on the traffic data, this would have minimal impact.

There are various options for modal filters including planters, bollards and light segregation bollard units.

There is also the option of using this as a trial – provided temporary infrastructure such as light segregation bolt in kerb and bollard units are used.

#### North Drive Option 2 - Bi-Directional Only - Two-Way Road

This option proposes a 2.6m wide, bi-directional cycleway on the north side of North Drive incorporating a 0.5m wide buffer zone, shared use areas at junctions and dutch style ramp kerbs for driveways.

A 2m wide footway is proposed for the south side, utilising and widening the existing footway.

The carriageway would be a 6.5m wide two way system, again, being achieved by removing the grass verges and altering the kerblines on the south side of the carriageway.

An extract is demonstrated in Figure 4.

Option 2 would permit cyclists only to use this side of the street therefore restricting pedestrian movement.

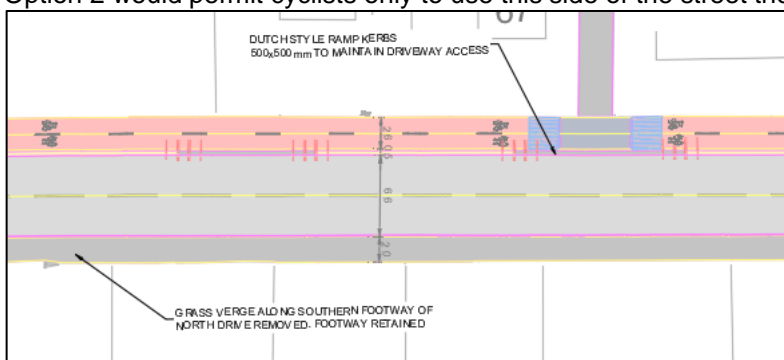


Figure 8: Extract of North Drive Option 2 proposal

If the speed limit of North Drive were reduced to 20mph (as is proposed across all options) then it is likely the buffer zone could be removed.

This option would create some consistency with Phases 1 & 2 in the way of bi-directional segregated cycle way however, owing to the nature of North Drive, the segregation itself would create an inconsistent experience for the user.

This option counters the key themes outlined in section 1 of this report.

#### Lochlea Avenue – Option 1 - Bi-Directional One Way Road (Eastbound)

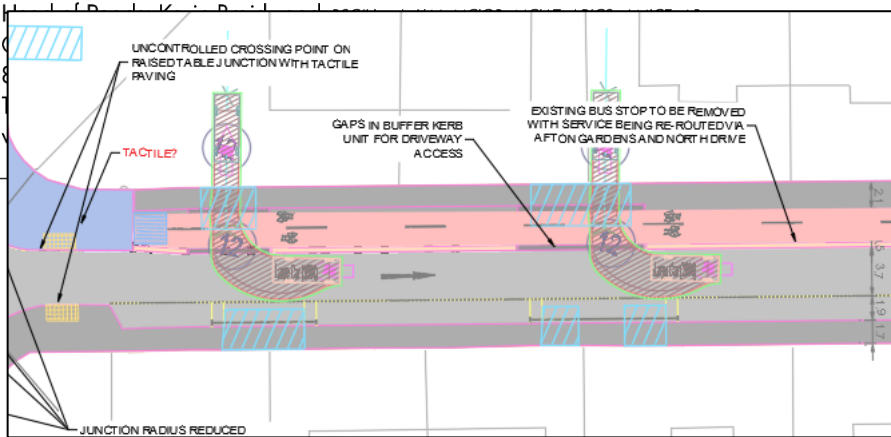
This proposal sees a combination of shared use and segregated bi-directional infrastructure in conjunction with a proposed narrowed carriageway and the creation of a one way system for motorised vehicles.

The route connects Buchan Road to West Crescent using an existing 2.5m wide footpath, where a proposed 3.4m wide shared use path runs north – south up West Crescent.

A proposed 2.5m wide segregated bi-directional cycleway with a 1.6m footway to the rear then runs east to west along Lochlea Avenue and north-south up Aldersyde Avenue.

Shared use areas are proposed at the junctions where Lochlea Avenue meets with Central Avenue and Aldersyde Avenue, and where Aldersyde Avenue meets North Drive.





**Figure 9: Extract of Lochlea Avenue Option 1 proposal**

This proposal would be achieved by widening the existing footway on the north side of Lochlea Avenue, narrowing the existing carriageway (the subsequent requirement for a one way system) and removing the verges along the south side, with formalised parking areas proposed.

Lochlea Avenue is a less direct route and would incur several busy junction crossings – particularly at the Lochlea Avenue/Central Avenue crossroads.

With Lochlea Avenue being a current bus route, engagement with bus companies could be deemed a significant project risk if this option were to be progressed.

#### **4. Next Steps**

Following the production of this document the updated concept designs, community engagement report and this briefing document will be sent to Ayrshire Roads Alliance and elected members for consultation.

Feedback will be taken on board and the designs progressed accordingly where practical.

There is the possibility of extending the scheme into Loans which could potentially be captured, as a Phase 3a, as the designs develop.

Going forward, it would be intended to develop the Loans extension to the same standard as the current Phase 3 and undertake further consultation covering both sections.

Concept designs will be produced with the intention of progressing to RIBA Stages 3 & 4, which are the developed design and technical design stages.

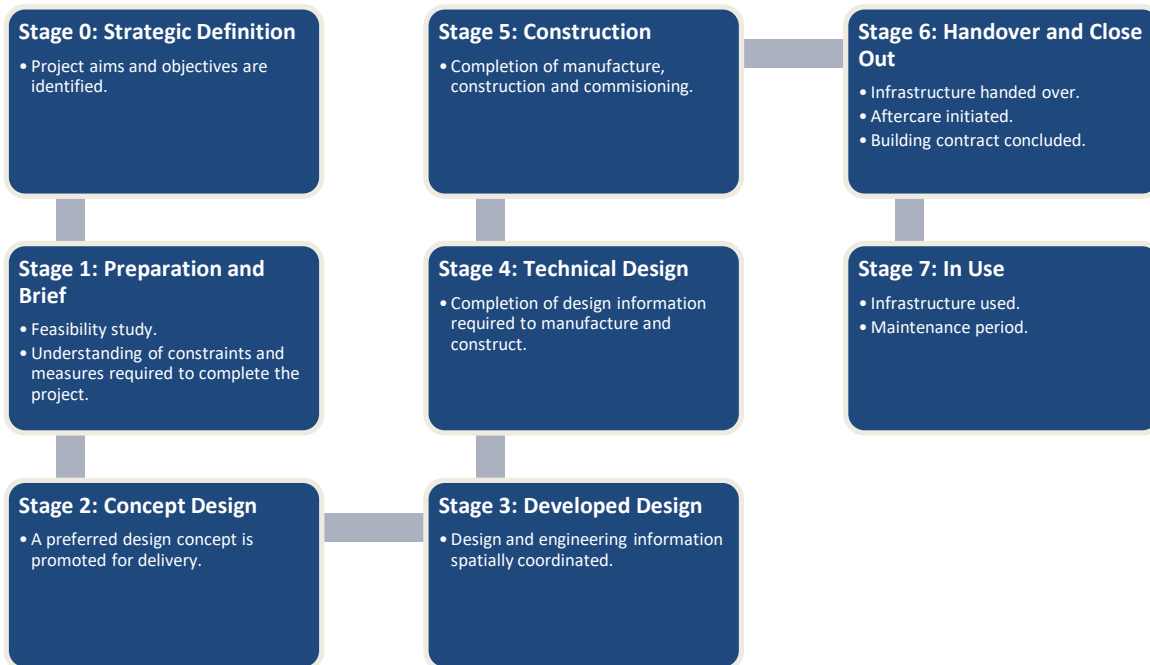
Kevin Braidwood  
Head of Roads

# Appendix 6

## Elected Member’s Briefing – Dundonald to Barassie Active Travel Route

Date of Issue	Briefing Note
Aug 2023	Dundonald to Barassie Project Update 1 Briefing Note

This document provides a briefing note of the design progress of the proposed active travel route between Dundonald to Barassie. Ayrshire Roads Alliance has commissioned Sweco UK to carry out the design development of the scheme. The project has secured funding from Sustrans Places for Everyone for Stages 3-4, which has advanced the project through Developed and Technical Design in late 2022. The Sustrans Places for Everyone stages are outlined in Figure 1.



**Figure 10: Sustrans Places for Everyone Stages and Outcomes.**

The Dundonald to Barassie project will provide a key active travel link for the community of Dundonald, linking them with Barassie, Troon and their respective railway stations. The route seeks to link existing and future communities and visitors through high-standard, accessible and attractive walking, cycling and wheeling infrastructure. This project will tie in with other Ayrshire Link projects between Ayr, Prestwick and Barassie. Dedicated active travel infrastructure is widely understood and accepted to create, and maintain, a physical environment that encourages more journeys to be undertaken through active travel means. This can help contribute to; improved physical and mental health among people of all ages, reduced motor-vehicle congestion on roads, accelerated localised economic growth and a reduction in the carbon footprint of travel across Ayrshire. The Dundonald to Barassie project Stage 4 (Technical Design) funding deliverables were completed for Sustrans PfE scheme in the Autumn of 2022. Due to ongoing landowner discussions, the project has been paused and the application for Stage 5-7 funding will be submitted once the discussions have been concluded.

Kevin Braidwood  
Head of Roads

# Appendix 7



## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Active Travel Strategy Progress Report
Lead Officer (Name/Position/Email)	Kevin Braidwood, Head of Roads - Kevin.Braidwood@ayrshireroadsalliance.org

**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	Yes
Disability	No	Yes
Gender Reassignment (Trans/Transgender Identity)	No	Yes
Marriage or Civil Partnership	No	Yes
Pregnancy and Maternity	No	Yes
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	Yes
Religion or Belief (including lack of belief)	No	Yes
Sex – (issues specific to women & men or girls & boys)	No	Yes
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	Yes

Community or Groups of People	Negative Impacts	Positive impacts
Thematic Groups: Health, Human Rights & Children's Rights	No	Yes

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	Yes
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	No	Yes
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	No	Yes
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	Yes
Socio-economic Background – social class i.e. parent's education, employment and income	No	Yes

**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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

**5. Summary Assessment**

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<input checked="" type="checkbox"/> <b>YES</b>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------

	<b>NO</b>
<b>Rationale for decision:</b>  <b>There are no negative implications associated with this paper – this paper is provided for the purposes of scrutiny. All objectives shall be applied to ensure equality in approach and inclusion.</b>	
<b>Signed :</b> Kevin Braidwood	<b>Head of Roads</b>
<b>Date:</b> 19 October 2023	

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject:      Ayr Town Centre Framework**

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**1.      Purpose**

1.1      The purpose of this report is to provide Cabinet with an update on the progress of the development of a Town Centre Framework for Ayr.

**2.      Recommendation**

**2.1      It is recommended that the Cabinet:**

**2.1.1      agrees to start public consultation between November and January on the Draft Town Centre Framework (following recent Members/officers briefings) that sets a strategic Delivery and Action Plan for Town Centre Projects. Once complete, the final framework will be presented to Cabinet in March 2024 for approval;**

**2.1.2      agrees that officers will prepare a package of works for the development of the Ayr Southern Gateway/ Robert Burns Square/ A70 realignment and report back to Cabinet with developed proposals by April 2024; and**

**2.1.3      otherwise notes the contents of the report and supports the approach to the Town Centre Framework and next steps as set out in this report.**

**3.      Background**

3.1      The Council commissioned consultants to prepare an Ayr Town Centre Framework. The draft framework summarises the strategic priorities for the Town Centre and sets out a Delivery and Action Plan focussed on strategic projects and programmes that the Council can help to support and enable.

3.2      The Draft Town Centre Framework projects form part of a developing strategy to rebalance, regenerate and repopulate the town centre to support growth, make the centre more vital, vibrant and successful and reassert Ayr's role as the region's primary centre.

3.3      The Draft Town Centre Framework is based on four key catalysts that will support growth, regeneration and enable transformational change:

**1. Infrastructure First**

Creating an integrated public transport Interchange.

**2. Active Travel and Mobility**

Improving accessibility and mobility and supporting active travel choice.

**3. Quality Placemaking**

Improving the quality, liveability, and appeal of the town centre.

**4. Town Centre Vibrancy**

Encouraging more footfall and reasons to use and visit the town centre

3.4 Ayr Town Centre like many Town Centres continues to face major challenges due to changing consumer behaviours, E-commerce and on-line shopping, Covid impacts and the costs of operating within the High Street environment. The Town Centre First policy and the 'New Future for Scotland's Town Centres' (2021) looks to address these challenges through a range of measures and recommendations including supporting local economies, investing in place-making, town centre living, and local place planning to support and drive Town Centre regeneration.

3.5 A new Town Centre Framework can positively contribute to the regeneration of Ayr Town Centre and provide a key document in support of external funding. Subject to the future approval of the Framework in March 2024, these include a new Transport Interchange (Rail/Bus Station Proposals); Hourstons and Arran Mall Care Village; Accessible Ayr; The Esplanade; and the development of the Kyle quarter. The Framework and projects can form the foundation for transformational change linked to a wider existing council programme of activity capable of securing external funding and investment support.

**4. Proposals**

4.1 A Draft Town Centre Framework is currently being finalised following Officer Workshop and Members Briefings. It is proposed to take this Draft Framework to public consultation. This will run from November 2023 to January 2024 and finalise the Framework for approval by Cabinet in March 2024.

4.2 It is further proposed that the area known as the Southern Gateway/Burns Statue Square is further developed to consider outline designs and costings for progress during 2024. This will be subject of a Cabinet paper in April 2024.

4.3 The primary outcome of these proposals is to increase footfall, extended dwell time, secure higher town centre spending, extend the town centre catchment and increase the opportunity for town centre living that collectively will support an additional demand for goods and services. Actions to strengthen demand will support confidence in the activities and business that make our town centre successful and encourage further public, private, and third-sector investment across the town centre.

4.4 The Draft Town Centre Framework has been developed in consultation with Officers and Members. The intent is now to extend engagement to wider stakeholders, residents and the public with a drop-in Event Consultation and on-line Engagement in advance of finalising the framework. Key dates include

Completion of Draft Town Centre Framework	3 November 2023
Officers Workshop	6 November 2023
Members Briefing	w/b 13 November 2023
Public Consultation (8 Weeks)	w/b 27 November 2023
Finalisation of Town Centre Framework	March 2024

## 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. Though any future works identified would be subject to tender rules and procedures and subject to approval.

## 6. Financial Implications

- 6.1 There are no financial implications from the development of the town centre framework, future projects will be subject to consideration as costs are identified.

## 7. Human Resources Implications

- 7.1 Not applicable.

## 8. Risk

### 8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 Projects and programmes identified through the framework are subject to public consultation. Careful consideration will be required to manage expectations and deliver the project portfolio.

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

- 8.2.1 The risk associated with rejecting the recommendations is the missed opportunity to advance key strategic and project objectives within Ayr Town Centre and to provide a document that will form the basis of any future external funding bids,

## 9. Equalities

- 9.1 As part of developing the design proposals for implementation of any projects in the Town Centre Framework an Equalities Impact Assessment will be undertaken reaching out to accessibility groups, hard to reach groups and people with protected characteristics.

## 10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The Scottish Government Gateway will be contacted in terms of any potential SEA Requirements and the assessment of environmental impacts (SEA / EIA (Economic Impact Assessment)) and reporting.



## 11. Options Appraisal

- 11.1 The development of the Town Centre Framework included a review of project options. The Officer Steering Group reviewed options and the scope of individual projects, and these will be further reviewed through the consultation and engagement process.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priorities 1, 2 and 3 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1), Live, Work, Learn (Outcome 2) and Civic and Community Pride (Outcome 3).

## 13. Results of Consultation

- 13.1 The Town Centre Framework will be completed following comments recently received from both an Officers Workshop and Members Briefing. Amendments will be incorporated in advance of public consultation.
- 13.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economic Development, 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Implement the recommendations within this report	29 March 2024	Assistant Director - Communities
Provide a report to Cabinet seeking approval of the Town Centre Framework	31 March 2024	Assistant Director - Communities

**Background Papers**    **None**

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**George Hunter, Assistant Director – Communities**  
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**Date: 22 November 2023**

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Business Support – Refreshed AMBITION Programme**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval for the revision and update to the business support AMBITION Programme funded by the UK Shared Prosperity Fund (UKSPF).

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 approves the revision and update to the business support AMBITION Programme to include three new products:**

- **Green AMBITION;**
- **Digital AMBITION;**
- **Productivity AMBITION; and**

**2.1.2 requests that a performance update be provided to the Service and Performance Panel of 19 November 2024.**

**3. Background**

- 3.1 The AMBITION Programme was first launched in 2013 to provide expert advice and support to both start-up and existing businesses. The AMBITION brand is now well established within the business support network. The programme was part funded by the European Regional Development Fund (ERDF) and the Council. There are two distinct strands within the current Ambition programme:

3.1.1 ***Ambition to Grow*** – supports business owners and managers to consolidate and grow their business. The current programme offers grants of up to £50,000 to support business growth opportunities, at up to a 100% intervention rate.

3.1.2 ***Ambition to Start*** – provides business planning advice, access to workshops, expert advice and grant assistance of up to £1,000 to those businesses with the ambition and ability to employ an additional member of staff within the first two years of trading.

- 3.2 Businesses have emerged from the Covid-19 pandemic to be confronted by significantly different trading conditions as the UK economy grapples with increased inflationary pressures, part driven by unforeseen exponential increases in the costs of energy and supply chain costs, rising costs, staff and skills shortages.
- 3.3 Whilst financial support to offset rising costs in the short-term would be welcomed by businesses, this would not address the underlying need to reduce energy consumption, increase productivity and the required transition to renewable sources. Businesses require support to identify and implement changes which can deliver a reduction in energy usage, transition to renewable energy sources and drive productivity through operational improvements including digitisation.

#### 4. Proposals

- 4.1 The Shared Prosperity Fund (SPF) is the replacement fund for ERDF. The SPF investment plan was approved by Cabinet on 20 June 2023. Subsequently Government approval has been received on 20 September 2023. The SPF investment plan provides a total budget for supporting our businesses of £360,000 for 2023/24 and £630,000 for 2024/25, comprising grants to businesses and Council staff costs. It is proposed that SPF is used to fund the ambition programme going forward.
- 4.2 The changes to the programme are proposed to meet the economic need to support businesses to address rising input costs, in particular energy. A suite of complementary interventions is proposed that will assist companies to drive business performance through energy efficiency and carbon reduction, productivity and digitisation:
- 4.2.1 **Green AMBITION** – Green AMBITION has been developed to support business transition to new lower cost and greener sources of energy. This activity will be delivered in collaboration with Business Energy Scotland and other expert advisors. Business Energy Scotland are funded by the Scottish Government to help small and medium sized companies to use energy more efficiently, reduce carbon footprint and save money. Following an energy audit, South Ayrshire Council will provide grant assistance of up to £20,000 at a variable intervention rate of 60% to 100%. Value of grants will be determined based on the scale of the project to be undertaken and economic benefit gained by South Ayrshire, particularly in respect of the number of jobs safeguarded and created.
- 4.2.2 **Digital AMBITION** – will seek to provide businesses with the tools and techniques to ensure they maximise their digital opportunities to compete, grow and project their brand to a wider than local audience. Companies will be offered expert advice through the Ambition programme framework. Grant funding of up to £10,000 will be made available at an appropriate intervention rate to support the implementation of recommendations made by the Digital expert. Grant values will be determined on the scale of economic benefits to South Ayrshire.
- 4.2.3 **Productivity AMBITION** – targets support to the manufacturing sector and will help businesses analyse their current processes, identify opportunities for improvement and introduce measures that can increase operational efficiency, through process improvements, data capture and intelligence and investments in new energy efficient manufacturing technologies. Companies will be offered expert advice in collaboration

with the Scottish Manufacturing Advisory Service (SMAS). Grant funding of up to £20,000 will be made available at a 60% intervention to support the implementation of any recommendations made. Grant values will be determined by the scale of the project to be undertaken and the economic benefit to South Ayrshire.

4.3 The appraisal methodology will be based on local jobs creation, sales income generated from outwith the region, strategic importance to the local economy and rural economy, key sectors and contribution to the green economy. The Economy and Regeneration team will liaise with the Internal Audit team to gain assurance that sufficient controls are in place to verify the applications prior to approval and payment of funds from the programme and that the application process reflects the Ambition Programme requirements as detailed in this report.

4.4 Through the refreshed AMBITION programme, records will be kept of the cumulative financial assistance received by organisations to ensure compliance with the UK Subsidy Control Act 2022 with oversight and approval by ELT where appropriate.

## 5. Legal and Procurement Implications

5.1 Grant recipients will have a standard Grant Agreement in place for monitoring and reporting purposes.

5.2 There is a requirement to extend the current framework of expert consultants to support the new Ambition interventions.

## 6. Financial Implications

6.1 The AMBITION Programme will be funded by South Ayrshire Council's Business Support funding allocation from the UK Shared Prosperity fund and the grants to business element will not require additional resources.

6.2 Approved UK Shared Prosperity Fund financial profile – Supporting Local Business

<b>Grants to support Businesses</b>	<b>Dec 23 – Mar 24</b>	<b>April 24 – Mar 25</b>	<b>Total</b>
Grants	£250,000	£500,000	£750,000
Expert Help	£60,000	£70,000	£130,000
<i>Sub Total:</i>	<i>£310,000</i>	<i>£570,000</i>	<i>£880,000</i>
Contribution to Employee cost	£50,000	£60,000	<b>£110,000</b>
<b>TOTAL:</b>	<b>£360,000</b>	<b>£630,000</b>	<b>£990,000</b>

## 7. Human Resources Implications

7.1 The Ambition programme will be managed by advisors within Economic Development.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 The recommendations will provide more robust criteria for access to start-up grant funding, which may negatively impact on the number of individuals engaging with the service under this scheme.

8.1.2 There is a risk that given current energy cost profiles, that demand for Energy Consultations and support will exceed capacity. If this risk materialises, the programme will close for new applications until new resources can be identified.

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

8.2.1 The risks associated with rejecting the recommendations are that businesses will not be able to access the grant funding from the UK Shared Prosperity Fund.

## **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 1](#).

## **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 Priority 2 of the Council Plan: Live, Work, Learn/ Work and economy (Outcome 2).

## **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 Bob Pollock, Portfolio Holder for Economic Development, 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Launch New AMBITION Programme and website	20 January 2024	Service Lead – Economy and Regeneration
Performance update report to Service and Performance Panel	19 November 2024	Service Lead – Economy and Regeneration

**Background Papers**     [Current Ambition Programme](#)

**Person to Contact**     **George Hunter, Assistant Director Communities**  
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**Date: 17 November 2023**

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

## 1. Policy details

Policy Title	Business Support – Refreshed Ambition Programme
Lead Officer (Name/Position/Email)	Theo.Leijser@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

<b>Socio-Economic Disadvantage</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
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:**

<b>General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact  (High, Medium or Low)</b>
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low



Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

## 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<b>NO</b> <input type="checkbox"/>
<b>Rationale for decision:</b>  <b>This report recommends that Cabinet approve changes to a previously agreed programme. Members' decision on this has no specific equality implications</b>	
<b>Signed :</b> Theo Leijser <b>Service Lead Economy and Regeneration</b>  <b>Date:</b> 23 October 2023	

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Place Based Investment Programme 2023 - 2024**

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**1. Purpose**

- 1.1 The purpose of this report is to provide and update on the Place Based Investment Programme (PBIP) and funding allocation for projects for year 2023 to 2024.

**2. Recommendation**

- 2.1 **It is recommended that the Cabinet approves PBIP funding allocations for 2023 – 2024 and projects detailed in [Appendix 1](#).**

**3. Background**

- 3.1 The South Ayrshire Council Plan 2023-2028 sets key areas of focus over the next 5 years. The priorities and outcomes have been informed by Places and Wellbeing outcomes and recognise the important effect our places have on 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.

- 3.2 In 2021 the Scottish Government launched a new Place Based Investment Programme (PBIP). The programme is intended to link and align place-based initiatives and establish a coherent local framework designed to implement the Place Principle. The PBIP is an overall (Scotland wide) investment of £325m capital funding to support community led regeneration and town centre revitalisation and seeks to build on the work of the Regeneration Capital Grant Fund (RCGF) and Town Centre Action Plan initiatives.

- 3.3 The funding is for local authorities to allocate, working collaboratively with local communities, along with business and the third and public sectors, to support shared local plans and aspirations. Projects and proposals must demonstrate they meet the main objectives of the programme:

- to link and align place-based initiatives and establish a coherent local framework to implement the Place Principle;

- to support place policy ambitions such as town centre revitalisation, community led regeneration, 20-minute neighbourhoods and Community Wealth Building;
- to ensure that all place-based investments are shaped by the needs and aspirations of local communities; and
- to accelerate our ambitions for net zero, wellbeing and inclusive economic development, tackling inequality and disadvantage, community involvement and ownership.

3.4 South Ayrshire's allocation of the PBIP fund for financial year 2023 – 2024 is £481,000. On 2 November 2023, the Assistant Director Communities convened a Place Based Funding Group, comprising senior staff across the Council. The purpose of the Place Based Funding Group is to work collaboratively, ensure that external funding opportunities are maximised and address community and Council priorities. The Place Based Funding Group seeks to establish good practice in the distribution and management of funds, including transparency in decision making, consultation and grant management. The group has a key role in reviewing and shortlisting areas of work or projects that might be supported by external funding, including PBIP.

#### **4. Proposals**

4.1 At its meeting on 2 November, the Place Based Funding Group appraised a long list of proposals using an assessment matrix for fit with PBIP objectives, risk, and deliverability. A short list of projects has been drawn following the appraisal process. Cabinet is asked to approve PBIP funding allocation for 2023 – 2024 and projects detailed in [Appendix 1](#).

#### **5. Legal and Procurement Implications**

5.1 Projects where the recipient of the fund is a community organisation, or third sector group will have a standard Grant Agreement in place for monitoring and reporting purposes. A condition of the grants will be that contracts for the work that is to be completed will be signed or the work itself begun before 31 March 2024.

5.2 There are no procurement implications arising from this report.

#### **6. Financial Implications**

6.1 South Ayrshire's share of the PBIP 23/24 is £481,000 and suggested projects and initiatives are outlined in [Appendix 1](#) for approval. The Grant is to be used in the financial year 2023/24. It is vital that expenditure will be met, or at least work or contracts signed or commenced before 31 March 2024.

#### **7. Human Resources Implications**

7.1 There are no Human Resources 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**

*Insert one of the following statements:*

8.2.1 The risks associated with rejecting the recommendations are that projects will not be delivered and that the South Ayrshire Council PBIP allocation must be returned to Government

8.2.2 Rejecting the recommendations may impact on the reputation of the Council.

## 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 2](#).

## 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 Priority 1 of the Council Plan: Spaces and Places, and Priority 3: Civic and Community Pride.

## 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 Bob Pollock, Portfolio Holder for Economy and Regeneration, 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Implementation of PBIP projects and initiatives	31 March 2024	Assistant Director - Communities

**Background Papers**    **None**

**Person to Contact**    **George Hunter, Assistant Director - Communities**  
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**E-mail [george.hunter@south-ayrshire.gov.uk](mailto:george.hunter@south-ayrshire.gov.uk)**

**Date:**    **22 November 2023**

Appendix 1: Proposed PBIP projects for FY23/24

Project	Description	Grant Recipient	Lead Service	Amount
<p>Newton Steeple External Conservation Works Ayr</p>	<p>Newton Tower is a Category B listed square-plan tower with octagonal spire. It is a landmark building located on a prominent road junction on the main route between Ayr town centre and Newton-on-Ayr and Prestwick beyond. The tower is a major example of this building typology and all that remains of Newton's tolbooth, which served as the centre of local administration and justice from its construction in 1795. The arched pend also provided access to Newton Old Church (now demolished), as such the building has an important place in the history of the Newton area.</p> <p>Currently the cementitious render finish is inappropriate to the age of the building, is in poor condition and is delaminating from the background, leaving an unsightly and patchy finish. The proposals are for complete removal of the cement render and replacement with a lime-based mortar, which will allow water vapour to pass in and out of the structure, as it was originally intended. The existing sandstone bands and spire will be redecorated following minor repairs and new stainless-steel mesh will be installed to the timber louvres to prevent roosting birds.</p> <p>The above proposals, when executed, will ensure that the building is left in a weather tight condition and returned to its previous historic appearance. New lime render will protect the underlying sandstone from further damage from the local maritime environment. They will also secure the long-term future of this important building and its place in the history of the development of the Newton area.</p>	<p>South Ayrshire Council</p>	<p>Professional Design Services</p>	<p>£200,000</p>

**Appendix 1: Proposed PBIP projects for FY23/24**

<b>Project</b>	<b>Description</b>	<b>Grant Recipient</b>	<b>Lead Service</b>	<b>Amount</b>
McKechnie Institute Passenger Lift, Girvan	<p>The McKechnie Institute is Girvan’s cultural Hub and features a permanent display of artefacts highlighting the town’s heritage. It also hosts a regular programme of changing exhibitions, events and activities.</p> <p>The McKechnie Institute opened to the public in 1889 and was built in the Scottish baronial style with renaissance detailing.</p> <p>The proposal is to install a passenger lift to provide access from the ground floor to the first floor. The accommodation on the upper floor currently comprises a large meetings room, archives, exhibition space set up as a Victorian lounge and bedroom, and general storage.</p> <p>The installation of a lift will make the property more accessible and inclusive.</p>	South Ayrshire Council	Professional Design Services	£80,000
Maybole Town Hall Steps	Sympathetically repositioning the accessible ramp from the front elevation to the side (car park) to return the front elevation to its historic frontage opening up this area for enhanced public realm as part of the proposed Maybole Active Travel project phase I.	South Ayrshire Council	Maybole Regeneration Team	£65,000
Maybole Town Hall – external lightning	Illuminates the front and car park elevation – touches on pride of place, would be welcome by the community. The investment will enhance function of the facility and the status of a key civic building.	South Ayrshire Council	Maybole Regeneration Team	£25,000

**Appendix 1: Proposed PBIP projects for FY23/24**

<b>Project</b>	<b>Description</b>	<b>Grant Recipient</b>	<b>Lead Service</b>	<b>Amount</b>
Biosphere Bikes	Supports acquisition and refurbishment of a venue/ building (50% of the cost) for bicycle/outdoor adventure hub, including elements of employability and training. There is a strong business case relating to the wider role and support of the town centre revitalisation, community led regeneration, 20 minute neighbourhoods, CWB, etc; The project will be contributing towards net zero outcomes (retrofitting part of the building)	Biosphere Bikes	Community Wealth Building Team	£70,000
Kennedy Hall (Dunure Village Hall) refurbishment consultancy	These monies will enable feasibility work to consider the use of the hall as a heritage centre, complimenting wider activity being advanced by Dynamic Dunure.	Dynamic Dunure	Professional Design Services	£41,000



**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

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Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Place Based Investment Programme 2023 - 2024
Lead Officer (Name/Position/Email)	Georg.Hunter@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

<b>Socio-Economic Disadvantage</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
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:**

<b>General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact (High, Medium or Low)</b>
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low

Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

### 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<b>NO</b> <input type="checkbox"/>
<b>Rationale for decision:</b>  <b>This report recommends that Cabinet approves investment projects into an established external funding programme. Members' decision on this has no specific equality implications</b>	
<b>Signed :</b> George Hunter <b>Assistant Director Communities</b>  <b>Date:</b> 7 November 2023	

**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject: Ayrshire Growth Deal – Roads Enabling Progress  
Report**

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**1. Purpose**

- 1.1 The purpose of this report is to provide an update on the Ayrshire Growth Deal Roads Enabling Appraisal.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 considers the content of this report and approves supporting the development of the Ayrshire Growth Deal Roads Enabling Scottish Transport Appraisal Guidance; and**

**2.1.2 otherwise notes the content of this report.**

**3. Background**

- 3.1 At a meeting on 29 August 2023, the Cabinet approved the recommendation to note the update on the AGD Roads project and STAG (Scottish Transport Appraisal Guidance) process and agreed that a further report be provided to Cabinet following the conclusion of the STAG assessment. Due to delays in the approval of LDP2 the AGD STAG has to date not been completed, The below details the progress which has been made to-date a further report will be submitted to cabinet which will contain a revised programme once Transport Scotland approval has been obtained for the LDP2
- 3.2 The completion of the STAG will ensure that the most suitable solution is developed and that the AGD Roads project can progress to Outline Business Case (OBC) and Full Business Case (FBC).
- 3.3 The Scottish Government's STAG represents the best practice in the field of transport appraisal and provides users with a framework with which to conduct transparent and evidence-based appraisal. The guidance provides a methodology to conduct objective-led appraisal which can be consistently applied to all options available:

- 3.3.1 Policy Context: At the national, regional, and local levels relevant transport, planning and economic strategies and policies have been reviewed to provide background context against which the AGD Case for Change has been developed.
- 3.3.2 Baseline: A thorough review of the baseline has been undertaken. This includes the transport baseline, socio-economic baseline, environmental baseline, and potential future travel patterns. This element is still being completed. The traffic levels and predicted patterns, which are currently being agreed for the Local Development Plan 2 (LDP2), are required to be used within all AGD assessments. Currently, Transport Scotland have formally agreed the baseline traffic level being used within LDP2 however agreement on the future year baseline, which takes account of all LDP2 traffic including AGD, has still to be formally agreed. This is resulting in a delay to the overall STAG programme for AGD.
- 3.4 Pre-Appraisal Stakeholder Engagement: To further inform the identification and analysis of problems and opportunities for the study and the subsequent option generation process, a series of stakeholder engagement activities have been undertaken. This has included:
- Online meetings and telephone correspondence with stakeholders within key industry sectors;
  - One face to face public engagement event (drop-in event);
  - One face to face meeting with Monkton Community Council; and
  - Online public survey.
- 3.5 The data which has been gathered and assessed to date is currently being reviewed to identify the evidence-based problems and opportunities. The identification of evidence-based problems and opportunities is a critical element of the STAG process and will allow the development of the Transport Planning Objectives.

### ***Next Steps***

- 3.6 This report has set out within the previous background section that the ongoing lack of approval of LDP2 has resulted in a delay to progress within the STAG. This report seeks to highlight this delay to members and seeks approval for the continuation of progress which would be 'at risk'.
- 3.7 The next stage in the STAG process is Objective Setting, and then Option Generation, Sifting and Development. Currently the Objective Setting process cannot be completed until the final traffic associated with LDP2 (including AGD) has been agreed with Transport Scotland. This is needed to quantify possible impacts of the AGD on the surrounding road network. The Ayrshire Roads Alliance will continue to engage with Transport Scotland to obtain the necessary approval of the LDP2 to allow the AGD STAG to progress, it is anticipated this approval will be obtained by the end of the current financial year

## **4. Proposals**

- 4.1 Members are asked to consider the content of this report and note the delays incurred due to the lack of approval of the LDP.

- 4.2 It is proposed that initial optioneering is undertaken to minimise overall programme delay, maintain momentum on the project and avoid any negative public/industry feedback on further delays. This will include initial engagement with the community, businesses and stakeholders on the roads enabling options to allow the Growth Deal to be developed.
- 4.3 It should be noted that this does come at a risk. The proposal is to have the Option Generation, Sifting and Development complete by the end of 2023 and be in a state to be ready to obtain initial agreement with Transport Scotland on the Objectives when the LDP2 future year baseline is approved. The final output from the LDP2 could result in some further work being required on this stage of the STAG to ensure consistency between AGD and LDP2.
- 4.4 Completion of the STAG following obtaining Objective approval is estimated at 8 weeks. This delay has an impact on the future development of the Outline Business Case and Financial Business Case for the Roads enabling project.

## **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 Ongoing delays to the LDP2 approval have a direct impact on the completion of the AGD STAG and subsequent OBC and FBC. These delays will have a financial impact on the delivery of the AGD Roads Infrastructure as construction cost continue to rise .

## **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 The following risks have been identified:

- If AGD Roads project progresses in advance of any mitigation works required at Dutchhouse roundabout or surrounding trunk road network as a result of LDP2, then there is a risk that the financial costs associated with any of these mitigation works are required to be met by AGD.
- Any design work carried out by ARA/SAC on a new access road to serve the Spaceport prior to the approval of the STAG would be at a significant risk as there are no guarantees that any access road in this area will be the preferred outcome from the STAG and form part of the AGD roads enabling infrastructure.

8.2/

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

8.2.1 The risk associated with rejecting the recommendations is that the programme for delivery of the STAG and subsequent Outline Business Case will be further delayed.

## 9. **Equalities**

9.1 There are currently no proposals to be assessed through the Equality Impact Assessment Scoping process. The requirement for this will be assessed when the STAG is progressed through the Option Generation, Sifting and Development stage.

9.2 A copy of the Equalities Scoping Assessment is attached as [Appendix 1](#).

## 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. **Link to Council Plan**

11.1 The matters referred to in this report contribute to Priority 1 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1).

## 12. **Results of Consultation**

12.1 Public consultation has been undertaken with Monkton Community Council, stakeholders and key businesses within the Aerospace Park. Further consultation will be undertaken on the preferred options as the AGD STAG progresses.

12.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economic Development and the contents of this report reflect any feedback provided.

## 13. **Next Steps**

13.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
STAG Progress and approval	31 March 2024	Head of Roads

**Person to Contact**      **Kevin Braidwood, Head of Roads – Ayrshire Roads Alliance**  
**Opera House, 8 John Finnie Street, Kilmarnock, KA1 1DD; or**  
**County Buildings, Wellington Square, Ayr, KA1 1DR**  
**Phone 01563 503164**  
**E-mail [kevin.braidwood@ayrshireroadsalliance.org](mailto:kevin.braidwood@ayrshireroadsalliance.org)**

**Date: 16 November 2023**



# Appendix 1



## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Ayrshire Growth Deal – Roads Enabling Progress Report
Lead Officer (Name/Position/Email)	Kevin Braidwood, Head of Roads - Kevin.Braidwood@ayrshireroadsalliance.org

**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	Yes
Disability	No	Yes
Gender Reassignment (Trans/Transgender Identity)	No	Yes
Marriage or Civil Partnership	No	Yes
Pregnancy and Maternity	No	Yes
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	Yes
Religion or Belief (including lack of belief)	No	Yes
Sex – (issues specific to women & men or girls & boys)	No	Yes
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	Yes

Community or Groups of People	Negative Impacts	Positive impacts
Thematic Groups: Health, Human Rights & Children's Rights	No	Yes

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	Yes
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	No	Yes
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	No	Yes
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	Yes
Socio-economic Background – social class i.e. parent's education, employment and income	No	Yes

**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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

**5. Summary Assessment**

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<input checked="" type="checkbox"/> <b>YES</b>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------

	<b>NO</b>
<b>Rationale for decision:</b>  <b>There are no negative implications associated with this paper – this paper is provided for the purposes of scrutiny. All objectives shall be applied to ensure equality in approach and inclusion.</b>	
<b>Signed :</b> Kevin Braidwood	<b>Head of Roads</b>
<b>Date:</b> 19 October 2023	

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject:       Regional Economic Strategy - Delivery Plan**

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**1.       Purpose**

1.1       The purpose of this report is to provide an update to cabinet on the approved Regional Economic Strategy Delivery Plan and note resource implications for the Council.

**2.       Recommendation**

**2.1       It is recommended that the Cabinet:**

**2.1.1       approves the published Delivery Plan of the Regional Economic Strategy and approves the use of existing resource to deliver the South Ayrshire Council actions detailed in paragraph 4.1.;**

**2.1.2       notes the financial resource pressures detailed in paragraph 4.2 and that future reports to Cabinet will detail progress with year one implementation and future actions and any associated resource requirements.**

**3.       Background**

3.1       The Ayrshire Regional Economic Strategy (RES) was approved by the Joint Committee on 20 February 2023. Formally launched on 19 June 2023, the Strategy was developed by the industry-led Regional Economic Strategy Working Group and identifies the vision of building wealth for everyone in Ayrshire by 2033. The Strategy was informed by engagement with a wide range of stakeholders including private and third sector enterprises, and young people. The Working Group built on this engagement to inform the development of a Delivery Plan which was approved by the Ayrshire Economic Joint Committee on 18 September 2023.

3.2       The delivery plan focuses on actions that can feasibly be commenced and/or delivered in Year One, 2023/24. It recognises the substantial level of activity already underway which aligns with the priorities of the RES including projects delivered by the Ayrshire Growth Deal and Community Wealth Building Action Plan. The draft actions propose the formation of an Ayrshire Regional Economic Strategy Delivery Group with representation from local enterprises, NHS Ayrshire and Arran and the Third Sector. Other key actions include the creation of a dedicated website to host the strategy alongside information on enterprise support, Ayrshire Growth Deal delivery and implementation of the RES.

- 3.3 The Scottish Government is currently exploring the establishment of Intelligence Hubs across all regions in Scotland. These aim to build sustained expertise within regions to carry out novel and creative economic analysis, providing a deeper and broader understanding of specific and nuanced regional strengths and challenges.
- 3.4 South Ayrshire Council currently has no dedicated budget to support regional action and therefore consideration is being given to identifying resource to support RES delivery, with a considerable focus on external funding. There are however existing projects that contribute to the Regional Economic Strategy. An officer group has met to ascertain which projects deliver on regional outcomes. This work is ongoing and will be included in an update report to Cabinet in April 2024.
- 3.5 The launch of the Delivery Plan took place at the Ayrshire Business Week 2023 on 2 October 2023.
- 3.6 The Regional Economic Strategy is important in setting out a vision for the region and galvanise all stakeholders behind a common framework. As a statement of intent it could prove valuable in securing external public funding, maximise collaboration opportunities and present Ayrshire as a unique opportunity for investment. The regional strategy however does not replace local strategies and activities, which are specifically designed to maximise opportunities for our local council area. The regional delivery plan however will require a shift towards ‘think regional, deliver local’.

#### **4. Proposals**

- 4.1 The approved Delivery Plan is provided at Appendix 1 and outlines the range of proposed actions in Year One. Whilst the plan seeks the support and input from all stakeholders in Ayrshire, it is envisaged that South Ayrshire Council will lead on a new action group focussed on the Enhancing Natural Capital priority theme and lead on the Aerospace and Space workstream. Further participation will be required by officers from economy and regeneration in overall regional governance and action groups. Support for the RES will require linkages with cross council services and external partners. Cabinet is asked to endorse the action plan and approve resource use for those actions where SAC provides leadership and input. Specifically:

:

- Lead role – Enhancing Natural Capital;
- Participation in 5 new action groups [Support for Enterprise, Fair Work, Innovation, Good health and wellbeing, Stronger Places and Communities];
- Provide secretariat support to Aerospace and Space workstream; and
- Ongoing senior representation to the Regional Economic Partnership (REP), Ayrshire Economic Joint Committee (AEJC) and the Regional Strategy Working Group (RSWG).

- 4.2 The Regional Economic Strategy Delivery Plan seeks to undertake a number of feasibility studies, establish a bespoke website and develop topic specific regional plans. Financial resource for these activities has not yet been confirmed, but it is anticipated that regional partners and stakeholders will contribute. At this stage it is difficult to determine the exact quantum and timing for additional financial resource, which could be up to £80,000. Cabinet members are asked to note potential resource pressures arising from the RES Delivery Plan for which no provisions have yet been approved.

- 4.3 The Regional Strategy Working Group aims to develop further detail on the implementation of the delivery plan over the next few months and further reports will be provided to Cabinet detailing progress with Year 1 implementation and actions and associated resource pressures. for future years of the delivery plan. It is further proposed that an officer group will continue work on mapping existing local project activity in South Ayrshire against the regional delivery plan to ensure that the full South Ayrshire contribution is recognised.

## **5. Legal and Procurement Implications**

- 5.1 There are no direct legal implications arising from this report. Any legal implications arising from the Delivery Plan actions will be considered and addressed as appropriate through their development.
- 5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report, as the identified actions will be undertaken using existing resources or delivery will be subject to securing external funding. As the action planning and delivery/governance process continues, an assessment of available and required resources and financial implications will be undertaken and subject to agreement.

## **7. Human Resources Implications**

- 7.1 None 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 Rejecting the recommendations may impact on the reputation of the Council.

## **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 2.

## **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.

10.2 The Regional Economic Strategy aims to preserve and enhance Ayrshire’s natural capital, meeting Scotland’s commitments to net zero and protection of biodiversity. Its key outcomes include supporting a just transition to Net Zero. The Delivery Plan identifies Year One actions to support these ambitions.

## 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 Priority 2 of the Council Plan: Live, Work, Learn.

## 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 Bob Pollock, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

## 14. Next Steps for Decision Tracking Purposes

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Update report on Year 1 implementation, future years of the delivery plan and associated resource pressures to cabinet	30 April 2024	Assistant Director - Communities

**Background Papers**    **None**

**Person to Contact**    **George Hunter, Assistant Director - Communities**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 612994**  
**E-mail [George.hunter@south-ayrshire.gov.uk](mailto:George.hunter@south-ayrshire.gov.uk)**

**Date:**    **22 November 2023**

The logo consists of five overlapping, rounded triangular shapes in shades of green, yellow, blue, and orange, arranged in a cluster.

# Ayrshire Regional Economic Strategy

A young woman with blonde hair is smiling while talking on a mobile phone. She is wearing a dark jacket.

## **Delivery Plan 2023 - 2024**

Building wealth for everyone in Ayrshire





# Foreword

**Our Ayrshire Regional Economic Strategy (RES) was launched on 19 June 2023, developed in partnership by the Regional Strategy Working Group of the Ayrshire Economic Partnership Board and approved by the Ayrshire Economic Joint Committee. The RES has ambitions to build wealth for everyone in Ayrshire by creating opportunities for those who want to live, work, learn and invest in the region.**

The RES signifies the partnership effort in creating a shared vision for our region, indicating where we want to be by 2033. Whilst the RES itself represents an important step towards working regionally to deliver an improved economy for Ayrshire, the delivery of actions that help us achieve our desired outcomes is of greater importance. Our Delivery Plan therefore sets out what we need to do to achieve our strategic vision and recognises the challenges to overcome in the immediate future to allow for the delivery of actions over the medium and longer term.

Our Year 1 Delivery Plan focuses on priorities for this first year of delivery, including a review of regional governance, considerations around resourcing the delivery of the RES and mapping out baseline evidence to support future delivery and measurement of success. In addition, three of the priority themes have been identified for particular focus during Year 1: Support for Enterprise, Fair Work and Innovation.

The partnership working of the Regional Strategy Working Group has resulted in the delivery of a robust RES and a shared economic vision for the first time in Ayrshire. As we move into the delivery stage, the Working Group will change focus and take on the form of a Delivery Group, with additional members to bring renewed focus and flexibility. This will allow for representation from the third sector, NHS Ayrshire and Arran, and enhanced representation from the private sector. As a partnership we look forward to working with our communities, enterprises and wider stakeholders to build wealth for all across Ayrshire.



The RES Delivery Plan has been developed by the Ayrshire Regional Strategy Working Group on behalf of the Ayrshire Economic Joint Committee with support from the Economic Recovery Group.

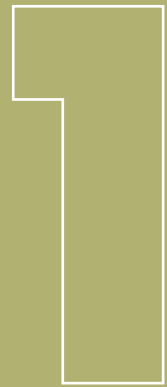




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# Our Regional Economic Strategy

The Ayrshire region offers a wealth of opportunities, with strengths in sectors of national significance and a stunning natural landscape. Our regional vision has been shaped by the key partners driving forward the strategy, in engagement with wider stakeholders. It captures these strengths and our ambitions to make Ayrshire a unique destination in which to live, work, invest and visit. Our Regional Economic Strategy (RES) addresses the key challenges facing our economy. It is externally positioned within a national policy context at Scottish and UK levels, including the National Strategy for Economic Transformation (NSET) and the Levelling Up White Paper. It reflects the desire of Ayrshire to take a different approach to regional economic development; an inclusive approach based on the principles of Community Wealth Building (CWB), to achieve a wellbeing economy by 2033.

Our RES faces our key challenges head on:

- **Delivering a wellbeing economy:** addressing high incidences of deprivation and child poverty by connecting communities to opportunities, whilst achieving a just transition to net zero.
- **Enhancing economic activity and productivity:** addressing low economic activity rates, high unemployment rates and skills mismatch/ shortages to make the most of inward investment opportunities.
- **Improving physical infrastructure:** addressing poor road linkages, reduced and unreliable public transport, high levels of vacant and derelict land and island and rural specific challenges, whilst capitalising on significant blue economy/marine environment opportunities.

By building on the significant **strengths** we have as a region to help us address these challenges:

- A **strong foundational economy**
- An **entrepreneurial culture**
- **Sectors of national significance** including aerospace, tourism and food and drink
- A **rich array of natural capital**
- A **strong sense of identity** amongst businesses and residents
- **Existing strong regional governance** including a pioneering Community Wealth Building approach to economic development.

With a ten-year timeframe, to 2033, the RES promotes a step change away from traditional economic development approaches to one that adopts the principles of CWB and delivers a region where wealth is shared fairly, where residents can live full and healthy lives, where our region is attractive to investors and visitors and where we prioritise and protect our natural wealth and culture.



# 2

## **Our Economic Focus: Inclusive, ambitious, achieving**

The Ayrshire RES shared vision is:

Ayrshire will be a region where wealth is shared fairly, to enable people of all ages to live full and healthy lives. Our region will be outward looking, attractive to investors and visitors, making a major contribution to Scotland's economic development. We will also prioritise the protection of our natural wealth and culture. This is how our residents, communities, institutions and enterprises will rise to the opportunities and adapt to the challenges of the future.



# Our Principles

Our principles focus on delivering economic renewal by embracing an inclusive CWB approach to economic wellbeing:

- Building wealth for the benefit of local communities
- Inclusive yet targeted
- Collaborative yet respectful
- Evidence based yet imaginative
- Ambitious yet responsive
- Place based yet speaking powerfully with one voice.

# Priority Themes

In order to achieve our vision, we have developed a series of six key priority themes. These themes have been developed through extensive engagement and through the delivery of activity aligned to each theme, the vision for Ayrshire 2033 will be achieved. Themes 1 to 3 have been identified as immediate priorities for this Year 1 Delivery Plan, with the focus for actions under Themes 4 to 6 being developed during this initial year for delivery in future years. This is reflective of the opportunities to achieve immediate progress under some actions in Themes 1 to 3, due to initial work already underway; in addition to an acknowledgement that groundwork must be set for Themes 4 to 6 during Year 1 to inform the development and enable progress of actions in future years. Actions are also identified under the Culture of Delivery theme and three Cross Cutting Themes.



# Year 1 Priorities

## Cross cutting actions

- Community Wealth Building
- Digital Economy
- Skills

## Culture of delivery

### AYRSHIRE RES PRIORITY THEMES

#### Support for Enterprise

##### Outcomes

- Improved digital infrastructure for our region
- Enhanced business support services
- Improved quantity and quality of business space provision
- Improved support for the third sector to deliver community wealth

#### Fair work

##### Outcomes

- Improved access to jobs and fair employment opportunities
- Improved access to training and lifelong learning
- Employers in the region have adopted Fair Work principles
- Public sector Anchor Institutions spend and employ progressively

#### Stronger places and communities

##### Outcomes

- Improved physical infrastructure in our towns and cities
- Improved cultural and social infrastructure
- Empowerment for our residents and communities
- Improved road infrastructure

#### Good health and wellbeing

##### Outcomes

- Support people to fully contribute to the local economy
- Improved access to childcare, transport and local jobs
- More inclusive approach to recruitment by key employers in our region

#### Innovation

##### Outcomes

- Adaption and utilisation of innovation assets through the Ayrshire Growth Deal
- Development of effective partnerships for transfer of knowledge and technology
- Increased levels of R & D
- Continued use of CWB as a mechanism to embrace new economic development practice

#### Enhancing natural capital

##### Outcomes

- Better understanding of the natural capital in our region
- Development of a regional energy masterplan
- Supporting a just transition to net zero

# Future Priorities



# 3 Delivering our Strategy

Our RES is ambitious. We have a vision for Ayrshire by 2033 and outcomes that we want to achieve. In order for us to chart progress over the next ten years and know that what we are doing is working, we have set a series of ambitious long-term strategic priorities that are aligned to our priority themes and outcomes. These have been developed with reference to our Ayrshire Inclusive Growth Diagnostic and the Scottish Government's Wellbeing Economy Toolkit. Our actions already developed and under development will sit under each of these long-term priorities to allow us to work towards achieving these.

We are committed to developing a wellbeing economy in Ayrshire which generates:

SP01



**A better life for our youngest citizens**

There will be a downward trend in child poverty across the region but particularly in North Ayrshire

SP02



**Higher number of good quality jobs**

Jobs density will be growing with new investment creating opportunities for employment and local people will have the opportunity to start their own generative business including employee owned, co-operatives and social enterprises

SP03



**A rise in economic activity where people are more connected to opportunities**

Economic inactivity will be falling with more opportunities for people to take up skills, training and employment in their local area, including young and older people

SP04



**Stronger business start-up and survival rates**

There will be an effective system of co-ordinated support across the region to help promote business start-ups and expansion, including better access to funding and finance

SP05



**A greater proportion of public sector spend on local businesses**

Supported by the CWB Anchor Charter and action to drive forward collaboration and innovation, with private sector supply chains and social enterprises

SP06



**More vacant and derelict land brought into productive use**

Including attracting public and private investment to realise the potential assets, e.g. including energy, work space, housing and green space

SP07



The region's natural assets are becoming more biodiverse and net carbon emissions are falling

**Helping to create innovation, business development and new jobs**

SP08



**Evidence of some improvements in health inequalities**

Particularly in our most deprived communities or amongst our most vulnerable groups

# Year 1: 2023-24

**This Year 1 Delivery Plan focuses on actions that can feasibly be commenced and/or delivered in the year 2023-24. A considerable amount of activity is already underway that aligns to the priorities of the RES, including by the six Regional Recovery and Renewal Workstreams, through projects delivered by the Ayrshire Growth Deal, through the pioneering work of the Ayrshire Community Wealth Building Commission, Anchor Charter and Anchor Network, and by the Ayrshire Economic Partnership Board, by unlocking funding made available by the Scottish and UK Governments. This Delivery Plan seeks to build on existing work, add value, and align to the RES priority themes, in addition to enhancing with new activity targeted towards achieving our long-term ambitious priorities.**

Acknowledging the scale of the task ahead, the Regional Strategy Working Group has prioritised three key themes of Support for Enterprise, Fair Work and Innovation, under which some initial actions will kick start year 1 delivery. Development and delivery of actions under these three themes will be complemented and supported by actions under the Culture of Delivery theme, which will directly support delivery of the RES, in addition to Cross-Cutting Actions under the themes of Digital, Skills and Community Wealth Building. In addition, Year 1 will seek to develop medium- and longer-term actions under all six priority themes.

A common action running across all six priority themes in year 1 is a mapping exercise to determine existing activity and ensure a coordinated approach to the delivery of the RES. Ultimately, the RES will sit as an umbrella strategy for the region, with other strategic economic activity such as the Ayrshire Growth Deal and Community Wealth Building Commission and Anchor Charter reporting to the RES governance structures. A mapping process for each theme including a SWOT analysis, horizon scanning and review of existing actions will assist with a streamlined and consistent approach to delivery. This will link into the governance review to be conducted under the Culture of Delivery theme which will seek to identify lead organisations to ensure actions are progressed. In addition, the Regional Strategy Working Group (RSWG) will be developed into the Regional Strategy Delivery Group (RSDG) with additional representation on the group sought from the third sector, NHS Ayrshire & Arran and the private sector. This will strengthen the existing group for the delivery phase and will maximise stakeholder input.

The following sections of the Delivery Plan set out the actions, identify the key partners to be involved and the proposed initial timescales. Year 1 delivery will commence in October 2023, with the launch of the RES Delivery Plan at Ayrshire Business Week 2023. It is recognised that some actions, particularly those under the Culture of Delivery theme, are already underway.

# 4 Theme 1: Support for Enterprise

“A region where businesses can grow, entrepreneurship and creativity can flourish.”

Theme Outcomes:

- SE01:** Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.
- SE02:** Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.
- SE03:** Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.
- SE04:** Improved support for the third sector to deliver community wealth, through support, training and capacity building.

Ayrshire has a number of strong industries including manufacturing and engineering and the visitor economy, all of which have a unique set of attributes. Businesses across Ayrshire make a valuable contribution to the wider Scottish and UK economy, but there is an opportunity to grow and develop business development further. This requires adequate support that is easily accessible and guaranteed to help create businesses that align with the future of the Ayrshire economy. This can be achieved by embedding the objectives of the RES into current work of partners delivering business support.

Aligned with a more proactive approach to assisting newly formed businesses, Ayrshire can become an area known for its strong support and clear strategy on business development. The work of Scottish Development International in positioning Ayrshire as a regionally and nationally significant inward investment destination can be built upon, in collaboration with Scottish Enterprise. Alongside this, more business support specifically tailored for social enterprises and community groups is required, so they are equipped to take a more active role in the economy, with particular reference to bidding for public contracts.

A series of Year 1 short-term actions has been developed under the Support for Enterprise theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



## Theme 1: Support for Enterprise

Action 1.1	Action 1.2	Action 1.3
Develop a support matrix to address key issues raised by businesses which integrates with other agencies, linked to the new RES website.	Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the mid-term review and evaluation of the AGD CWB business support programme with consideration of future options.
<p><b>Sub Actions</b></p> <p>1 Review the best and most effective delivery approach for this theme in line with overall governance review.</p> <p>2 Engage across the three Authorities, Chamber, SE and TSIs to develop support matrix.</p> <p>3 Provision of information for RES website.</p> <p>4 Test resulting support with RSDG.</p>	<p><b>Sub Actions</b></p> <p>1 SWOT analysis.</p> <p>2 Horizon scanning.</p> <p>3 Review of existing actions in theme area being delivered outwith the RES.</p> <p>4 Assessment of RES Support for Enterprise actions to add value and avoid duplication.</p>	<p><b>Sub Actions</b></p> <p>1 RSDG to engage with NAC as AGD CWB project lead to support the mid-term review and programme evaluation.</p>
<p><b>Links to Outcomes</b></p> <p>SE02</p>	<p><b>Links to Outcomes</b></p> <p>No specific outcome link</p>	<p><b>Links to Outcomes</b></p> <p>SE02</p>
<p><b>Key Partners</b></p> <p>Chamber of Commerce, local authorities, Scottish Enterprise, Third Sector Interfaces, local enterprises</p>	<p><b>Key Partners</b></p> <p>RSDG members, local enterprises</p>	<p><b>Key Partners</b></p> <p>RSDG members, local authorities, PMO</p>
<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Short-Term</p>
<p><b>Links to Priorities</b></p> <p>SP02, SP03, SP04, SP07</p>	<p><b>Links to Priorities</b></p> <p>No specific priority link</p>	<p><b>Links to Priorities</b></p> <p>SP02, SP03, SP07</p>



## Theme 1: Support for Enterprise

Action 1.4	Action 1.5	Action 1.6
Identify priorities and opportunities to develop actions to support communities and landowners to bring vacant and derelict assets into positive use, taking on board initial work from the CWB Lead Officer Working Group.	Provide improved support for social enterprise activity with strong partnership between Councils, Chamber of Commerce and TSIs.	Identify funding opportunities and secure funding to improve capacity and build resilience of third sector enterprises.
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>Undertake audit of vacant and derelict land and assets across authority areas using existing data.</li> <li>Complete the land and assets GIS mapping exercise.</li> <li>Undertake constraints exercise of assets to understand any other factors constraining development.</li> <li>Identify opportunities to enhance or expand the support currently available, including funding opportunities.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li><i>Link with Culture of Delivery action 7.5</i> for engagement with TSIs in launch of RES Delivery Plan and third sector enterprise membership on the RSDG.</li> <li>RSDG to assess support available to third sector enterprises for incorporation into support matrix (<i>Action 1.1</i>).</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>RSDG to draw up a brief for a feasibility study into funding opportunities for improving capacity and building resilience of third sector enterprises in the region.</li> <li>Commission recognised consultants/think tanks with CWB and third sector expertise, through competitive tender, to undertake research.</li> <li>Use findings of research to develop future sub actions under this medium-term action, supporting <i>Action 1.5</i>.</li> </ol>
<p><b>Links to Outcomes</b></p> <p>SE03</p>	<p><b>Links to Outcomes</b></p> <p>SE04</p>	<p><b>Links to Outcomes</b></p> <p>SE04</p>
<p><b>Key Partners</b></p> <p>Local authorities, Scottish Enterprise</p>	<p><b>Key Partners</b></p> <p>Chamber of Commerce, local authorities, Third Sector Interfaces, local enterprises</p>	<p><b>Key Partners</b></p> <p>Local authorities, TSIs</p>
<p><b>Timescale</b></p> <p>Medium-Term</p>	<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Medium-Term</p>
<p><b>Links to Priorities</b></p> <p>SPO6</p>	<p><b>Links to Priorities</b></p> <p>SPO2, SPO3, SPO4, SPO7</p>	<p><b>Links to Priorities</b></p> <p>SPO2, SPO3, SPO4, SPO5</p>



# 5 Theme 2: Fair Work

“A region which offers all individuals an effective voice, opportunity, security, fulfilment, and respect in work.”

Theme Outcomes:

- FW01:** Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.
- FW02:** Improved access to training and lifelong learning, enabling the workforce to adapt to changing requirements.
- FW03:** Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.
- FW04:** Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.

Across Ayrshire there is an existing and predicted future labour market shortage and skills gap. This causes concern for future growth and resilience of the local economy. There are several successful initiatives that are working to tackle these issues and to create a skilled workforce accessing employment opportunities that are paid the real living wage and offer secure futures and routes for progression. We need to build on the work already being done with Anchors through the Community Wealth Building Commission Fair Work Workstream. In addition, the Ayrshire Skills Plan, Ayrshire Skills Investment Fund and Fair Work Ayrshire project are all new initiatives that will ensure the region is prepared for the economy, jobs and skills of the future. These take into consideration broader trends and requirements such as the long term decline in manufacturing, increasing demand from the health and social care sector, and opportunities emerging from efforts to transition to a Net Zero economy.

A mapping exercise, covering skills shortages and labour market gaps now and in the future with emerging opportunities in the green and digital economies, is an important piece of work that can be achieved through forthcoming priorities for the skills workstream. Closer partnership working is required between schools, Business Support and Employability, Ayrshire College, organisations such as Skills Development Scotland, Scottish Enterprise, the University of the West of Scotland, and local businesses to deliver priority actions under the Fair Work theme.

A series of Year 1 short-term actions has been developed under the Fair Work theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



## Theme 2: Fair Work

Action 2.1	Action 2.2	Action 2.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support Local Employability Partnerships (LEPs) in the development and implementation of pathways into employment for those clients who are currently furthest from the labour market, in partnership with the CWB Commission Fair Employment workstream.	Work with learning providers to maximise uptake of national entitlement card (NEC) scheme for young people under 22 years to reduce travel related barriers to employment.
<b>Sub Actions</b> 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Fair Work actions to add value and avoid duplication.	<b>Sub Actions</b> 1 Review the best and most effective delivery approach for this theme in line with overall governance review. 2 RSDG to build on CWB Commission work to map out sectoral and regional skills gaps and identify current pre-work training activity aligned to these skills gaps for client groups experiencing barriers to employment. 3 RSDG to develop a cross-cutting pan-Ayrshire model based on findings. 4 Commence delivery of pre-work training programme.	<b>Sub Actions</b> 1 Devise a proposal to work with schools and employability partners to maximise the uptake of NEC for young people aged under 22 years. 2 Consider transitional support for DWP clients who may be eligible after securing employment. 3 Investigate opportunities for support for other age groups, directly engaging with SPT/Stagecoach to discuss options for support. 4 Implementation of options.
<b>Links to Outcomes</b> No specific outcome link	<b>Links to Outcomes</b> FW01, HW03	<b>Links to Outcomes</b> FW01
<b>Key Partners</b> LEPs, local enterprises, TSI members	<b>Key Partners</b> LEPs, Ayrshire College, UWS, SDS, local enterprises	<b>Key Partners</b> LEPs, Ayrshire College, SDS, local enterprises, transport providers
<b>Timescale</b> Short-Term	<b>Timescale</b> Short-Term	<b>Timescale</b> Short-Term
<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> SP01, SP02, SP03, SP04	<b>Links to Priorities</b> SP01, SP02, SP03

## Theme 2: Fair Work

Action 2.4	Action 2.5	Action 2.6
Support consideration of the future of the Fair Work Ayrshire (FWA) element of the AGD CWB programme. <i>Linked to Action 1.3.</i>	Support the adoption of the Real National Living Wage across public bodies and the private sector, linking to the progress made by Fair Work Ayrshire in promoting adoption of the RNLW across Ayrshire.	Identify and appoint Fair Work Champions in Anchor Organisations and enterprises across Ayrshire.
<b>Sub Actions</b> 1 RSDG to support the AGD CWB programme mid term review and evaluation to ensure RES outcomes are considered. 2 RSDG to consider outcomes and opportunities for extension of FWA.	<b>Sub Actions</b> 1 Following on from <i>Action 2.6</i> , RSDG to take forward progress made by FWA programme and develop actions around this for Year 2 onwards.	<b>Sub Actions</b> 1 RSDG to develop a role profile for FW Champion. 2 RSDG to work with FWA to identify Champions in Anchor Organisations and enterprises. 3 RSDG to appoint Champions. 4 Champions promote Fair Work within their organisations.
<b>Links to Outcomes</b> FW03	<b>Links to Outcomes</b> FW03	<b>Links to Outcomes</b> FW04
<b>Key Partners</b> Local authorities, PMO, local enterprises	<b>Key Partners</b> LEPS, local enterprises	<b>Key Partners</b> LEPS, local enterprises
<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-Term	<b>Timescale</b> Medium-Term
<b>Links to Priorities</b> SPO2	<b>Links to Priorities</b> SPO2	<b>Links to Priorities</b> SPO2



# Theme 3: Innovation

“A region where enterprises and the public sector adopt innovative solutions to address economic problems.”

Theme Outcomes:

- IN01:** Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.
- IN02:** Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.
- IN03:** Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.
- IN04:** Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.



It has long been recognised that there are significant economic benefits to stimulating innovation activity within Ayrshire. Bodies such as SE, SDS, SFC, Innovate UK and UKTI all evidence the significant difference innovation can make in stimulating economic opportunity e.g. innovative firms grow twice as fast as those which do not. Innovation is seen as the engine of long-term economic development and has underpinned much of the UK's historic productivity growth. Yet as a region, business expenditure on R&D (BERD) across all local authorities in Ayrshire is well below the Scottish average. At present, BERD for Ayrshire is £73 per head of population, compared to £263 nationally.

One of the priorities for the Ayrshire Growth Deal is the introduction of innovation through the transfer of good practice, the development and use of benchmarks and the adoption of new processes. Yet to fully embrace the benefits of the economic assets created through the AGD, there is a need for collaboration across partners both regionally and nationally, building strong relationships between the public and private sector, while embracing the role academia can play in furthering knowledge transfer and technology development. There is also a need to develop innovative capacity and capability within businesses, enabling them to embrace the opportunities that come through the introduction of new processes or equipment. The introduction of CWB within Ayrshire demonstrates the public sector seeking to introduce new systems to address long standing inequalities across communities, while offering tangible solutions to business e.g. through procurement practices.

A series of Year 1 short-term actions has been developed under the Innovation theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



## Theme 3: Innovation

Action 3.1	Action 3.2	Action 3.3
RSDG to oversee mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Map the innovation landscape in Ayrshire aligned to key opportunities, identifying partnership approach in areas such as policy (making and implementation), knowledge (creation and exploitation), skills and physical infrastructure.	Assess requirements for innovation centres, using information gathered under <i>Action 3.1</i> .
<b>Sub Actions</b> 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Innovation actions to add value and avoid duplication.	<b>Sub Actions</b> 1 Scottish Enterprise to agree commitment of time to deliver this mapping exercise. 2 RSDG to work with SE Innovation Systems team to maximise benefits across the partnership and beyond to utilise new and existing innovation assets e.g. Prestwick.	<b>Sub Actions</b> 1 Inform the national innovation centres of local requirements following mapping exercise. 2 Develop local capacity.
<b>Links to Outcomes</b> No specific outcome link	<b>Links to Outcomes</b> IN01	<b>Links to Outcomes</b> IN01
<b>Key Partners</b> RSWG members, local enterprises	<b>Key Partners</b> SE	<b>Key Partners</b> SE, local authorities, Ayrshire College, UWS
<b>Timescale</b> Short-Term	<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-term
<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> SPO2, SPO4	<b>Links to Priorities</b> No specific priority link



## Theme 3: Innovation

Action 3.4	Action 3.5	Action 3.6
Undertake a review of our key sectors (and where cluster development may be possible in areas such as Aerospace/Space or Life Sciences) to recognise which are more likely to drive R&D and address where spend can be targeted. <i>Linked to Action 3.1.</i>	Based on identified needs, adopt the established approach of projects like the EV pathfinder/ Core/ 9cc/ Hagshaw, encouraging private sector investment in low carbon/ renewable projects and engagement with HE and FE partners, supporting transition to net zero and removing fuel poverty.	Use Ayrshire as a test bed for developing consortium models to enable private and third sector organisations to work together collectively to bid for and deliver public service contracts.
<b>Sub Actions</b> 1 Review work started with HALO, DPMC and Ayrshire College. 2 Undertake further research and review-responsibility of SE. 3 Use research findings to support development of action(s) for Year 2 onwards around targeting spend for R&D.	<b>Sub Actions</b> 1 Communications subgroup to work with the RSDG to bring together case study examples to showcase success. 2 Case study examples to be published on RES website. 3 Develop action(s) for Year 2 onwards reflecting on success to stimulate new projects of this nature.	<b>Sub Actions</b> 1 Commission feasibility/research to uncover worldwide best practice on the development of consortium models. 2 Build action(s) on the back of this research.
<b>Links to Outcomes</b> INO3	<b>Links to Outcomes</b> INO3	<b>Links to Outcomes</b> INO4
<b>Key Partners</b> SE, local authorities, PMO, Ayrshire College, NMIS	<b>Key Partners</b> Communications subgroup, SE, UWS, Ayrshire College, Innovate UK	<b>Key Partners</b> Local authorities, SE (CDS)
<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-Term	<b>Timescale</b> Medium-Term
<b>Links to Priorities</b> SPO2, SPO4	<b>Links to Priorities</b> SPO2, SPO3, SPO4	<b>Links to Priorities</b> SPO4



# Theme 4: Good Health and Wellbeing

“A region where people of all ages have the access to resources to live a healthy, full and purposeful life.”

Theme Outcomes:

**HW01:** Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.

**HW02:** Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.

**HW03:** More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.



A stronger and more inclusive economy will bring significant health benefits to Ayrshire residents. Inactivity rates in our region are high and of concern. This relates to people not in employment but not seeking work due to ill health. The mismatch between available employment and available workforce must be addressed, and this links to Priority Theme 2: Fair Work. The Ayrshire Growth Deal project, Working for a Healthy Economy, is already making progress in this area and this regional approach to economic inactivity should continue. In addition, NHS Ayrshire and Arran must become key partners in our RES and work with partners to maximise the economic, social and environmental outputs.

NHS Ayrshire and Arran is already operating as a CWB Anchor Institution and has appointed an NHS Community Wealth Building Officer. Future enhanced joint working could involve close collaboration with our Ayrshire authorities to ensure economic decision making is interlinked with health problems to address the deep-rooted issues that exist in many Ayrshire communities. In addition, the RES should take cognisance of Caring for Ayrshire which will act as a catalyst for alternative service delivery in healthcare and will offer significant opportunities for the region.

Actions under the Good Health & Wellbeing theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



## Theme 4: Good Health and Wellbeing

Action 4.1	Action 4.2	Action 4.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Engagement of NHS Ayrshire & Arran, Public Health Scotland and Health and Social Care Partnerships in Regional Strategy Delivery Group to develop health related actions.	Investigate opportunities to support transport operators in transition to low emission fleets.
<b>Sub Actions</b> 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Good Health & Wellbeing actions to add value and avoid duplication.	<b>Sub Actions</b> 1 Engage with colleagues from NHS, PHS and the HSCPs to agree a health representative to join the Regional Strategy Delivery Group. 2 Participation of representative in action planning sessions and discussions throughout Year 1. 3 Develop action/actions for Year 2 onwards.	<b>Sub Actions</b> 1 Engage with Strathclyde Partnership for Transport 2 Engage with transport operators to establish current position on fleet and low emission transition plans 3 Develop action(s) for future year(s) implementation
<b>Links to Outcomes</b> No specific outcome link	<b>Links to Outcomes</b> HW01	<b>Links to Outcomes</b> HW02
<b>Key Partners</b> RSDG, NHS AA, local authorities, local enterprises	<b>Key Partners</b> NHS Ayrshire & Arran, Public Health Scotland, HSCPs	<b>Key Partners</b> SPT
<b>Timescale</b> Short-Term	<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-Term
<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> SP08	<b>Links to Priorities</b> SP08



## Theme 4: Good Health and Wellbeing

Action 4.4	Action 4.5	Action 4.6
Commission research during Year 1 to investigate opportunities for supporting communities to improve and deliver community transport.	Consider unique support required to island communities with regard to improving access to childcare, transport and local jobs.	Develop and strengthen our wider understanding of inward and outward migration in Ayrshire and the quality of housing to support the population and reduce fuel poverty.
<b>Sub Actions</b> 1 Identify and secure funding for research. 2 Write brief, taking account of pilot projects underway. 3 Commission research to identify what are the community needs, aspirations to deliver community transport, consideration of examples from elsewhere and identification of funding opportunities. 4 Develop follow on actions for Year 2 onwards.	<b>Sub Actions</b> 1 Liaise with Senior Officer - Islands at NAC to understand from the Island Plans what the needs are in terms of access to childcare, transport and local jobs. 2 Use this evidence to map out need and engage with the island communities through the Island Plan Steering Groups to capture the unique support required. 3 Create a follow-on island specific action.	<b>Sub Actions</b> 1 Task the Regional Intelligence Hub with providing the data required and interpretation of data to aid understanding. 2 Develop medium-term actions for Year 2 onwards.
<b>Links to Outcomes</b> HW02	<b>Links to Outcomes</b> HW02	<b>Links to Outcomes</b> No specific outcome link
<b>Key Partners</b> Local authorities, local communities	<b>Key Partners</b> NAC, island communities	<b>Key Partners</b> Regional Intelligence Hub
<b>Timescale</b> Short-Term	<b>Timescale</b> Short-term	<b>Timescale</b> Medium-Term
<b>Links to Priorities</b> SPO3	<b>Links to Priorities</b> SPO3	<b>Links to Priorities</b> SPO8



# Theme 5: Stronger Places and Communities

“A region where local economies can sustain thriving communities and deliver good public and private services to residents and visitors.”

Theme Outcomes:

- PC01:** Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.
- PC02:** Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.
- PC03:** Empowerment for our residents and communities to have a stake in improving their place.
- PC04:** Improved public transport for rural communities.

The pandemic saw an enormous response from our communities in the form of volunteering and mutual aid. People responded to the crisis, and in doing so developed new relationships and connections, whilst making use of local assets. There is a desire amongst communities and community groups to build on this and become involved in CWB and the wellbeing economy. Some examples of how this may happen include community-led regeneration, participatory budgeting and community asset transfer.

However, at present many are unaware of how exactly they can do this. This requires collaboration between community groups, Community Planning Partnerships and our local authorities to initially understand the capacity building needs of these groups. This process can be supported by the three Third Sector Interfaces operating across our region. Any future work in this area should be informed by the outcome of the ongoing review of the Community Empowerment Act, which will have a particular focus on community ownership and strengthening decision-making to improve outcomes for the local community. In addition, there are a number of challenges faced by our communities in relation to public transport and rural inequalities affordability, withdrawal of services, limited provision in rural areas and issues with connections to centres of employment. There is a requirement for the RES to address this.

Actions under the Stronger Places & Communities theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.





## Theme 5: Stronger Places and Communities

Action 5.1	Action 5.2	Action 5.3	Action 5.4
Undertake a mapping exercise with support from colleagues, to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Review of environments for town centre living given decline in retail activity- town centre living pilot project. Implement Regional Spatial Strategy and NPF4 and LDP for town centre living and 20 Minute Neighbourhoods.	Stimulate business start ups linked to 20 Minute Neighbourhoods needs and requirements.	Develop a regional cultural and heritage strategy.
<b>Sub Actions</b> 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Stronger Places & Communities actions to add value and avoid duplication	<b>Sub Actions</b> 1 Develop proposals to design specific town centre health check related to town centre living with one pilot selected per council. 2 Include CWB elements e.g. diverse owned shops, alternative use of land and assets, proposals for VDL and do key business owners pay the RLW. 3 Appraisal of pilot and roll out. 4 Development of Year 2 onwards actions to link with implementation of RSS and link to NPF4 and local LDPs.	<b>Sub Actions</b> 1 Undertake an audit of needs of businesses to respond to Scottish Government's 20 Minute Neighbourhoods proposals. 2 Use results of audit to develop medium term actions for Year 2 onwards.	<b>Sub Actions</b> 1 Each local authority to undertake an audit of cultural and heritage assets in their council area. 2 Using this baseline, commission a regional cultural heritage strategy in Year 2. 3 Develop medium to long term actions as a result of the strategy.
<b>Links to Outcomes</b> No specific outcome link	<b>Links to Outcomes</b> PC01	<b>Links to Outcomes</b> PC01	<b>Links to Outcomes</b> PC02
<b>Key Partners</b> RSDG members, NHS AA local enterprises	<b>Key Partners</b> Local authorities	<b>Key Partners</b> Local authorities	<b>Key Partners</b> Local authorities
<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-Term	<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-Term
<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> SPO3, SPO6	<b>Links to Priorities</b> SPO4	<b>Links to Priorities</b> SPO7

## Theme 5: Stronger Places and Communities

Action 5.5	Action 5.6	Action 5.7
Engage with the delivery of the Arran and Cumbrae Ten Year Island Plans to ensure alignment with RES ambitions.	Adopt a joined-up regional approach to external funds where appropriate to support place-based investment, for example through UK Shared Prosperity Fund and Levelling Up Fund.	Consider how to best use developer contributions to develop improved infrastructure.
<p><b>Sub Actions</b></p> <p>1 RSDG to engage with the governance structures for the Arran and Cumbrae plans to ensure that actions are aligned to the RES and the strategies are mutually beneficial. <i>Link to action 4.5.</i></p>	<p><b>Sub Actions</b></p> <p>1 Participate in SLAED External Funding Group</p> <p>2 Consider the need to establish a regional external funding group to consider future regional funding opportunities for place-based investment, such as UKSPF, Levelling Up Fund and Scottish Government regional funding.</p> <p>3 Develop future actions around coordinated regional submissions to these funds.</p>	<p><b>Sub Actions</b></p> <p>1 In Year 2, undertake research into the opportunity for a regional approach to developer contributions in relevant circumstances.</p> <p>2 Development of longer-term actions in response to research findings.</p>
<p><b>Links to Outcomes</b></p> <p>PC03</p>	<p><b>Links to Outcomes</b></p> <p>PC04</p>	<p><b>Links to Outcomes</b></p> <p>PC04</p>
<p><b>Key Partners</b></p> <p>North Ayrshire Council, island delivery plan groups</p>	<p><b>Key Partners</b></p> <p>Local authorities, Scottish and UK Governments</p>	<p><b>Key Partners</b></p> <p>Local authorities</p>
<p><b>Timescale</b></p> <p>Short-term</p>	<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Medium-Term</p>
<p><b>Links to Priorities</b></p> <p>SPO1, SPO3 and SPO7</p>	<p><b>Links to Priorities</b></p> <p>SPO6</p>	<p><b>Links to Priorities</b></p> <p>No specific priority link</p>



# Theme 6: Enhancing Natural Capital

“A region where Ayrshire’s natural capital is preserved and enhanced, meeting Scotland’s commitments to Net Zero and protection of biodiversity.”

Theme Outcomes:

- NC01:** Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.
- NC02:** Development of a regional energy masterplan with a focus on meeting Net Zero targets.
- NC03:** Supporting a just transition to Net Zero.



Ayrshire has a rich natural landscape, and in order to preserve and continue to improve it, a clear understanding of what natural capital exists at a regional level is needed. This will allow for specific interventions where they are needed most. A visitor management strategy would identify where infrastructure and facility investment are required over the long term. As our region moves towards Net Zero targets, its natural assets will continue to underpin CWB. Alongside this clearer understanding of the natural capital there also needs to be the development of an energy masterplan. Without this, a clear plan on how Ayrshire will reach its Net Zero targets will not be possible. Community benefits deriving from green energy projects should be prioritised. Collaboration is needed between the local authorities, academics from the University of the West of Scotland and Scottish Government land bodies to develop the plan and then build on the recommendations.

Actions under the Enhancing Natural Capital theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



## Theme 6: Enhancing Natural Capital

Action 6.1	Action 6.2	Action 6.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the delivery of the pan-Ayrshire Energy Masterplan	Identify opportunities for regional delivery under the three Ayrshire Authorities' Sustainability Strategies
<b>Sub Actions</b> 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Enhancing Natural Capital actions to add value and avoid duplication	<b>Sub Actions</b> 1 Coordinate on approach to LHEES and consider jointly, cross boundary sites and issues. 2 Consider scope for regional schemes to incentivise uptake of net zero technologies, linked to net zero accelerator scheme.	<b>Sub Actions</b> 1 Review strategy priorities and actions to identify regional linkages and opportunities
<b>Links to Outcomes</b> No specific outcome link	<b>Links to Outcomes</b> NC02	<b>Links to Outcomes</b> NC03
<b>Key Partners</b> RSWG members, NHS AA local enterprises	<b>Key Partners</b> Local authorities UK and Scot Gov, SE	<b>Key Partners</b> Local authorities
<b>Timescale</b> Short-Term	<b>Timescale</b> Medium-term	<b>Timescale</b> Short-term
<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> No specific priority link	<b>Links to Priorities</b> SPO1, SPO2, SPO3



## Theme 6: Enhancing Natural Capital

Action 6.4	Action 6.5	Action 6.6
Investigate the potential for regional delivery of natural capital projects under UK Gov and SG funding sources including the Rural Tourism and Infrastructure Fund.	Support the delivery of the EV Pathfinder project	Investigate the potential to develop a regional Mobility as a Service (MaaS) project.
<b>Sub Actions</b> 1 Reviewing strategy priorities and actions to identify regional linkages and opportunities	<b>Sub Actions</b> Support the three Authorities, informed by outcome of Business Case proposal from Transport Scotland to: 1 Undertaken final public consultation on locations. 2 Issue tender documentation. 3 Implement the project.	<b>Sub Actions</b> 1 Consider recommendations of Islands Connectivity Study report MaaS recommendations 2 Identify opportunities for delivery with SPT
<b>Links to Outcomes</b> NC01, NC03	<b>Links to Outcomes</b> NC03	<b>Links to Outcomes</b> NC01, NC03
<b>Key Partners</b> Local authorities, SG	<b>Key Partners</b> Local authorities	<b>Key Partners</b> Local authorities and Strathclyde Partnership for Transport
<b>Timescale</b> Short to Medium term	<b>Timescale</b> Short to Medium term	<b>Timescale</b> Short-Term
<b>Links to Priorities</b> SP07	<b>Links to Priorities</b> SP07	<b>Links to Priorities</b> SP03

# 10 Theme 7: Culture of Delivery

The Culture of Delivery theme is essential to the successful delivery of the RES. We already have strong regional partnerships in Ayrshire, evidenced through the CWB Commission and work of Anchor Institutions, the Ayrshire Growth Deal, the regional recovery and renewal workstreams, and the Regional Economic Partnership Board. These are highlighted as our enablers in our strategy framework (*p. 54-55 of the RES*). However, an emerging theme from the consultation with stakeholders in producing the RES highlighted the opportunity for a regional governance review to enable streamlined and joined up delivery. The shared challenges and ambition we have requires partners to pioneer new and innovative forms of joint working and associated governance.



Successful delivery of this strategy will demand a culture of delivery and accountability in which objectives are shared and responsibilities are clearly allocated and accepted across the public, private and third sector. Part of the regional governance review must consider the work of the current Recovery and Renewal Workstreams and the operational and future projects of the Ayrshire Growth Deal, in order to map across activity to ensure synergy, most appropriate and efficient use of resources and most importantly avoid duplication of effort.

Some of the Culture of Delivery actions are already underway with more due online in advance of the launch of the RES Delivery Plan. All are short-term actions, designed to create effective progression routes for the RES. As such, there is no linkage to the outcomes and priorities highlighted.

For all the themed actions, it will be important to conduct mapping exercises to take forward the actions from the outset. However, this needs to avoid duplication and needs to incorporate/work with the following: Recovery & Renewal Workstreams, Commission Workstreams, PMO/ AGD projects, LEPs. The governance review should, as a matter of urgency, map out existing activity and set out proposals for streamlining and delivery. For example, some of the actions proposed under the Fair Work theme are similar to actions underway by the Commission Fair Work workstream. In addition, it will be important to build in the work of the PMO as current managers of a regional programme that manages business case development, facilitates regional discussion and liaises directly with Scottish and UK Governments. Regional activity should sit under the RES as an umbrella strategy and the picture should be joined up and coordinated to maximise impact from existing as well as new resources, including a potential regional intelligence hub.



## Theme 7: Culture of Delivery

Action 7.1	Action 7.2
Transform the Regional Strategy Working Group (RSWG) into a Regional Strategy Delivery Group (RSDG) with additional representation sought from local enterprises, NHS and third sector.	Review and establish a revised regional governance structure to support the delivery of the RES.
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Approach local enterprises to nominate members.</li> <li>2 Identify NHS representative.</li> <li>3 Work with Ayrshire TSIs to identify third sector representative.</li> <li>4 Revise Terms of Reference to reflect move to delivery group.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Agree remit/role of partners in supporting governance review.</li> <li>2 Undertake regional governance review informed by best practice from elsewhere.</li> <li>3 Review of existing regional workstream activity and map across.</li> <li>4 Review the best and most effective delivery approach for each priority theme.</li> <li>5 Obtain approval from the AEPB/AEJC.</li> </ol>
<p><b>Key Partners</b></p> <p>All RSDG, local enterprises, NHS, TSIs</p>	<p><b>Key Partners</b></p> <p>Three local authorities, ERG, RSWG members.</p>
<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Short-term</p>

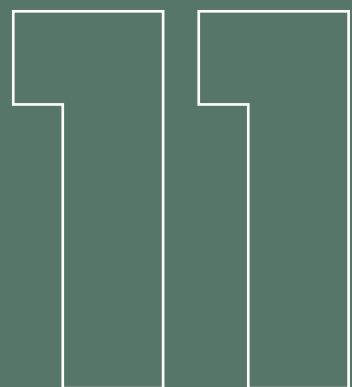
## Theme 7: Culture of Delivery

Action 7.3	Action 7.4
<p>Create a dedicated RES website to host the Strategy, information on enterprise support (<i>link to Action 1.1</i>), communications on implementation of the RES and information on the AGD, to include data from the Regional Intelligence Hub.</p>	<p>Work with Scottish Government to establish and resource a Regional Intelligence Hub for Ayrshire.</p>
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Agree funding mechanism including lead partner maintenance arrangements to create brief for web developer.</li> <li>2 Work with partners to determine best structure and content for website.</li> <li>3 Appoint web developer.</li> <li>4 Launch regional website.</li> <li>5 Link with regional intelligence hub over longer term.</li> <li>6 Regular review and update of website.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Create costed proposal for support from Hub from Scottish Government.</li> <li>2 Meet with Scottish Government to determine options.</li> <li>3 Agree hosting of Hub with partner organisations.</li> <li>4 Engage with Glasgow Intelligence Hub to understand what best practice looks like and where it could be adopted.</li> <li>5 Recruit for and launch Hub.</li> </ol>
<p><b>Key Partners</b></p> <p>Three local authorities, Chamber of Commerce, Scottish Enterprise, private sector, Scottish Government.</p>	<p><b>Key Partners</b></p> <p>Three local authorities, PMO, Scottish Enterprise, Scottish Government, Glasgow Intelligence Hub, NHS, UWS, Ayrshire College.</p>
<p><b>Timescale</b></p> <p>Short-term</p>	<p><b>Timescale</b></p> <p>Short-term</p>

## Theme 7: Culture of Delivery

Action 7.5	Action 7.6	Action 7.7	Action 7.8
Establish requirements for and create a dedicated resource to lead on delivery of the RES, linked to the Regional Intelligence Hub.	Prepare and implement a Communications Strategy through establishment of a RES Communications subgroup.	Host the first annual State of the Ayrshire Economy event.	Develop a measurement framework, review and refresh of Year 1 Delivery Plan for Year 2 onwards.
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Discuss with Scottish Government as part of Hub discussions on options.</li> <li>2 Draw up staffing proposals for discussion with partners.</li> <li>3 Agree resource leads and responsibilities and appoint staff.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 NAC Communications service to lead on establishment of a RES communications subgroup.</li> <li>2 Creation of a Communications Strategy encompassing the RES launch at Business Week, ongoing RES messaging and delivery of the RES.</li> <li>3 Subgroup to advise and input on development of RES website.</li> <li>4 Regular review and update of Communications Strategy.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Identify members for short-term working group to develop State of the Ayrshire Economy event to take place in June 2024.</li> <li>2 Agree financial support for event, including through discussions with Scottish Government.</li> <li>3 With support from ERG, develop content for 2024 event.</li> <li>4 Appoint event management company for 2024 event.</li> <li>5 Deliver 2024 event.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 RSDG partners and regional lead (staff resource) to develop a measurement framework, building on alignment of priorities, outcomes and actions in <i>Appendix 1</i>.</li> <li>2 RSDG to review and refresh the Delivery Plan beyond Year 1, for launch in October 2024.</li> </ol>
<p><b>Key Partners</b></p> <p>Three local authorities, Scottish Government, UWS.</p>	<p><b>Key Partners</b></p> <p>All RSDG partners.</p>	<p><b>Key Partners</b></p> <p>All RSDG partners, ERG, Scottish Government.</p>	<p><b>Key Partners</b></p> <p>Regional lead (staff resource), all RSDG partners.</p>
<p><b>Timescale</b></p> <p>Short-Term</p>	<p><b>Timescale</b></p> <p>Short-term</p>	<p><b>Timescale</b></p> <p>Short-term</p>	<p><b>Timescale</b></p> <p>Short-term</p>





# Cross-cutting Themes

## Community Wealth Building - at the heart of our strategy

Community Wealth Building (CWB) is an overarching theme of our strategy and something that we see as central to enabling partners to achieve our vision. This reflects the lead role that Ayrshire has had at the forefront of CWB in Scotland, challenging traditional models of economic development and recognising that the status quo isn't working. A set of short-term cross-cutting CWB actions has been developed with the intention to continue to embed these throughout the work of the RES going forward.

# Skills

Skills has been identified as a second cross-cutting theme across the strategy. The three priority themes of Support for Enterprise, Fair Work and Innovation are all underpinned by skills. There are identified current and predicted future skills gaps across Ayrshire in key industries, and an immediate need to work in partnership with local industry, further and higher education institutions and our local secondary schools to equip young people with the skills that are in demand in our region. This will create a skilled local workforce capable of meeting need in key local industries and growth sectors, in turn creating an attractive environment for inward investment. Recognising this importance, a set of short-term cross-cutting skills actions has been developed as a priority in year 1.

# Digital

Digital is increasingly becoming a key theme for economic development within the region, with a recognition that the region must be fully equipped digitally for actions under the key priority themes of Support for Enterprise, Fair Work and Innovation. Similar to CWB and Skills, a set of Digital cross-cutting actions has been developed to recognise the importance of this theme in year 1.



## Community Wealth Building Actions

Action 8.1	Action 8.2	Action 8.3	Action 8.4
Review CWB work across Ayrshire including the CWB Commission and AGD CWB Programme to support regional delivery of CWB and the RES	Develop options for an Ayrshire Anchor Network to support regional delivery of CWB	Respond to requirements of any forthcoming Scottish Government legislation on CWB	Refresh the CWB Anchor Charter and promote adoption of pledges within Ayrshire Anchor Institutions
<p><b>Sub Actions</b></p> <p>1 As part of <i>Action 7.1</i> to review existing regional workstream activity, undertake a review of the CWB Commission workplan and workstreams</p> <p>2 Review of AGD CWB Programme</p>	<p><b>Sub Actions</b></p> <p>1 Seek input from the CWB Commission on the requirements and scope of an Ayrshire Anchor Network</p> <p>2 Consider options for resourcing the Ayrshire Anchor Network</p> <p>3 Develop Terms of Reference for the Ayrshire Anchor Network</p>	<p><b>Sub Actions</b></p> <p>1 Await outcome of Scottish Government consultation on CWB (<i>cross reference with Innovation</i>).</p> <p>2 Review implications and requirements of legislation.</p>	<p><b>Sub Actions</b></p> <p>1 Undertake a review of the CWB Anchor Charter and pledges</p> <p>2 Ensure review is undertaken in alignment with review of CWB Commission and development of an Ayrshire Anchor Network</p> <p>3 Promote the refreshed CWB Anchor Charter</p>
<p><b>Links to Outcomes</b></p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p><b>Links to Outcomes</b></p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p><b>Links to Outcomes</b></p> <p>No specific outcome link</p>	<p><b>Links to Outcomes</b></p> <p>FW04</p>
<p><b>Key Partners</b></p> <p>Ayrshire CWB Commission</p>	<p><b>Key Partners</b></p> <p>Ayrshire CWB Commission</p>	<p><b>Key Partners</b></p> <p>Ayrshire CWB Commission, Scottish Government</p>	<p><b>Key Partners</b></p> <p>Ayrshire CWB Commission</p>
<p><b>Timescale</b></p> <p>Short-term</p>	<p><b>Timescale</b></p> <p>Medium-term</p>	<p><b>Timescale</b></p> <p>Medium-term</p>	<p><b>Timescale</b></p> <p>Short-term</p>
<p><b>Links to Priorities</b></p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p><b>Links to Priorities</b></p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p><b>Links to Priorities</b></p> <p>No specific priority link</p>	<p><b>Links to Priorities</b></p> <p>SPO2, SPO5</p>



## Skills Actions

Action 8.5	Action 8.6
<p>Undertake a whole skills mapping exercise to determine existing and predicted future skills gaps and prioritise sectors, linked to education and training.</p>	<p>Improve access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.</p>
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Create a short term skills working group, including local authority Directors of Education, Ayrshire College, UWS, SDS, relevant members of the RSWG and local enterprises.</li> <li>2 Undertake a mapping exercise, with support from external consultants if required, to determine the gaps.</li> <li>3 Make recommendations on education and training opportunities to meet the skills gaps.</li> <li>4 Development of skills actions for Year 2 onwards.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Develop a Digital Skills for Growth CWB Pilot in partnership with SDS, Ayrshire college, UWS, Microsoft</li> <li>2 Raise awareness of the Digital Skills offer including AI and automation to enhance employability and ensure individuals are prepared for the evolving job landscape.</li> <li>3 Improve collaboration and simplify engagement.</li> </ol>
<p><b>Links to Outcomes</b> FW02</p>	<p><b>Links to Outcomes</b> FW02</p>
<p><b>Key Partners</b> RSDG members, NHS AA local enterprises</p>	<p><b>Key Partners</b> SDS, Ayrshire College, UWS, Microsoft</p>
<p><b>Timescale</b> Short-Term</p>	<p><b>Timescale</b> Short-Term</p>
<p><b>Links to Priorities</b> No specific priority link</p>	<p><b>Links to Priorities</b> SPO2, SPO3, SPO4</p>

## Skills Actions

Action 8.7	Action 8.8
Develop training courses around low carbon skills and other key areas with skills gaps (Ayrshire College, UWS) starting at school level and working with businesses.	Develop frameworks that align directly to the aspiration of future skills needs and skills gaps in Outcome FW02, in order to develop in-work learning opportunities including internships and apprenticeship programmes.
<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 Subgroup to review current and predicted skills gaps in the region from existing research, working with the ASIP and ASIF.</li> <li>2 Convene follow up meeting with secondary school head teachers to gain buy-in from schools.</li> <li>3 Ayrshire College and UWS to develop training courses around low carbon skills, digital and AI and other sectors with skills gaps.</li> <li>4 Engagement with businesses, Ayrshire College, UWS and schools to provide training opportunities linked to employment in these industries.</li> </ol>	<p><b>Sub Actions</b></p> <ol style="list-style-type: none"> <li>1 RSDG to assess existing in-work learning opportunities through Ayrshire College and the three local authorities.</li> <li>2 Partners to work to develop new and enhance existing opportunities to ensure a consistent offer directly linked to the aspiration of future skills needs and to address skills gaps.</li> </ol>
<p><b>Links to Outcomes</b> FW02</p>	<p><b>Links to Outcomes</b> FW02</p>
<p><b>Key Partners</b> Ayrshire College, UWS, local schools, LEPS, SDS</p>	<p><b>Key Partners</b> LEPs, Ayrshire College</p>
<p><b>Timescale</b> Short-Term</p>	<p><b>Timescale</b> Short-Term</p>
<p><b>Links to Priorities</b> SPO1, SPO2, SPO3</p>	<p><b>Links to Priorities</b> SPO1, SPO3</p>

## Digital Actions

Action 8.9	Action 8.10
Development and delivery of a Regional Digital Economy Masterplan	Support funding submission(s) to UK Government for emergent telecommunication technologies and 5G coverage across the region.
<p><b>Sub Actions</b></p> <ul style="list-style-type: none"> <li>1 Develop an Ayrshire Digital Economy Framework</li> <li>2 Stakeholder engagement and expansion</li> <li>3 Establish a Digital Economy Champion Network</li> <li>4 Establish a baseline</li> <li>5 Develop an outline Digital Economy Masterplan</li> <li>6 Developing a Regional Digital Impact Assessment Tool</li> <li>7 Develop a Telecoms Industry Engagement Pilot</li> </ul>	<p><b>Sub Actions</b></p> <ul style="list-style-type: none"> <li>1 RSDG to work with Digital Economy Workstream to identify and progress potential funding opportunities.</li> <li>2 Support the development of an initial bid to the UK Government's 5G Innovation Regions programme.</li> </ul>
<p><b>Links to Outcomes</b></p> <p>SE01</p>	<p><b>Links to Outcomes</b></p> <p>SE01</p>
<p><b>Key Partners</b></p> <p>Digital Economy Workstream, RSWG, enterprises and industry</p>	<p><b>Key Partners</b></p> <p>Digital Economy Workstream, Chamber of Commerce, local authorities, local enterprises</p>
<p><b>Timescale</b></p> <p>Short to Medium term</p>	<p><b>Timescale</b></p> <p>Short-Term</p>
<p><b>Links to Priorities</b></p> <p>SP01</p>	<p><b>Links to Priorities</b></p> <p>SP01, SP03, SP04, SP07</p>

# 12 Delivery Framework and Action Plan: Year 1

As set out under Culture of Delivery, we will use the first year of our Delivery Plan to develop activity, actions and a governance structure that allows for the structured delivery of RES actions, backed up by accurate data that allows us to establish baselines and measure the impact of our actions. This includes supporting the development of a dedicated staffing resource alongside a Regional Intelligence Hub, working with the Scottish Government to secure funding to allow for both opportunities to be progressed. As part of these actions, the RSDG will develop a robust measurement framework. Table 1 in Appendix 1 sets out an alignment of actions, priorities and outcomes, to allow for cross-referencing. This will be used to develop a measurement framework.

In addition to a governance and resourcing review, Year 1 will involve delivery of some initial actions and baseline mapping to support the development of future actions over the medium and longer term. An initial Year 1 programme is under development.

# 13 Refresh and Renew

**The Ayrshire Regional Economic Strategy was officially launched in June 2023, with the launch of the Year 1 Delivery Plan in October 2023. The first year of delivery will allow for partnership working to develop and mature and for a governance review to take place that builds on the success of the Regional Strategy Working Group and becomes a Regional Strategy Delivery Group with additional representation.**

Year 1 of delivery will see a series of mapping exercises delivered, under the six priority themes, in order to identify current activity and propose delivery workstreams that enhance rather than duplicate existing regional activity. In addition, a number of short-term actions will be prioritised for delivery under the themes of Support for Enterprise, Fair Work and Innovation. Year 1 will also serve as an interim planning year where more detail is added to the medium- and longer-term actions planned for Year 2 onwards and to allow for these to be refined in accordance with evidence gathered during the mapping process.

The intention of the Regional Strategy Working Group is that the RES is adaptive to change and capable of building on progress and opportunities that arise during the ten-year timeframe. There is a commitment to ensuring an annual review and refresh process is undertaken, which will allow for current actions to be refined, new actions to be developed and completed actions to be removed. This process will also allow for a review of the outcomes under the priority themes, to ensure that the RES and the Delivery Plan remain fit for purpose. The refresh of both documents will be subject to the agreed approval process by the Ayrshire Economic Joint Committee.

## Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
<b>Support for Enterprise</b>	SE01	Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.	8.9, 8.10, 8.11	SP01, SP03, SP04, SP07
	SE02	Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.	1.1, 1.3	SP02, SP03, SP04, SP07
	SE03	Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.	1.4	SP06
	SE04	Improved support for the third sector to deliver community wealth, through support, training and capacity building.	1.5, 1.6, 8.1, 8.2	SP02, SP03, SP04, SP05, SP07
<b>Fair Work</b>	FW01	Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.	2.2, 2.2	SP01, SP02, SP03, SP04
	FW02	Improved access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.	8.5, 8.6, 8.7, 8.8	SP01, SP02, SP03, SP04
	FW03	Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.	2.4, 2.5, 8.1, 8.2	SP02
	FW04	Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.	2.6, 8.1, 8.2, 8.4	SP02
<b>Innovation</b>	INO1	Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.	3.2, 3.3	SP02, SP04
	INO2	Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.		
	INO3	Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.	3.4, 3.5	SP02, SP03, SP04
	INO4	Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.	3.6, 8.1, 8.2	SP04

## Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
<b>Good Health &amp; Wellbeing</b>	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
<b>Good Health &amp; Wellbeing</b>	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
	HW03	More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.	2.2, 8.1, 8.2	SP02, SP03
<b>Stronger Places &amp; Communities</b>	PC01	Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.	5.2, 5.3, 8.1, 8.2	SP03, SP04, SP06
	PC02	Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.	5.4	SP07
	PC03	Empowerment for our residents and communities to have a stake in improving their place.	5.5	SP01, SP07, SP08
	PC04	Improved road infrastructure, better connecting the region with areas of opportunity, and improved public transport for rural communities.	5.6, 5.7	SP06
<b>Enhancing Natural Capital</b>	NC01	Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.	6.4, 6.6	SP07, SP03
	NC02	Development of a regional energy masterplan with a focus on meeting Net Zero targets.	6.2	
	NC03	Supporting a just transition to Net Zero.	6.3, 6.4, 6.6	SP01, SP02, SP03, SP07



Ayrshire  
Regional  
Economic  
Strategy



East Ayrshire Council  
Comhairle Siorrachd Àir an Ear



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

*south*  
**AYRSHIRE**  
COUNCIL  
Comhairle Siorrachd Àir a Deas

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Regional Economic Strategy - Delivery Plan
Lead Officer (Name/Position/Email)	Georg.Hunter@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

<b>Socio-Economic Disadvantage</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
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:**

<b>General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact (High, Medium or Low)</b>
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low

Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

### 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<b>NO</b> <input type="checkbox"/>
<b>Rationale for decision:</b>  <b>This report recommends that Cabinet notes a previously approved regional action programme. Members' decision on this has no specific equality implications</b>	
<b>Signed :</b> George Hunter <b>Assistant Director Communities</b>  <b>Date:</b> 26 October 2023	

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

---

**Subject: Business Relief Programme**

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**1. Purpose**

- 1.1 The purpose of this report is to note that a business relief programme to mitigate the impact of the transport restrictions as a result of the former Ayr Station Hotel fire was launched on 20 November 2023 (including direct business support and a package of town centre events, together with a marketing and communications plan) and to seek approval to fund this activity from former Covid 19 discretionary funds.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 notes that a business relief programme to deliver support to Ayr town centre was launched on 20 November 2023;**
- 2.1.2 notes the funding of a range of activities in the town centre to drive footfall in the weeks up to Christmas, including free parking;**
- 2.1.3 notes the funding of a marketing campaign branded as ‘Ayr is open for business’ to further drive footfall;**
- 2.1.4 approves that funding for this will be provided by utilising the former Covid 19 discretionary grant fund for businesses which has remained unspent and carried forward since 2022 up to a total value of £389,000; and**
- 2.1.5 grants delegated authority to the Director of Strategic Change and Communities to consider any additional actions to support businesses and increase footfall utilising the remainder of this budget to a total value of £361,000(balance of Covid 19 discretionary funds).**

**3. Background**

- 3.1 The fire at the former Station Hotel in Ayr on 25 September has closed Ayr train station, resulting in a significant reduction in footfall, with a clear detrimental impact on retailers, particularly those based in and around the main walking thoroughfares to the town centre.

- 3.2 Whilst the disruption caused to rail travel will impact trade across the town centre, this is particularly acute in the immediate vicinity of the train station. Traders rely heavily on passengers exiting the train station. The challenge for traders is further compounded by road traffic restrictions. It is therefore proposed that an emergency business support package is provided to support businesses most impacted by reduced pedestrian flows resulting from the closure of Ayr Train Station.
- 3.3 Retail sales across key areas of the town are impacted. This is due to ongoing travel disruption through road closures, making access to Ayr town centre by foot, bus, car and train more difficult. With the road disruption forecast to continue throughout November and December, support is needed to develop a programme of activities and a marketing campaign to bring footfall into Ayr for the busiest retail time of the year.

#### **4. Proposals**

- 4.1 The Council previously received discretionary funding to support businesses affected by Covid19 and economic shocks. Of the discretionary funding received, £750,000 remains unallocated. It is proposed to allocate £389,000 from the remaining balance to fund a programme of support that will mitigate the damage incurred as a result of the Ayr Station Hotel fire. A £250,000 relief scheme has been established. A further £50,000 has been allocated for Ayr Town Centre events and £50,000 allocated for marketing and comms activities to create a compelling campaign to attract shoppers into Ayr throughout the festive period. In order to further encourage people to visit Ayr, parking charges will be waived from Sunday November 19 until Monday 8 January 2024. It is anticipated that this will require an additional £39,000. Details of the Business Relief Programme are set out in [Appendix 1](#).
- 4.2 Members are asked to grant delegated authority to the Director of Strategic Change and Communities to consider any additional actions to support businesses and increase footfall utilising the remainder of this budget to a total value of £361,000 (balance of Covid 19 discretionary funds).

#### **5. Legal and Procurement Implications**

- 5.1 Grant conditions and an award letter will be drafted in conjunction with Legal to support grant awards.
- 5.2 There are no procurement implications arising from this report

#### **6. Financial Implications**

- 6.1 The total Covid19 Discretionary Business Grant Fund uncommitted reserves now stands at £750,000. The Business Relief Programme requires a budget of £389,000 from this uncommitted reserve which will be allocated as follows:
- £250,000 for direct grants to companies most affected. The grant amounts are determined using the methodology set out in [Appendix 1](#);
  - £50,000 for events activities that will increase footfall into town;
  - £50,000 for marketing and promotion to attract people into Ayr; and
  - £39,000 for the estimated shortfall as a result of offering additional free parking in Ayr to encourage footfall.

6.2 In the interest of expedience, the business grants have been initially funded through the Economy and Regeneration base budget. This enabled the programme to be launched expeditiously and, if the proposed funding is approved, ensure that the Economy and Regeneration/ Marketing, Ayrshire Roads Alliance and DSA budgets are reimbursed for any costs incurred during the intervening period.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 The recommendations will target relief to those businesses most affected by the Ayr Station fire. There is a risk that demand for support will exceed the allocated amount. If this risk materialises, it will be mitigated by director discretion, to expand the allocated budget up to £750,000.

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

8.2.1 The risks associated with rejecting the recommendations are that businesses are at risk of insolvency or are likely to lay off staff. Rejecting the recommendations increases the risk of both job and business losses in the region.

8.2.2 Rejecting the recommendations risks closure of independent retail premises in the town centre, weakening the towns appeal and retail offer.

8.2.3 Rejecting the recommendations may impact on the reputation of the Council and leave core budgets in Economy and Regeneration/Marketing and DSA with overspend issues if Covid Recovery monies are not reallocated in support.

## **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 2](#).

## **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 Priority 2 of the Council Plan: Live, Work, Learn.

## 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 Bob Pollock, Portfolio Holder for Economic Development, and Councillor Ian Davis, Portfolio Holder for Finance, ICT and Procurement, and the contents of this report reflect any feedback provided.

13.3 Consultation has also taken place with Councillor Julie Dettbarn, Chair of the Financial Inclusion MOWG, and the contents of this report reflect any feedback provided.

## 14. Next Steps for Decision Tracking Purposes

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Launch Business Relief Fund	20 November 2023	Service Lead - Economy and Regeneration
Deliver Events to increase Footfall	15 December 2023	Service Lead - Destination South Ayrshire
Deliver Promotions to increase Footfall	18 December 2023	Service Lead - Organisational Development and Customer Services

**Background Papers**      **Report to Cabinet of 29 August 2023 - [Covid-19 Recovery Project and LACER Funding Review](#)**

**Person to Contact**      **George Hunter, Assistant Director Communities  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01232 612994  
E-mail: [George.Hunter@south-ayrshire.gov.uk](mailto:George.Hunter@south-ayrshire.gov.uk)**

**Calum McPhail, Coordinator Economic Development  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 616332  
E-mail [calum.mcphail@south-ayrshire.gov.uk](mailto:calum.mcphail@south-ayrshire.gov.uk)**

**Date: 22 November 2023**

## **Ayr Station Closure - Business Relief Programme**

### **Background**

The main exit from Ayr Train Station leads directly on to Smith Street. The fire at the Train Station Hotel on the 25th of September has closed Ayr Train Station, resulting in a significant reduction in footfall, with a clear detrimental impact on retailers, particularly those based around the main walking thoroughfares to the town centre.

Whilst the disruption caused to rail travel will negatively impact trade across the town centre, this is particularly acute in the area closed to the train station, with traders in this area relying heavily on those exiting the train station for sales. The challenge for traders is further compounded by road traffic restrictions. It is therefore proposed that an emergency support fund is provided to support those businesses most impacted by reduced pedestrian flows resulting from the closure of Ayr Train Station.

Whilst direct business support is proposed for those businesses worst affected by the station closure, retail sales across the town will also be impacted. With the station forecast to be closed for a period of 9 weeks covering the vital festive period, measures to encourage footfall into the town are also required.

A programme of additional events in the town centre has been developed, to encourage more people to overcome travel restrictions and drive footfall into the town centre, supported by a wider promotional scheme.

### **Budget Requirement**

- Ayr Station Closure - Business Relief Fund: £250,000
- Events Budget : £50,000
- Marketing and Promotion: £50,000

### **Ayr Station Closure – Business Relief Fund - £250,000**

#### Boundary of Scheme

This grant is specifically aimed at businesses based in the following locations in Ayr; Smith Street, Burns Statue Square, Parkhouse Street, Killoch Place, Alloway Street, Kyle Street. (Includes Burns Statue Arcade off Burns Statue Square and Cow Wynd off Alloway Street).

Businesses on Smith Street are deemed to be most impacted by the closure of the main exits from Ayr Train Station and as such will receive increased financial support. Likewise, the closure of Station Bridge Road is directly impacting either side of station bridge.

The scheme will be restricted to the following post codes:

#### **Area 1**

KA7 1TF – Smith Street

KA7 1SU – Burns Statue Square (businesses based between numbers 35 and 47 ONLY)

#### **Area 2**

KA7 1SU – Burns Statue Square

KA7 1SW – Burns Statue Arcade

KA7 2EA – Killoch Place

KA7 1RS & KA7 1RZ – Kyle Street  
 KA7 1SH & KA7 1SP – Alloway Street and Cow Wynd  
 KA7 2HH – Parkhouse Street  
 KA7 2EU (13 Beresford Terrace ONLY)  
 Beresford Terrace (North of Traffic Lights at junction of Beresford Terrace and  
 Parkhouse Street ONLY)

**NOTE:**

Given the closure of station bridge, two key businesses, will be considered for a one-off payment. Respectively £10,000 and £5,000.

**Criteria of Scheme**

The programme will provide a payment to qualifying businesses within the geographical boundary described above.

Grant values will vary depending on proximity to the Ayr Train Station and impact of reduced footfall relating to nature of trade.

Grant values will be determined on the following criteria:

**AREA 1 – Maximum impact area**

Smith Street, south of the Kyle Street junction and business based between 35 and 47 Burns Statue Square

**Value of Grant**

Main trade is the sale of small value goods. Grant Award: £5,000

Main trade is the sale of small value services, delivered onsite. Grant Award: £3,000

**AREA 2**

**Value of Grant**

Rateable Value over £18,000 main trade is the sale of small value goods. Grant Award: £3,000

Rateable Value over £18,000 main trade is the sale of small value service, delivered onsite: Grant Award: £2,000

Rateable Value under £18,000 main trade is the sale of small value goods. Grant Award: £2,500

Rateable Value under £18,000 main trade is the sale of small value service, delivered onsite: Grant Award: £1,500

**Non Eligible Businesses**

**Professional Services**

As grants are aimed to compensate businesses due to reduction in footfall, it is assumed that only minimal disruption to trade will have been experienced by professional service businesses, such as Estate Agents, Accountants, Legal Services and Travel Agents. As such, these businesses are not eligible for direct financial support through this scheme.

### Taxi Drivers

Taxi Drivers impacted by the closure of the Ayr Station Taxi rank, are also not eligible under this scheme. While disruption to normal trading conditions will have had some detrimental impact, the mobile nature of these businesses minimises the impact.

### National Chains

The scheme aims to support local independent traders. As such national chains are not eligible for funding. Local franchise owners are however eligible.

### Application and Appraisal Process

The scheme utilises procedures developed for the Small Business Grant, delivered during the Covid-19 pandemic. Alterations to procedures have been reviewed with internal audit prior to scheme launch.

Given the urgent nature of the scheme, an emailed application form is used to instigate the process and the appraisal follows previously established Covid-19 response guidelines. Appraisals are carried out by Business Gateway Advisors, with verifications carried out by two Economy and Regeneration Officers and the Economy and Regeneration Service Lead.

### **Events Activity Budget: £50,000**

Whilst the businesses on the main throughfare routes from Ayr Train Station are those impacted the most, the closure of Ayr Train Station is impacting on trade throughout the town as consumers are put off by the additional travel burden. To drive footfall to the affected area, a more compelling reason to overcome travel restriction must be given. A programme of events is now being delivered over the festive period. This aims to drive footfall into the top of the town.

### **Marketing and Promotion of Ayr: £50,000**

Informing South Ayrshire residents and beyond of events taking place, travel information and appealing to them to support the town during this challenging period, is be key in driving footfall. An additional marketing and promotional budget has been assigned to promote the town during the festive period.

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

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Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

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### 1. Policy details

Policy Title	Ayr Station Hotel Fire - Business Relief Programme
Lead Officer (Name/Position/Email)	Calum.McPhail@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low

Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

### 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<b>NO</b> <input type="checkbox"/>
<b>Rationale for decision:</b>  <b>This report recommends that Cabinet approve changes to a previously agreed funding. Members' decision on this has no specific equality implications</b>	
<b>Signed :</b> Calum McPhail <b>Coordinator Economy Development</b>  <b>Date:</b> 09 November 2023	



**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Community Councils – Amendments to Scheme for Establishment**

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**1. Purpose**

1.1 The purpose of this report is to seek approval for officers to make amendments to the Scheme for Establishment for Community Councils following the recent consultation of the boundaries between Maybole and Crosshill, Straiton and Kirkmichael Community Councils.

**2. Recommendation**

**2.1 It is recommended that Cabinet:**

**2.1.1 approves the new proposed boundaries following the results of the consultation; and**

**2.1.2 requests that officers update the Scheme for Establishment to reflect these boundary changes.**

**3. Background**

3.1 On 23 June 2023 Cabinet approved for Officers to carry out a consultation on the current and new proposed boundaries ([Appendix 1](#)) between Maybole and Crosshill, Straiton and Kirkmichael Community Councils.

3.2 The consultation sought the views of:

- Local residents within these community council areas;
- Community Councils;
- Community groups and organisations within these areas;
- Residents and plot holders from Tunnoch Farm Estate, Milestone Developments; and
- Any person who may be directly or indirectly impacted by these proposed changes.

3.3 The consultation opened online on 17 July 2023 and closed on 1 September 2023.

3.4 Both Community Councils were contacted directly to share any views on this matter.

- 3.5 There were two responses from the consultation, one from a member of the public and one from a housing developer:

*Comment member of the public: 'I approve of the proposed changes to the community council boundaries between Crosshill, Straiton and Kirkmichael Community Council and Maybole Community Council, as it will bring in the new housing development at Tunnoch Farm within the Maybole area which makes sense.'*

*Comment housing developer: 'I would suggest at the top of our site where there is a small triangular area that this is included as we intend to apply for planning for this too in the near future.'*

## **4. Proposals**

- 4.1 The Cabinet is asked to:

- 4.1.1 consider the options for the new proposed boundaries for Maybole and Crosshill, Straiton and Kirkmichael Community Councils following the results of the consultation;
- 4.1.2 approve one of the three Options:
- Option 1 – Amend the boundaries as seen in [Appendix 2](#) that were included in the consultation;
  - Option 2 – Amend the boundaries as seen in [Appendix 3](#) following the comment from the housing developer;
  - Option 3 – Boundaries remain as seen in [Appendix 1](#) with no change; and
- 4.1.3 approve updates to be made to the Scheme for Establishment to reflect the boundary changes for Maybole and Crosshill, Straiton and Kirkmichael Community Councils.

## **5. Legal and Procurement Implications**

- 5.1 There are no legal implications to approving this report.
- 5.1 There are no procurement implications to approving this report.

## **6. Financial Implications**

- 6.1 Not applicable.

## **7. Human Resources Implications**

- 7.1 Not applicable.

## **8/**

## 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 are no risk implications from rejecting the recommendations within this report.

## 9. Equalities

9.1 The proposals within this report have been assessed through the EQIA scoping process and there are no significant potential positive or negative equality impacts in agreeing the proposals, therefore an EQIA is not required

## 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 Proposed boundary changes to Community Councils wards provides options for the boundaries to be amended or remain the same.

## 12. Link to Council Plan

12.1 The above recommendations relate Priority 3 Civic and Community Pride.

## 13. Results of Consultation

13.1 Officers are seeking approval to consult within this paper.

13.2 Consultation has taken place with Councillor Martin Dowe, 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:

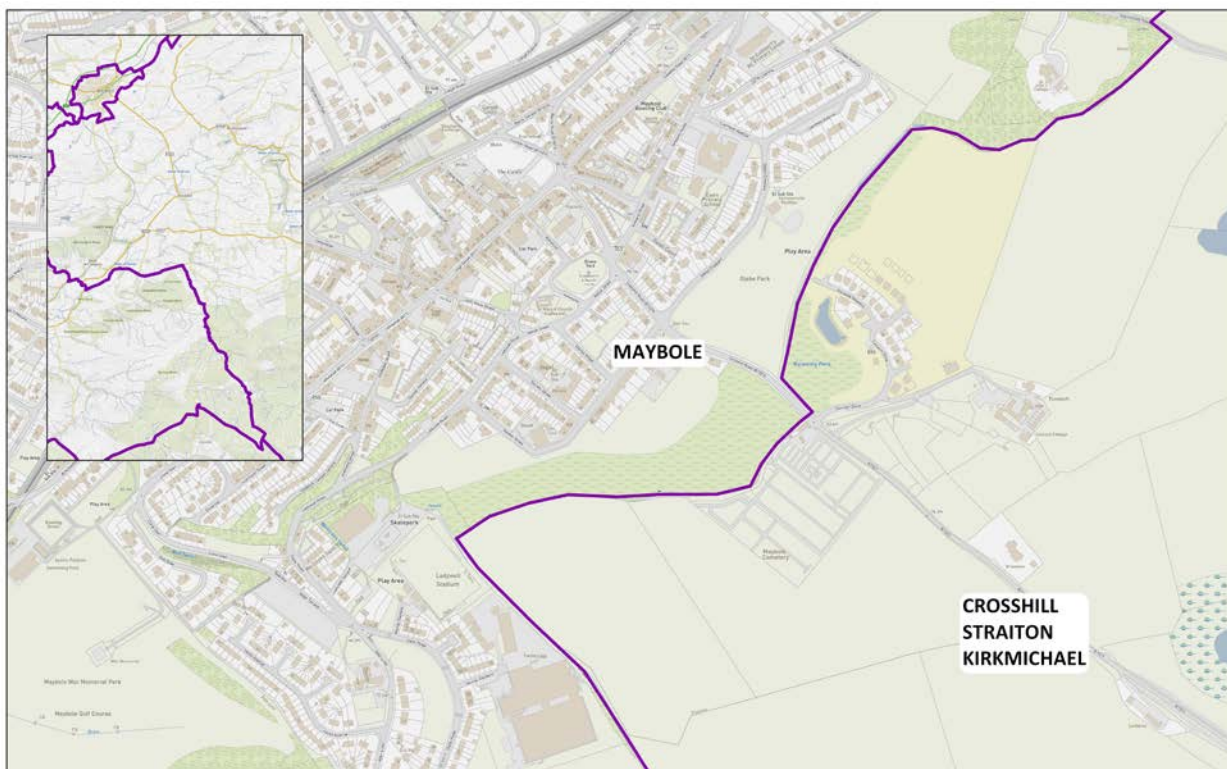
<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Scheme for Establishment updated	31 December 2023	Service Lead - Thriving Communities

**Background Papers**    **Report to Cabinet of 20 June 2023 - [Community Councils – Amendments to Scheme for Establishment](#)**

**Person to Contact**    **Jamie Tait, Service Lead – Thriving Communities, County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone: 01292 559398**  
**Email: [Jamie.tait@south-ayrshire.gov.uk](mailto:Jamie.tait@south-ayrshire.gov.uk)**

**George Hunter Assistant Director Strategic Change and Communities, Wellington Square, Ayr, KA7 1DR**  
**Phone: 01292 612994**  
**Email: [George.hunter@south-ayrshire.gov.uk](mailto:George.hunter@south-ayrshire.gov.uk)**

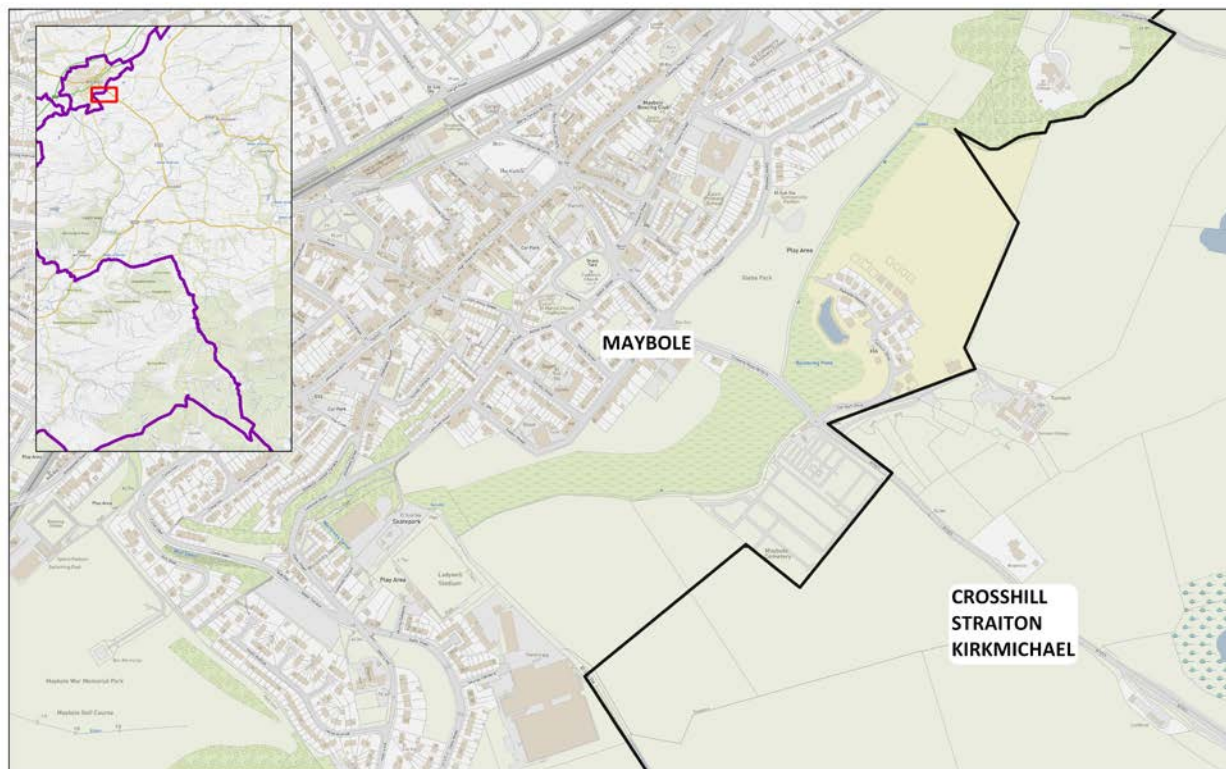
**Date: 16 November 2023**



**Maybole and Crosshill, Straiton & Kirkmichael Community Councils**  
Scale 1:4,000



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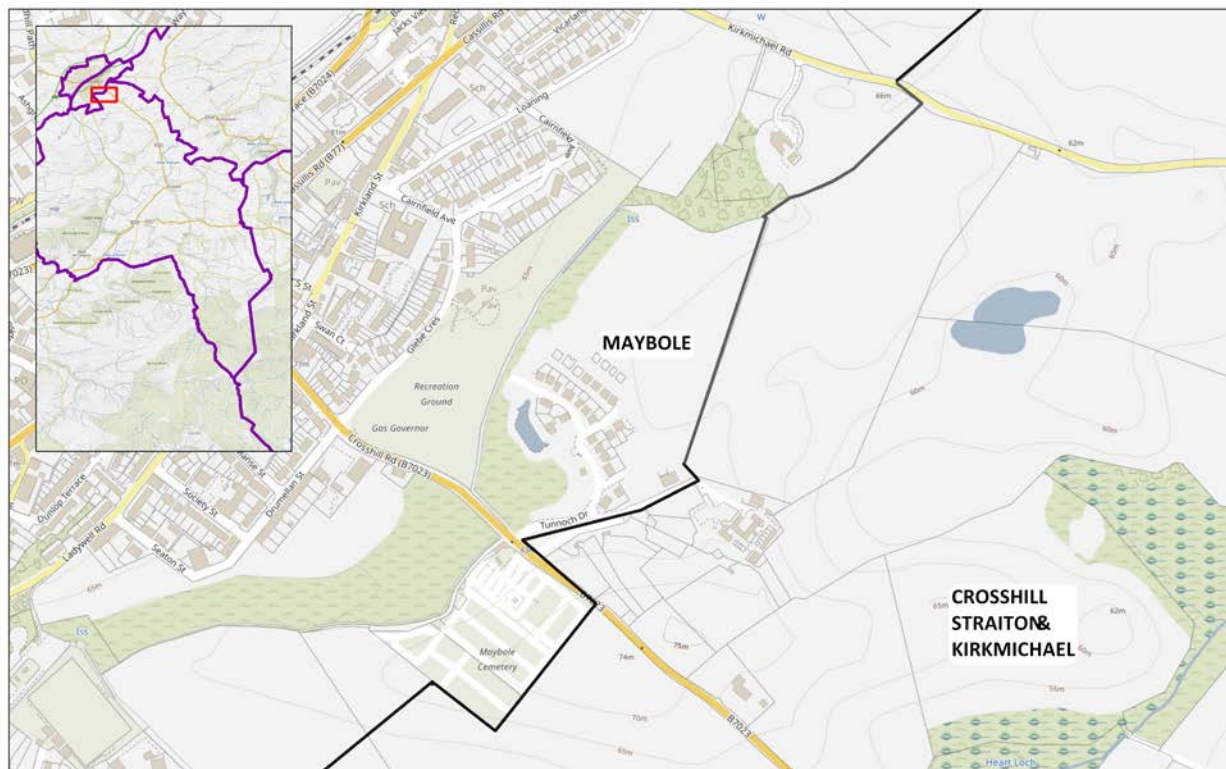
Maybole and Crosshill, Straiton & Kirkmichael Community Councils

Scale 1:4,000



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**Maybole and Crosshill, Straiton & Kirkmichael Community Councils**  
Scale 1:3,500



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**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject:      Ayr Esplanade Strategy**

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**1.      Purpose**

- 1.1      The purpose of this report is to recommend a placemaking improvement strategy for Ayr Esplanade. The purpose of the strategy is to provide a coherent framework for the undertaking of Capital based improvements and investments in the area. The strategy follows consideration of the outcome of public consultation on a draft Ayr Esplanade Strategy undertaken in 2020/2021 on parts of the Esplanade area.

**2.      Recommendation**

**2.1      It is recommended that the Cabinet:**

- 2.1.1      approves the Ayr Esplanade Strategy set out in Appendix 1 as a basis for informing Capital investment in the area to commence in the period 2024/25;**
- 2.1.2      notes that public feedback on the Esplanade Strategy will be considered in taking forward the longer term potential projects identified in the strategy; and**
- 2.1.3      notes that the Ayr Esplanade Strategy will form a basis for considering external funding opportunities and for Thriving Communities to take forward further opportunities for Council led community initiatives to make greater use of the spaces and places for events and recreational activities.**

**3.      Background**

- 3.1      The Leadership Panel of 17 March 2020 approved a draft Ayr Esplanade Strategy focussing upon 3 areas – St Germain-En-Laye gardens and Bandstand, former Crazy Golf site and former putting green - as a basis for public consultation. Public responses to the strategy were limited. This was considered to be a consequence of the Covid associated lockdown arrangements in place at the time. As a result the draft strategy, and possible further associated investments, did not progress at that time.
- 3.2      The Council on 1 March 2023 approved capital budget allocation for all of South Ayrshire's promenades of £2.35m (Promenade and Shorefront Enhancement

Schemes). In addition, Capital budget was also approved for all 8 Council Wards ('Ward Placemaking Capital projects').

- 3.3 Identifying potential projects for Ward placemaking has involved consideration of Place Plans developed by communities and discussions with all Elected Members. This work has identified a range of improvements that could be made to the Ayr Esplanade.
- 3.4 A report to Cabinet of 26 September 2023, considering Ward Placemaking Capital projects for 23/24, noted the intention to develop an Ayr Esplanade Improvement Strategy to provide a planned basis to ensure a cohesive package of improvement and capital investment.
- 3.5 Most of the land in the Ayr Esplanade area is inalienable Common Good land. Section 104 of the Community Empowerment (Scotland) Act requires that proposals involving a change of use or disposal of common good land be the subject of statutory public consultation with representations being invited in relation to these proposals, and Councils must have regard to any representations made about the proposals when deciding whether to proceed. The Ayr Esplanade Strategy is not sufficiently detailed to fulfil the specific requirements of public consultation to comply with the 2015 Act, where Common Good provisions are affected. Any such proposals to change the use or dispose of land will therefore require separate public consultation. However, the strategy does have the additional advantage of fulfilling the general provisions of the Act in engaging with the community on significant proposals and investments in the area. In addition, court approval may be required for some of the proposals as questions in law may arise as to the right of the Council to appropriate or change the use of land or to dispose of the land. This essentially occurs in relation to areas of land that are inalienable common good land, and in such circumstances the Council is required to obtain court authority for any proposals involving appropriation or disposal of these areas of land in terms of Section 75 of the Local Government (Scotland) Act 1973. Many of these areas are open spaces and are used for public recreation, and in terms of Sections 24(2A) and 27(2A) of the Town and Country Planning Act 1959, the Council has to publish a notice of any proposed appropriation or disposal in a newspaper circulating in the area for two consecutive weeks and must consider any objections before deciding whether to proceed.
- 3.6 There are a range of capital improvements that are well advanced in their planning for the Girvan promenade area. A similar strategy, but with a programme delivery focus, will be developed for Girvan Promenade and presented to Cabinet in February 2024. In the meantime, proposals that have developed to the point of being implemented and approved as Capital projects will continue to be implemented.
- 3.7 Although there are a range of capital projects identified for Troon, Newton-on-Ayr and Prestwick promenades, with the relative smaller scale nature of these and the more limited Common Good land affected (if at all) it is not thought that these areas would benefit from a similar Council approved improvement strategy at this time.

#### **4. Proposals**

- 4.1 The Ayr Esplanade Strategy is set out in Appendix 1. The strategy aims to enhance the family friendly and pedestrian focussed offer at the Esplanade by improving the public open spaces and public realm, for use by residents and visitors.

- 4.2 Improvements are recommended along the length of the Esplanade from the slipway in the north to the shelter kiosk at Blackburn Drive in the south. Two Gateway areas for focussed more significant public realm improvement have been identified at the Pavillion Road and at Blackburn Drive ends of the main Esplanade area.
- 4.3 The majority of the area is Common Good land and legal advice will be sought on any requirements for specific projects within the strategy. All land will remain in Council ownership though there are some proposals for commercialisation through leasing arrangements (4.4.3 and 4.4.10 below).
- 4.4 Proposals are indicative with sketches provided in the strategy. However, an explanation and further detail on each project timescales is set out below:
- 4.4.1 **Slipway** - Improved heritage artefacts, interpretation boards, wayfinding and accessibility to the slipway at the south of Ayr harbour. This work has already commenced with accessibility improvements being undertaken to the slipway and proposals going through s104 public consultation to remove the Common Good asset 'MV Watchful'. Detailed design proposals for the heritage artefact, interpretation boards and wayfinding are being drafted with a view to forming Capital projects for recommendation to Cabinet in February 2024 for implementation.
- 4.4.2 **Esplanade Lighting** – current lighting columns are of mixed vintage and design. Proposals are being investigated to provide consistent lighting with placemaking design features to enhance the amenity of the area. Lighting proposals will also provide energy efficient LED lighting and opportunity for light changing colour on column lengths. Detailed design proposals are intended to be recommended to Cabinet in 2024.
- 4.4.3 **Former Crazy Golf** – Crazy Golf was discontinued on this site around 2010 and the site lies as a vacant grassed area. The proposal is to reinstate a Crazy Golf facility. This could involve the Council undertaking investment through Promenade or Ward Capital monies and then leasing the facility to a community or commercial enterprise. This land is inalienable Common Good so proposals for the long-term lease of the facility require to undergo s104 public consultation and where required if matters proceed apply for the consent of the courts.
- 4.4.4 **Former Putting Green** – putting discontinued on this site around 2010 and the site lies as a vacant grassed area. It is proposed to install a low level, child friendly maze on the site and/or a sensory garden that could be especially attractive for dementia or visually impaired visitors. There is also opportunity to install some innovative seating arrangements such as tri-pod seating. These proposals are at an early stage of development.
- 4.4.5 **Place De St. Germain-En-Laye Bandstand and Civic Realm** - The bandstand is underutilised as an entertainment space. Design proposals are being drafted to improve the appearance of the bandstand. These proposals may require planning permission in due course. Subject to proposals not requiring planning permission then detailed design proposals are intended to be recommended to Cabinet in February 2024. In addition, the civic realm in this area is fragmented, broken and made of utilitarian materials. Proposals are being investigated to replace the civic

realm surface with unified and natural based material to visually enhance this gateway area to the Esplanade.

- 4.4.6 **Signage around Pavilion Road** – There is currently a plethora of signage that provides some confusion to visitors and detracts from the amenity of the area. Opportunities for rationalisation are being investigated and in particular the idea of replacing existing signage with pedestrian oriented digital signage. Business case work requires to be advanced with the commercial sector before proposals can be approved.
- 4.4.7 **Accessible Strategy** - A survey will be undertaken of the Esplanade in order to identify further accessibility improvements around the Esplanade. This could identify further projects to enhance the pedestrian and cycle experience in the area. This might include improved public realm surfaces beyond gateway points and crossing point (4.4.4, 4.4.7 and 4.4.8), rationalised crossing points, way finding and signage. This strategy work will commence in 2024, with potential improvements being brought forward to Cabinet for approval in 2024/25.
- 4.4.8 **Improved Crossing Points** - There are current 4 crossing points between the Esplanade and the Low Green. Existing traffic calming is utilitarian in form and materials, and some of the stairs are in poor condition. Proposals are being investigated to replace these traffic calming islands with civic realm that provides placemaking opportunities as well as continuing to provide a traffic calming function. These proposals would tie in with an opportunity to make the stairs feature points along this part of the esplanade along with improving disability access. Potential improvements require to be considered holistically and improvements are intended to be brought forward to Cabinet for approval during 2024/25.
- 4.4.9 **Former WC/ Shelter Block and Improved Public Realm** – The current shelter is underutilised. This is located on inalienable Common Good land. A separate report on this agenda is recommending the commencement of a public consultation to enable a new commercially operated café/ kiosk to operate for the 2024 summer season. In addition, there is an opportunity to create a southern gateway point at this location with improved public realm surfaces and stairs to the Low Green.

4.5 The above proposals will be developed further in terms of design, costing and then, following approval by the Capital Asset Management Group (CAMG), will be brought back to a future Council for approval as Capital projects. The views of the public will be sought on the proposals and these views will be considered when assessing respective Capital projects through the CAMG.

4.6 In addition to the above firm proposals there are 3 proposals where considerations are at an early stage the public will be consulted on options. The 3 areas include:

- 4.6.1 The Watch Tower at the harbour end of the Esplanade. This is not in Council ownership and views are sought on potential new uses or improvements to the area.
- 4.6.2 Potential further cycle provision. There is a cycle way in place for most of the Esplanade, however, there may be opportunities to expand the network.

4.6.3 The former paddling pool on the grassed area to the side of Blackburn Drive. This has been disused since 1990 and is not capable of reuse as a paddling pool. Options for redevelopment could include temporary grass-creted car parking for events overspill or simply infilling grassing over the area.

4.7 Thriving Communities and Destination South Ayrshire are working to develop further opportunities to make use of the Ayr Esplanade, particularly the Low Green, for events or other community or recreational purposes. By improving the amenity and uses of the Esplanade, the strategy will complement other work programmes to improve visitor numbers and recreational use. Furthermore, the strategy will provide a basis for external funding opportunities that may transpire.

## **5. Legal and Procurement Implications**

5.1 The recommendations in this report are consistent with legal requirements. Legal advice will be sought from Legal Services on any legal requirements, including under common good, for specific projects within the strategy. Legal Services may require to assist with the carrying out of common good consultations and consent of the courts for appropriations or disposals such as the conclusion of new leases in due course.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 All Capital proposals will be, or have been, considered by the Capital Asset Management Group as Promenade Capital or Ward Placemaking Capital projects.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### ***Risk Implications of Adopting the Recommendations***

8.1.1 There is a risk that when more detailed designs are developed that the cost of the proposals exceed Capital budget provisions. In this scenario not all proposals may be possible and the setting out of these in a strategy may have raised public expectations beyond financial deliverability.

### ***Risk Implications of Rejecting the Recommendations***

8.2.1 There is a risk that Capital projects are considered in a piecemeal manner without a framework to provide coherence. There would also be a risk that the Council has not considered public views and is not meeting the intentions of the Community Empowerment (Scotland) Act 2015.

## **9. Equalities**

9.1 An Equalities Impact Assessment has been undertaken and is attached as Appendix 2.

## 10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - The proposals in this report do not represent a qualifying strategy for consideration for SEA as the proposals involve minimal interference with current land uses and will not have a significant environmental effect. However, being a strategy prepared by a public authority a screening has been undertaken and this indicates that an SEA is not required. This is attached in Appendix 3.

## 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 Priority 2 of the Council Plan: Live, Work, Learn/ Work and economy (Outcome 2).

## 13. Results of Consultation

- 13.1 Consultations have taken place with Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, 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 Depute Chief Executive and Director of Housing, Operations and Development 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
Publish Ayr Esplanade Strategy	4 December 2023	Assistant Director – Planning and Development

**Background Papers**      Report to Leadership Panel of 17 March 2020 - [Ayr Esplanade – Phase 1](#)

Report to Cabinet of 26 September 2023 – [Proposed Ward Capital Projects – Update 2023 to 2025](#)

**Person to Contact**      Chris Cox, Assistant Director – Planning and Development  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612981  
E-mail [Chris.Cox@south-ayrshire.gov.uk](mailto:Chris.Cox@south-ayrshire.gov.uk)

**Date:** 22 November 2023



# Ayr Esplanade Improvement Strategy

South Ayrshire Council

November 2023





## Purpose of this Document

Austin-Smith:Lord were appointed to collate and illustrate South Ayrshire Council's proposed enhancements.

This booklet provides information about the proposals for Ayr Esplanade which South Ayrshire Council plan to undertake.

This work is in response to feedback received, through consultation, to an initial Ayr Seafront Strategy produced in 2020.

The extent of the proposed intervention area has been expanded and extends from Seafield Road at the Southern end of the site, to the Pier at the northern extent.

South Ayrshire Council plans to make the most effective and efficient use of its current assets at Ayr Esplanade using Ward Capital funding, approved earlier this year.

The project aim is to enhance the family friendly and pedestrian focussed offer at the Esplanade by improving the public open spaces, for use by residents and visitors.

This development is part of the broader overall strategy for Ayr and Ayr Town Centre which aligns with the Local Development Plan.

The interventions will be delivered between 2024 and 2026.



Ayr Esplanade -Aerial photograph of the existing context and intervention area.

## Aims of the Proposed Improvements

The proposals outlined for Ayr Esplanade aim to:

- Enhance the key existing assets and attractions along the esplanade.
- Enhance the family friendly offer..
- Introduce additional facilities and provisions such as a cafe/ kiosk, Crazy Golf and a community garden.
- Enhance cultural amenities such as the stage at Saint Germain-En-Laye Gardens and introduce interpretation and improvements to the artworks and heritage aspects at the Slipway area.
- Improve safety through enhancements to the standard of lighting along the esplanade.
- Improve accessibility through upgrading the pedestrian crossing points together with traffic calming measures.



Ayr Esplanade - As Existing



# Summary and Location of the Proposed Improvements



Aerial photograph (Google Earth Pro credit)

## 1. Former Slipway

Removal of the deteriorating Watchful decommissioned fishing boat and its mount, repairs to the footbridge, repairs to the shelters, seats and bollards, cleaning and refurbishment of the handrails, structures and paving. Refurbishment of art, updated signage and improved wayfinding with improved heritage artefacts and interpretation.

## 3. Former Crazy Golf

This project would see the reintroduction of Crazy Golf to the site.

## 4. Former Putty Green

The site could benefit with improved biodiversity with the introduction of some hardy, indigenous planting in the form of a sensory garden and or a maze and opportunities for innovative seating.

## 5. Place De St. Germain-En-Laye Bandstand

The bandstand was well-used during the pandemic, and to build on this local interest, there is now an ambition to better protect the audience from the elements by improving shelter to the performance area. This is in addition to footpath improvements at the corners of the Esplanade at Pavilion Road and Bath Place, replacing concrete slabs with high quality natural stone paving.

## 6. Signage

The existing, out-dated signage at the corner of Pavilion Road outside the main playpark would be replaced with new pedestrian-orientated, regularly updated, digital signage

## 8. Pedestrian Crossings

Review of traffic calming measures and enhancements of selected crossing points.

## 9. Former Public Convenience

The project would see the existing dilapidated shelter brought into back into use as a Cafe / Kiosk, supported by some repairs to public realm.

## Other Site Wide Works.

## 2. Esplanade Lighting

This joint project with Ayrshire Roads Alliance looks towards uniformity along the stretch of Esplanade, replacing the existing concrete and galvanised posts with modern designs and energy efficient, LED, colour changing lighting features.

## 7. Accessibility Strategy

A survey will be undertaken of the Esplanade in order to identify further improvements around the Esplanade – this could identify further projects to enhance the pedestrian and cycle experience in the area. These might include improved public realm surfaces, cycle lanes, rationalised crossing points, way finding/ signage.

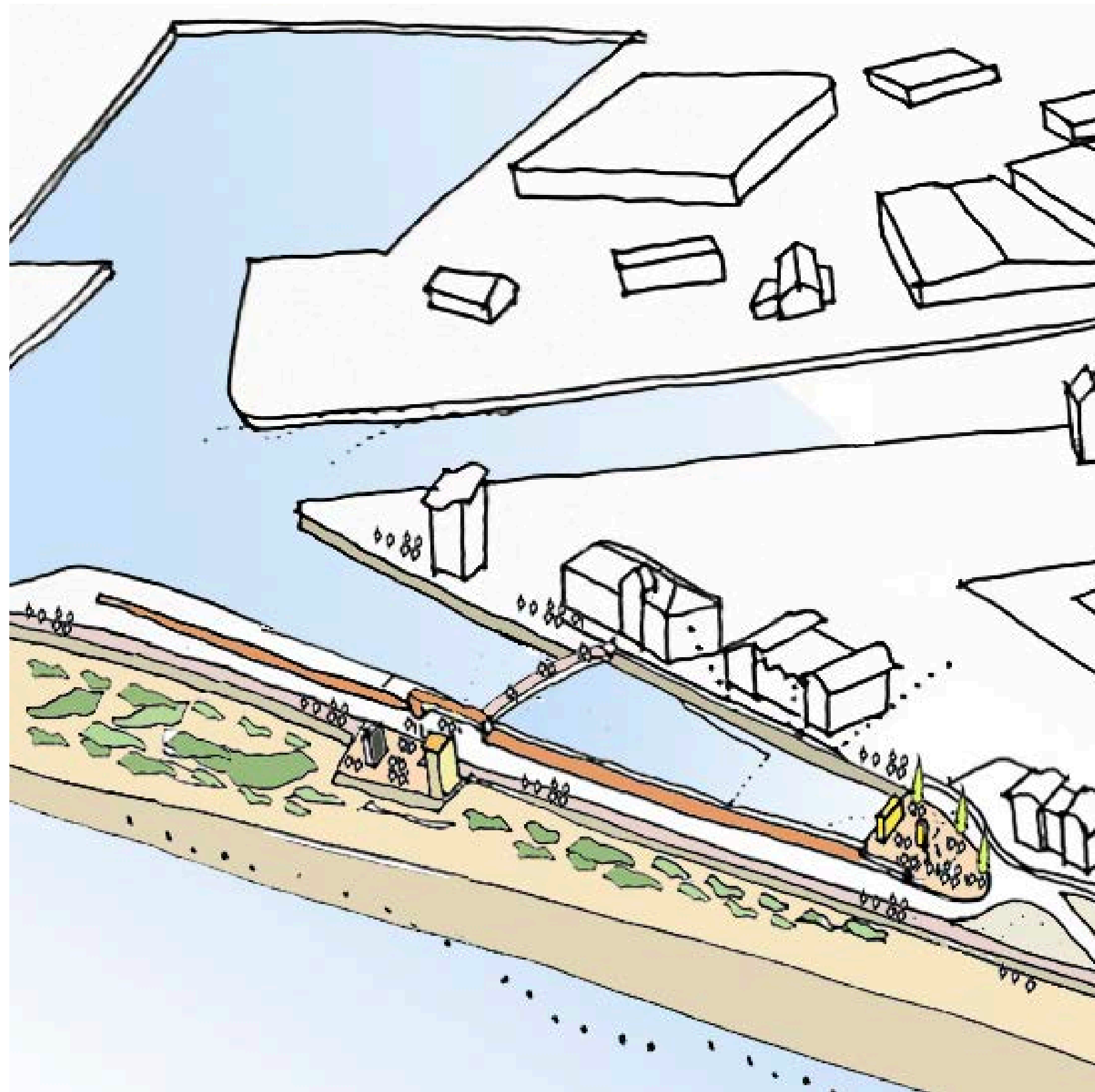


# Ayr Esplanade - Sketch Indicating the Proposed Improvements



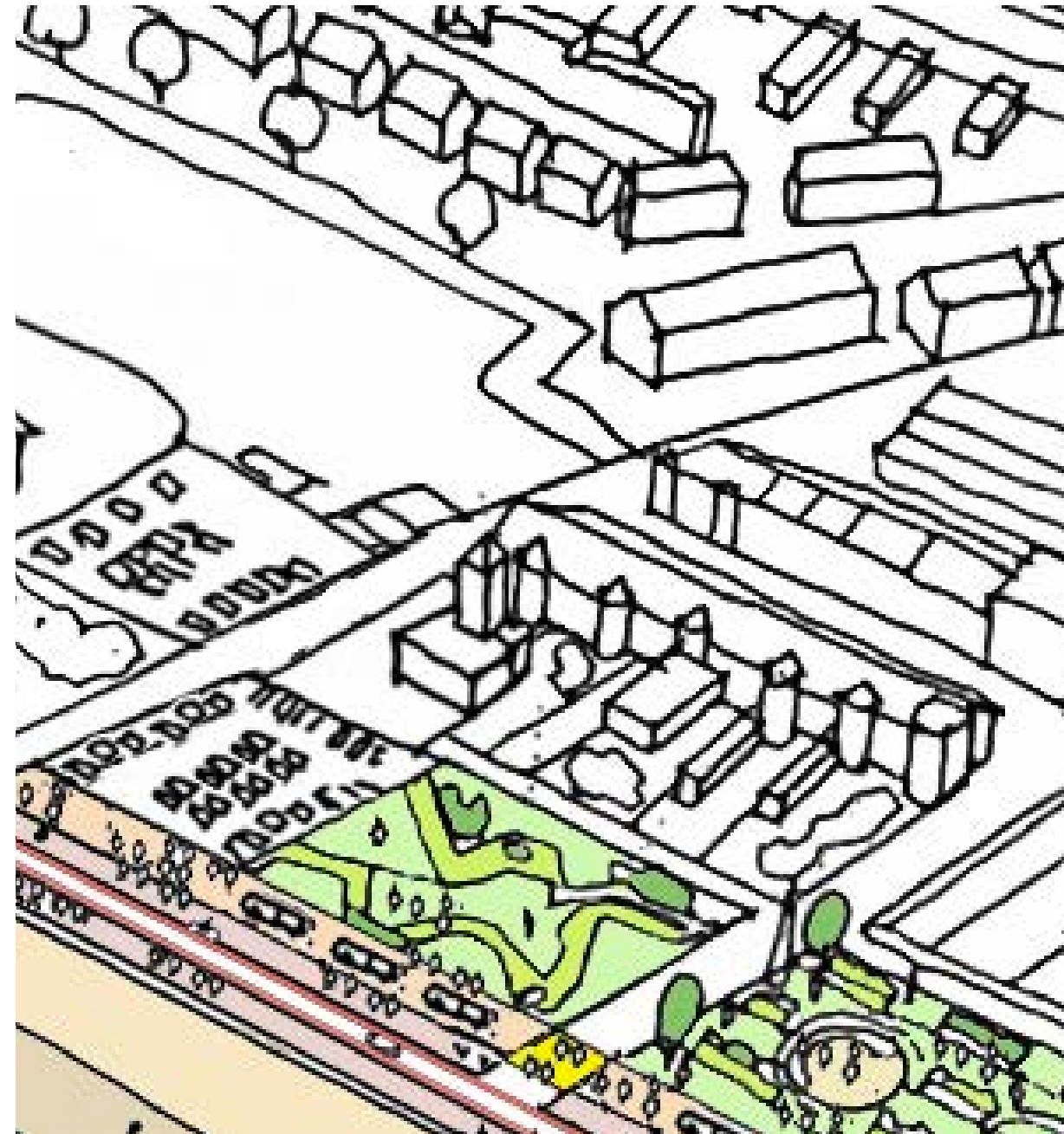
Aerial photograph (Google Earth Pro credit)  
Ayr Esplanade - Summary of Proposals- Plan View





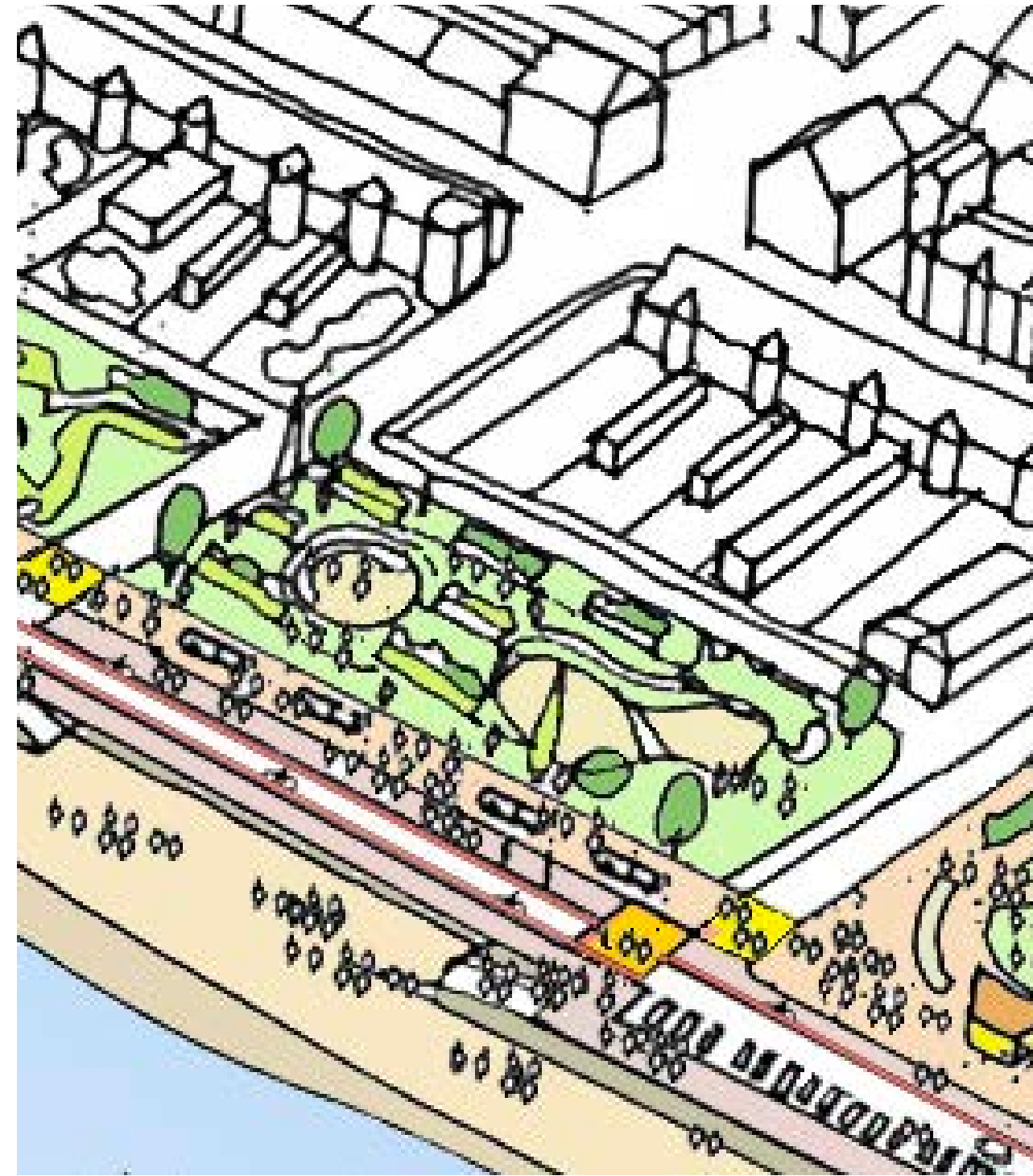
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Removal of the deteriorating Watchful decommissioned fishing boat and its mount, repairs to the footbridge, repairs to the shelters, seats and bollards. Cleaning and refurbishment of the handrails, structures and paving. Refurbishment of art, updated signage and improved wayfinding with improved heritage artefacts and interpretation.



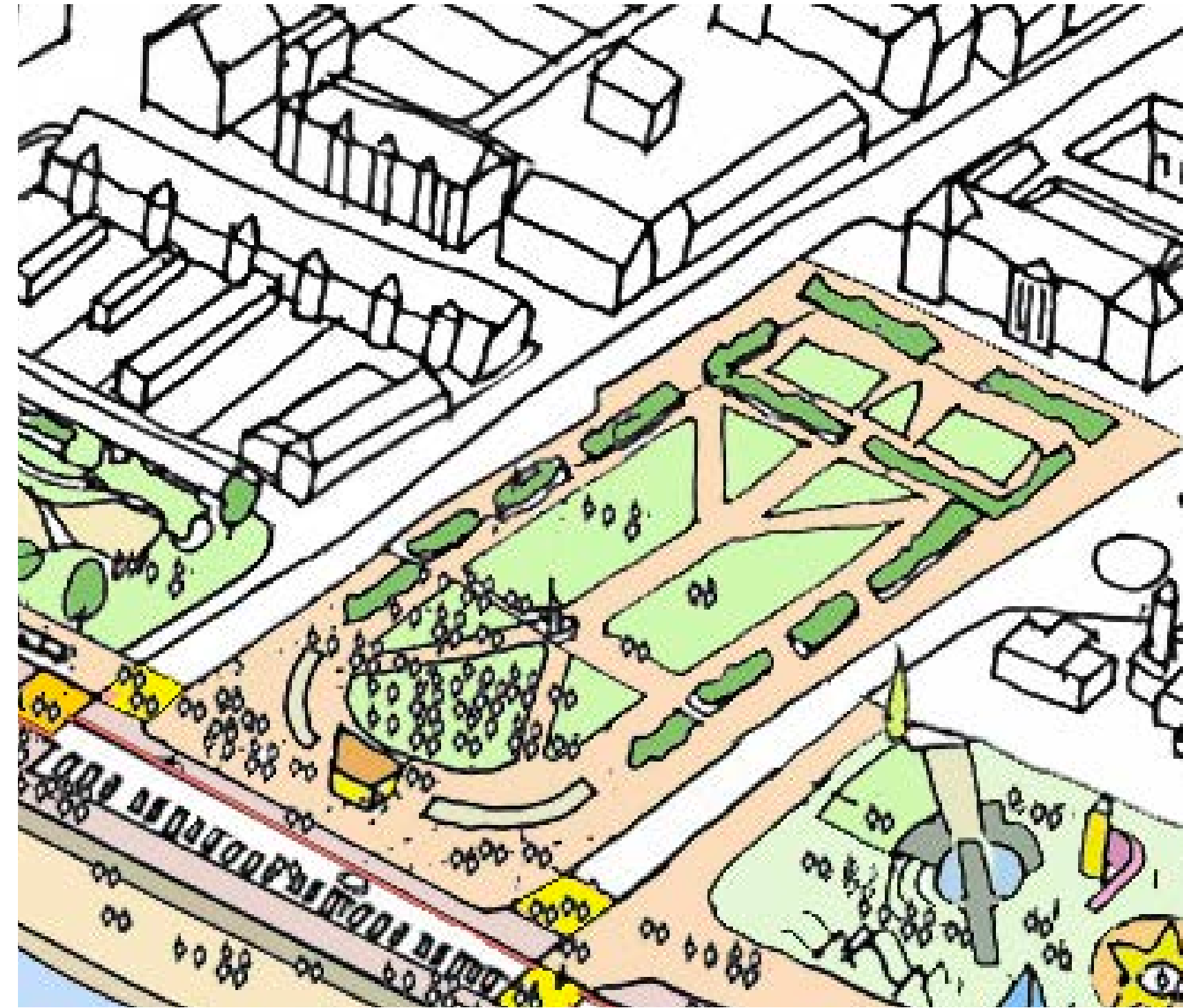
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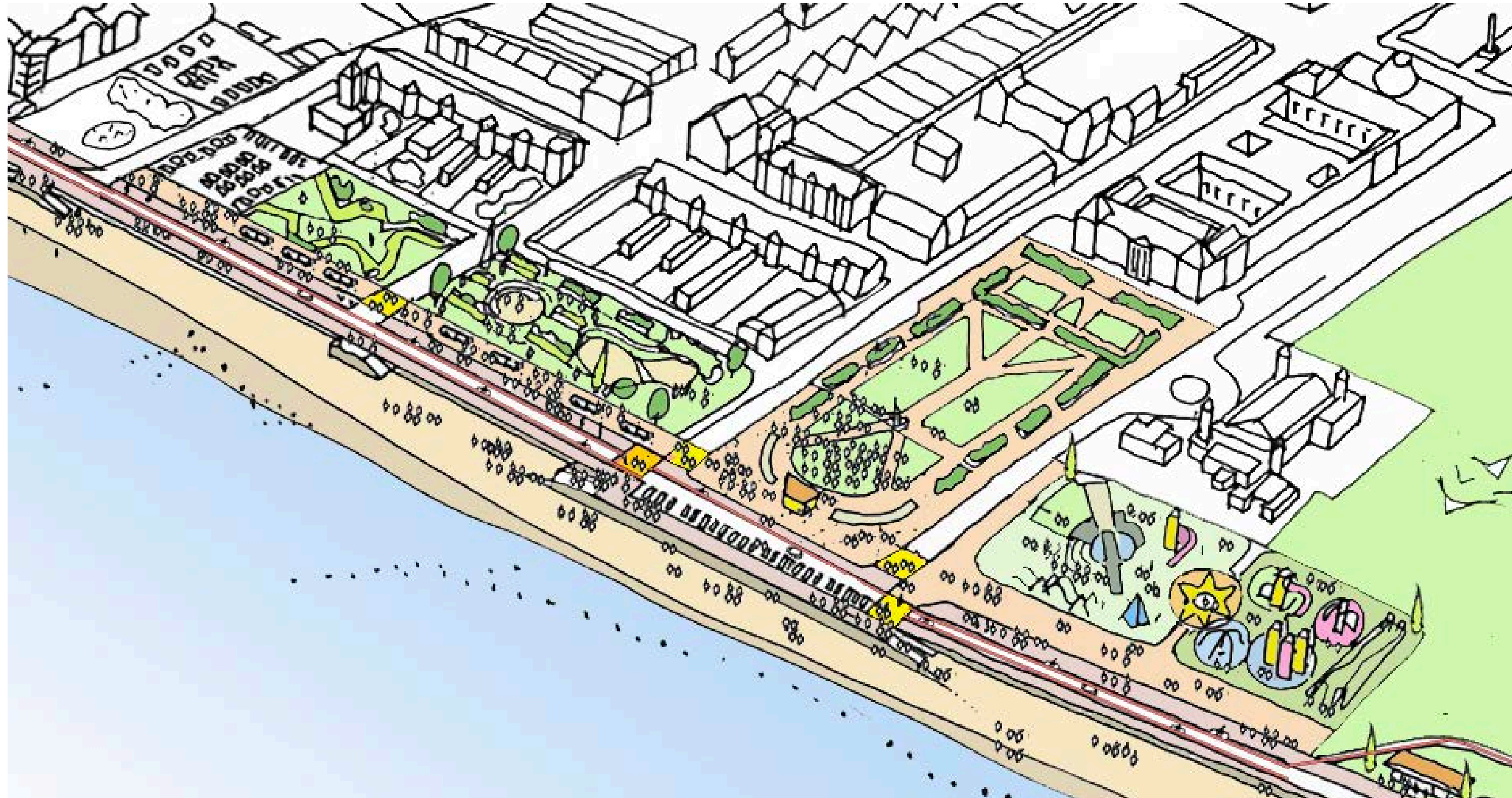
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The site could benefit with improved biodiversity with the introduction of some hardy, indigenous planting in the form of a sensory garden and or a maze and opportunities for innovative seating.



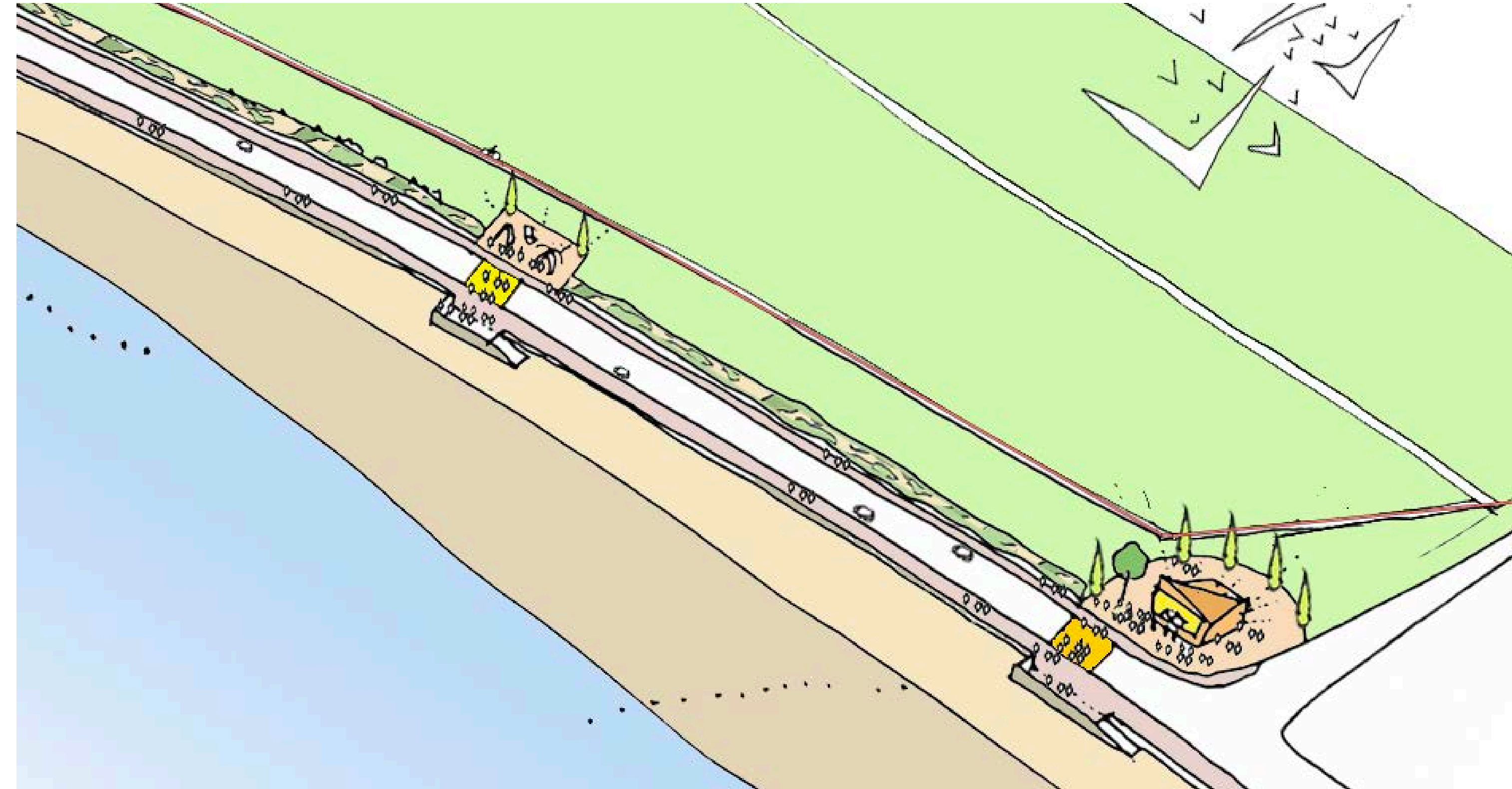
**5. Place De St. Germain-En-Laye Bandstand**

The bandstand was well-used during the pandemic, and to build on this local interest, there is now an ambition to better protect the audience from the elements by improving shelter to the performance area. This is in addition to footpath improvements at the corners of the Esplanade at Pavilion Road and Bath Place, replacing concrete slabs with high quality natural stone paving.



**8. Pedestrian Crossings**

Review of traffic calming measures and enhancements of selected crossing points.



**2. Esplanade Lighting**

This joint project with Ayrshire Roads Alliance looks towards uniformity along the stretch of Esplanade, replacing the existing concrete and galvanised posts with modern designs and energy efficient, LED, colour changing lighting features.

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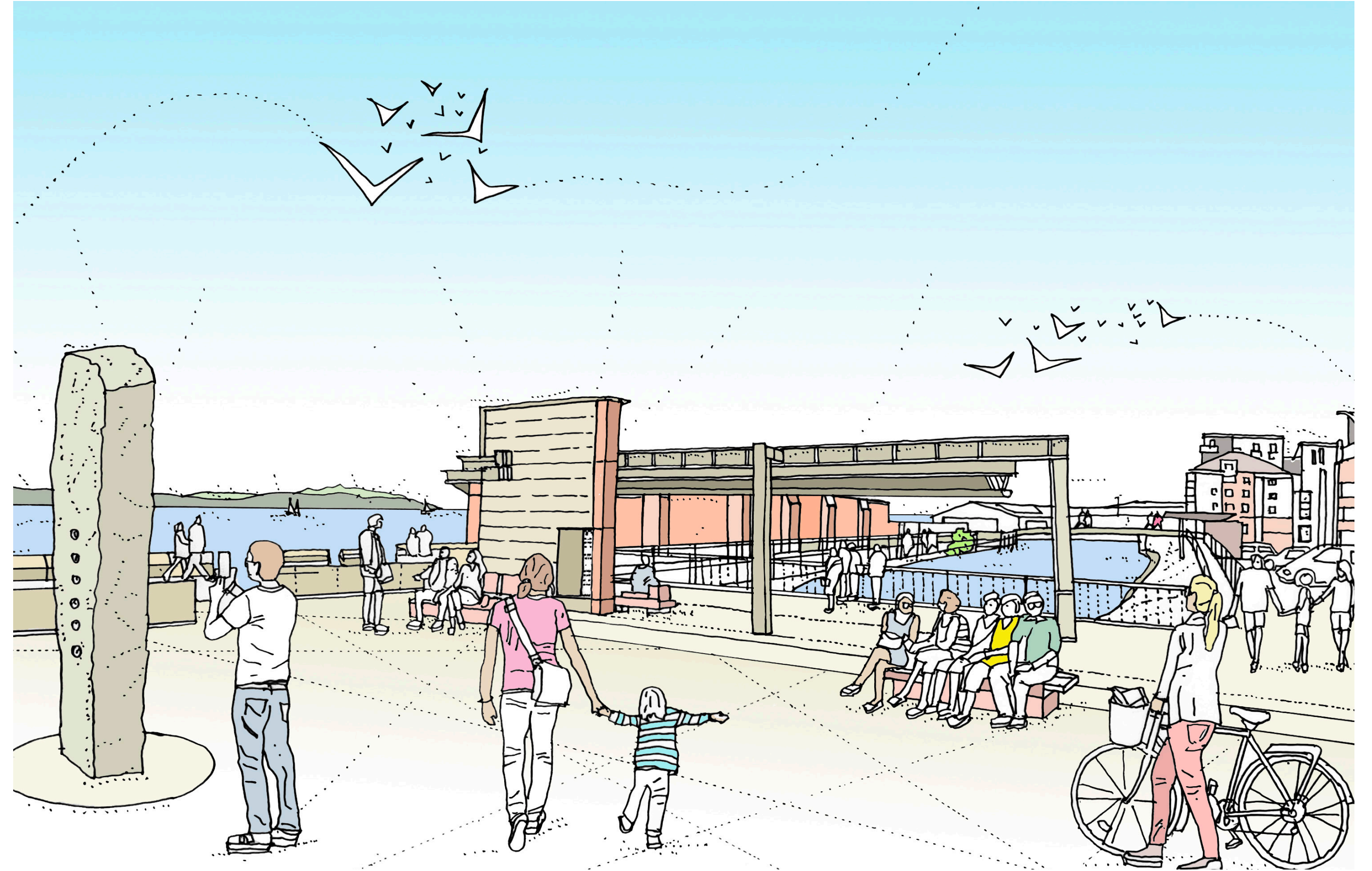
**9. Former Public Convenience**

The project would see the existing dilapidated shelter brought into back into use as a Cafe / Kiosk, supported by some repairs to the public realm





Artist's Impression looking North along the Esplanade



Artist's Impression looking towards the Slipway.



# Photographs of Items Identified for Improvement



1. Former Public Conveniences



2. Esplanade Lighting



6. Signage



7. Accessibility



3. Former Crazy Golf



4. Former Putting Green



5. Place De St Germain-En-Laye Bandstand



8. Pedestrian Crossings



9. Former Public Conveniences



# Ayr Esplanade - Future Opportunities



## The Site at the former Watch Tower

Explore opportunities to enhance this external area to include public realm enhancements, feature lighting, seating, and interpretation.

## Cycle Routes

Investigate rationalisation and improvements to the cycle network provision and the interface with the road and path network.

## Former Paddling Pool

Explore opportunities for the reuse of the former paddling pool area e.g. for overflow parking for busy events such as the Ayr Show.



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**South Ayrshire Council  
 Equality Impact Assessment including Fairer Scotland Duty**

**Section One: Policy Details\***

Name of Policy	Ayr Promenade Strategy
Lead Officer (Name/Position)	Chris Cox, Assistant Director – Housing, Planning and Development
Support Team (Names/Positions) including Critical Friend	Pauline Bradley, Service Lead – Professional Design Services Kevin Anderson, Service Lead – Performance and 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 <b>aims</b> of the policy?	To provide recommendations for a placemaking improvement strategy for Ayr Esplanade.
What are the intended <b>outcomes</b> of the policy?	<ul style="list-style-type: none"> <li>The purpose of the strategy is to provide a coherent framework for the undertaking of Capital based improvements and investments in the area.</li> </ul>

**Section Two: What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	The development will impact the whole population of South Ayrshire but in particular Ayr and help attract visitors to the area.
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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
<b>Age:</b> Issues relating to different age groups e.g. older people or children and young people	<b>Positive:</b> Potential new attractions / amenities on the promenade can appeal to all ages. The project aim is to enhance the family friendly and pedestrian focus offering at the Esplanade by improving the public open spaces, for use by residents and visitors.
<b>Disability:</b> Issues relating to disabled people	<b>Positive:</b> Potential new attractions / amenities including a sensory garden will ensure inclusion for all. This will include wheelchair accessibility and creating safe spaces. In addition

	the new crossing points will be designed to improve wheelchair accessibility.
<b>Gender Reassignment – Trans/Transgender:</b> Issues relating to people who have proposed, started or completed a process to change his or her sex	<b>No Impact</b>
<b>Marriage and Civil Partnership:</b> Issues relating to people who are married or are in a civil partnership	<b>No Impact</b>
<b>Pregnancy and Maternity:</b> Issues relating to woman who are pregnant and/or on maternity leave	<b>No Impact</b>
<b>Race:</b> Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<b>No Impact</b>
<b>Religion or Belief:</b> Issues relating to a person’s religion or belief (including non-belief)	<b>No Impact</b>
<b>Sex:</b> Issues specific to women and men/or girls and boys	<b>No Impact</b>
<b>Sexual Orientation:</b> Issues relating to a person’s sexual orientation i.e. LGBT+, heterosexual/straight	<b>No Impact</b>

<b>Equality and Diversity Themes Relevant to South Ayrshire Council</b>	<b>Positive and/or Negative Impacts</b>
<b>Health</b> Issues and impacts affecting people’s health	<b>Positive:</b> Improvements to facilities and amenities are likely to have a positive impact on the mental wellbeing of people. By improving the surfacing and lighting, it will also encourage active travel.
<b>Human Rights:</b> 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.	<b>Positive:</b> Any public feedback on the strategy will be considered when assessing potential Capital works. Some of the proposals are seeking public views on options and some of the proposal will require planning permission providing interested parties with the right to comment and have these comments considered.

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<b>Socio-Economic Disadvantage</b>	<b>Positive and/or Negative Impacts</b>
<b>Low Income/Income Poverty:</b> Issues: cannot afford to maintain regular payments such as bills, food and clothing.	<b>No Impact</b>
<b>Low and/or no wealth:</b> 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	<b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty. Access will be provided to well maintained open spaces that can be used free of charge, e.g. play parks and improved access to the beach.
<b>Material Deprivation:</b> 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	<b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty. Access to leisure activities will be improved.
<b>Area Deprivation:</b> Issues: where you live (rural areas), where you work (accessibility of transport)	<b>Positive:</b> There will be a positive impact for those who have a low income or are living in income poverty. Improved cycle routes/lanes will be provided which will encourage more use.

### Section Three: Evidence Used in Developing the Policy

<p><b>Involvement and Consultation</b> In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? <b>Who</b> did you involve, <b>when</b> and <b>how</b>?</p>	<p>Public consultation was undertaken in 2020/21 on a draft Ayr Esplanade Strategy. Residents within South Ayrshire were invited to comment on an online consultation document. Public responses to the strategy were limited. This was considered to be a consequence of the Covid associated lockdown arrangements in place at the time.</p>
<p><b>Data and Research</b> In assessing the impact set out above what evidence has been collected from research or other data. Please specify <b>what</b> research was carried out or data collected, <b>when</b> and <b>how</b> this was done.</p>	<p>Public responses to the strategy were limited. This was considered to be a consequence of the Covid associated lockdown arrangements in place at the time. Most of the land in the Ayr Esplanade area is Common Good land. Section 104 of the Community Empowerment Act (2015) requires that proposals involving a change of use or disposal of land be the subject of statutory public consultation.</p>

<p><b>Partners data and research</b> In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?  Please specify partners</p>	<p>Fort, Seafield ad Wallacetown Community Council have been kept up to date with planned works.</p>
<p><b>Gaps and Uncertainties</b> Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>Not for the purpose of this report</p>

**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			

*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?	December 2023
When will the policy be reviewed?	N/A
Which Panel will have oversight of the policy?	South Ayrshire Council Cabinet ?? November 2023

**Section 6**

**South Ayrshire Council**



**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy:**

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

<p><b>Eliminate discrimination</b>  Neither assist nor inhibit. South Ayrshire Council is committed to eliminating discrimination and stigmatisation.</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p><b>Advance equality of opportunity</b></p> <p>Redevelopment will enhance equality of opportunity.</p>
<p><b>Foster good relations</b></p> <p>This will continue to foster good relations by developing meaningful communication and engagement with local communities to identify their needs and views.</p>
<p><b>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</b></p> <p>The delivery of the outcomes and actions will support those who are socio-economically disadvantaged. This can be achieved by improving the quality and energy efficiency of housing and the places where people live.</p>

<b>Summary of Key Action to Mitigate Negative Impacts</b>	
<b>Actions</b>	<b>Timescale</b>
None	N/A

<p><b>Signed:</b> Chris Cox</p> <p><b>Date:</b> 16 November 2023</p>
-------------------------------------------------------------------------



# **Pre-screening Notification**

<b>Responsible Authority:</b>	<u>Box 1.</u> South Ayrshire Council
<b>Title of the plan:</b>	<u>Box 2.</u> Ayr Esplanade Strategy
<b>What prompted the plan:</b> (e.g. a legislative, regulatory or administrative provision)	<u>Box 3.</u> The Ayr Esplanade Strategy has been developed to tie together various small, targeted improvements that SAC is eager to deliver for residents of, and visitors to, Ayr. The small improvements will be funded using the recently-allocated Ward Capital.
<b>Plan subject:</b> (e.g. transport)	<u>Box 4.</u> A collection of 9 small projects, including enhancements to public spaces and repairs to existing structures.
<b>Brief summary of the plan:</b> (including the area or location to which the plan related)	<u>Box 5.</u> The site area for investment would be between Blackburn Drive in the south and the pier in the north. Relevant statutory approvals will be sought where required. <ol style="list-style-type: none"> <li>1. Former Slipway Repairs and Improvements - Removal of the deteriorating Watchful decommissioned fishing boat and its mount, repairs to the footbridge, repairs to the shelters, seats and bollards, cleaning and refurbishment of the handrails, structures and paving. Refurbishment of art, updated signage and improved wayfinding with improved heritage artefacts and interpretation.</li> <li>2. Esplanade Lighting - This joint project with Ayrshire Roads Alliance looks towards uniformity along the stretch of Esplanade, replacing the existing concrete and galvanised posts with modern designs and energy efficient, LED, colour changing lighting features.</li> <li>3. Former Crazy Golf - This project would see the reintroduction of Crazy Golf to the site.</li> <li>4. Former Putting Green - The site could benefit with improved biodiversity with the introduction of some hardy, indigenous planting in the form of a sensory garden and or a maze and opportunities for innovative seating.</li> <li>5. Place De St. Germain-En-Laye Bandstand - The bandstand was well-used during the pandemic, and to build on this local interest, there is now an ambition to better protect the audience from the elements by improving shelter to the performance area. This is in addition to footpath improvements at the corners of the Esplanade at Pavilion Road and Bath Place, replacing concrete slabs with high quality natural stone paving.</li> <li>6. Signage - The existing, out-dated signage at the corner of Pavilion Road outside the main playpark would be replaced with new pedestrian-orientated, regularly updated, digital signage</li> <li>7. Accessibility Strategy - A survey will be undertaken of the Esplanade in order to identify further improvements around the Esplanade – this could identify further projects to enhance the pedestrian and cycle experience in the area. These might include improved public realm surfaces, cycle lanes, rationalised crossing points, way finding/ signage</li> </ol>

	<p>8. Pedestrian Crossings - Review of traffic calming measures and enhancements of selected crossing points.</p> <p>9. Former Public Convenience - The project would see the existing dilapidated shelter brought into back into use as a Cafe / Kiosk, supported by some repairs to adjacent public realm.</p>
<p><b>Brief summary of the likely environmental consequences:</b> (including whether it has been determined that the plan is likely to have no or minimum effects, either directly or indirectly)</p>	<p><u>Box 6.</u> It is believed that the proposals detailed in the Ayr Esplanade Strategy will have no or minimal impact on the environment, either directly or indirectly.</p>
<p><b>Brief summary of how environmental principles have been considered:</b> (including whether any of the guiding principles, as set out in section 13 of the Continuity Act, are relevant to the plan)</p>	<p><u>Box 7.</u> It is believed that the proposals detailed in the Ayr Esplanade Strategy will have no or minimal impact on the environment – Unaffected by Continuity Act Section 13.</p>
<p><b>Contact details:</b></p>	<p>Chris Cox Assistant Director Planning and Development Housing, Operations &amp; Development Directorate <a href="mailto:chris.cox@south-ayrshire.gov.uk">chris.cox@south-ayrshire.gov.uk</a> 01292 612 981 South Ayrshire Council County Buildings Wellington Square Ayr KA7 1DR</p>
<p><b>Date of opinion:</b></p>	<p>21.11.2023</p>

When completed send to: [SEA.gateway@gov.scot](mailto:SEA.gateway@gov.scot) or to SEA Gateway, Scottish Government, Area 2F (South), Victoria Quay, Edinburgh, EH6 6QQ

**Completion guidance (Please delete this page before submission)**

Link to SEA Guidance: [Strategic Environmental Assessment: guidance - gov.scot \(www.gov.scot\)](http://www.gov.scot/Strategic-Environmental-Assessment-guidance)

Box 1	<p>Name of the organisation that is responsible for the plan.</p> <p><b>Note:</b> The Responsible Authority is any person, body or office holder exercising functions of a public character. Where more than one authority is responsible for a plan they should reach an agreement as to who is responsible for the SEA. Where an agreement cannot be reached, the Scottish Ministers can make the determination (Extract from SEA Guidance: Glossary (Page 50)).</p>
Box 2	<p>Name of the plan.</p> <p><b>Note:</b> The 2005 Act applies to plans which relate to matters of a public character. The term 'plan' within guidance also covers policy, programme and strategy (Extract from SEA Guidance: Glossary (Page 50)).</p>
Box 3	<p>In terms of pre-screening, knowing why a plan is being produced is one of the key components in understanding whether exemption is an option.</p>
Box 4	<p>The 2005 Act outlines the sectors as agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town &amp; country planning and land use.</p>
Box 5	<p>The name of the plan alone can seldom offer sufficient information to understand what it covers and why it has been considered suitable for pre-screening.</p> <p>The description of the plan being pre-screened has to contain sufficient information to allow those reading the notification to understand the objectives of the plan and how the Responsible Authority aims to deliver them. Brief descriptive information such as the area or location of the plan is required by the 2005 Act, but it can also prove helpful to include additional information in a summary, such as whether the plan is expected to improve or strengthen the current approach, the reason the plan is being prepared, who it would apply to and the timescale for delivery. This type of information can help paint a clear picture of whether pre-screening was suitable in the circumstances.</p>
Box 6	<p>As only those plans that have no or minimal effects on the environment can be pre-screened, it is important for a Responsible Authority to use the criteria detailed in <a href="#">Schedule 2 of the Environmental Assessment (Scotland) Act 2005</a> as a guide to providing a description of the likely environmental effects. This approach supports the transparency of the assessment process, whilst helping to ensure Responsible Authorities remain compliant with the requirements of this self-exemption route.</p> <p>Similarly to Box 5 above, it can prove helpful if a Responsible Authority provides additional information, such as a summary of the reasons why the plan will have no more than minimal effects on the environment, including any intrinsic mitigation, as well as any existing or future assessment needs within the plan hierarchy.</p> <p>In those cases where a Responsible Authority is uncertain of the scope of the likely environmental effects, pre-screening is not recommended. In this scenario, screening the plan is likely to be a better option.</p>
Box 7	<p><a href="#">Section 15 of the UK Withdrawal from the European Union (Continuity) (Scotland) Act 2020</a> places a duty on public authorities to have due regard to the guiding principles on the environment when preparing a plan, programme or strategy requiring a SEA under the 2005 Act. Whilst not yet in force, it is important that the guiding principles are considered in all policy development.</p>

Please note:

(A) The plan has to fall into Section 5(4) of the Environmental Assessment (Scotland) Act 2005

(B) You should apply the criteria specified within Schedule 2 of this Act to reach a conclusion on no or minimal environmental effects: [www.legislation.gov.uk/asp/2005/15/contents](http://www.legislation.gov.uk/asp/2005/15/contents)

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject:        Communications Strategy 2023-28 and  
                      Communications Team Staffing Proposals**

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**1.        Purpose**

1.1        The purpose of this report is to seek approval for: the Communications Strategy 2023-28; the Communications Team staffing required to deliver the service and the strategy; and for approval for revised guidance on Managing Work Related Social Media and Media Relations.

**2.        Recommendation**

**2.1        It is recommended that the Cabinet:**

**2.1.1        considers and approves the Communications Strategy 2023-28 (Appendix 1);**

**2.1.2        approves the conversion of 2 temporary Communications Assistant posts to permanent posts to support the delivery of this strategy and to ensure the continued delivery of the service;**

**2.1.3        approves the Managing Work Related Social Media Guidance for Employees (Appendix 4); and**

**2.1.4        approves the Media Relations Guidance (Appendix 5).**

**3.        Background**

3.1        The Communications Strategy 2023-2028 has been developed to align with the Council Plan 2023-2028. The strategy, which can be viewed at Appendix 1, is underpinned by the Council Plan and proposes 3 key strategic goals:

1)        Grow our audience;

2)        Promote South Ayrshire as a destination of choice;

3)        Align communications to the service planning process to widely promote the delivery of the Council Plan.

3.2        The strategy builds on the significant improvements made to communications output since the Communications team transferred to Organisational Development and Customer Services in 2019. Key improvements include:



- Social Media - The introduction of a range of corporate social media channels, providing engaging and informative public messaging and building over 58,000 followers;
- Campaigns -The introduction of a standardised, professional approach to campaigns, with over 200 campaigns designed, developed and delivered from 1 January – 30 September 2023. This includes a campaign to promote and cover the airshow which generated a reach of 1,771,539 on social media and webpages during the course of the event itself;
- An increase in digital, radio and TV coverage, with the service designing and launching the Council's first Sky/ Virgin TV; You Tube and in app adverts;
- The introduction and content management of an employee Yammer Channel to provide more engaging communications and information to employees;
- The introduction of a corporate approach to design and branding and an increase in in-house design and animated video production. As at 30 September 2023, this had saved the council £99,535 in cost avoidance since 1 January 2023 (the cost to outsource this work).

3.3 More details on the activities carried out by the Communications team can be found at Appendix 2.

3.4 The current substantive Communications team comprises 4 FTE - 1 Co-ordinator, 2 Communications Officers and 1 Design Officer.

3.5 The substantive structure is not adequate to deliver the volume, range and quality of communications provided currently and in recent years. This has only been made possible as additional temporary resource has been funded/ provided in a range of ways taking the team to 7 FTE in 2021/22 and 2022/23 as detailed at Appendix 3. Key to this additional resource has been the creation of temporary Communications Assistant posts, two of which were funded for 23 months from central support additional resource requirements agreed by Leadership Panel of 26 October 2021. Following the departure of one of the assistant postholders who was funded from this central support funding, ELT agreed to use the balance of funding for this post to extend the contract of the remaining central support funded assistant. Currently the team has 2 temporary assistants – one funded by remaining central support funding and the other from a temporarily vacant post in OD. At its meeting of 29 August 2023, Cabinet requested that a review of Communication support requirements be presented to them prior to making any decision on whether to retain these two Communications Assistant posts permanently.

3.6 As detailed at Appendix 2, the Communications Assistant posts are crucial to the effective running of the Communications team and to the continued delivery of the service. If temporary assistant posts are not funded beyond 2024, output will reduce by 70 hours per week, meaning a significant reduction in the number of communications campaigns produced; limited social media; a significant reduction in corporate social media channels; limited use of YouTube, video or animation; minimal if any social media monitoring; live events coverage reduced and restricted to the Air Show and a requirement for services to outsource a volume of design work.

- 3.7 In addition to the above temporary arrangements, support has also been provided by an officer from the Economy and Regeneration Team. This support has been critical to delivering communications campaigns and activities including press releases, press enquiries, speechwriting, events coverage and promotion including the airshow.
- 3.8 Without staffing the service adequately, neither the current volume of output, nor the strategic goals set out in the Communications Strategy will be achievable.
- 3.9 A benchmarking exercise with other, neighbouring Council Communications teams identified that our substantive structure of 4 communications posts is significantly below the average number of 9 officers.
- 3.10 **Managing Work Related Social Media Guidance for Employees**
- 3.10.1 The Communications team manages corporate social media channels with significant numbers of followers. A small number of services manage their own social media channels, targeted at specific groups e.g. school social media accounts. Managing Work Related Social Media Guidance for Employees has been developed to support employees who use social media in the course of their job. This guidance can be found at Appendix 4.
- 3.11 **Media Relations Guidance**
- 3.11.1 Media Relations Guidance has been developed for employees and Elected Members to ensure that any contact with the media helps enhance and protect the reputation of the Council. This guidance can be found at Appendix 5.

## **4. Proposals**

- 4.1 It is proposed that 2 temporary Communications Assistant posts are converted to permanent posts, to support the delivery of this strategy and to ensure the continued delivery of the service. These will be funded from future staffing budgets when temporary funding arrangements detailed at 3.5 have been exhausted.

## **5. Legal and Procurement Implications**

- 5.1 The Guidance issued in paragraphs 3.10.1 and 3.11.1 satisfies the requirements of the Local Authority Publicity Code of Practice and the provisions of section 4 of the Local Government Act 1986, as amended by section 27 of the Local Government Act 1988.
- 5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

- 6.1 The recommended option would cost £84,163.38 annually funded as per the below.

Post	2023/24	2024/25
Comms Assistant 1	Funded for 12 months from vacant OD post until September 2024 and as per Appendix 3.	To be included in future staffing budget from September 2024
Comms Assistant 2	Funded as per ELT agreement <a href="#">482-SCC-OD and Comms.doc</a> from balance of central support funding until November 2024, as detailed at 3.5 and as per Appendix 3.	To be included in future staffing budget from November 2024

## 7. Human Resources Implications

7.1 Assistant Communications Officer posts have been on the structure temporarily for 2 years and have been job evaluated at Level 7.

## 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 The risks associated with rejecting the recommendations are: that we will not be able to continue to deliver the activities provided by the Communications team beyond autumn 2024 when temporary Communications Assistant posts cease to be funded and that we will be unable to provide the volume and range of communications activity required to meet the council's ambitions. If temporary Assistant posts are not funded beyond 2024, output will reduce by 70 hours per week, meaning a significant reduction in the number of communications campaigns produced; limited social media; a significant reduction in social media channels; limited use of YouTube, video or animation; minimal if any social media monitoring; events coverage reduced and restricted to the Air Show and a requirement for services to outsource a volume of design work.

## 9. Equalities

9.1 An Equalities Impact Assessment (EQIA), **(including the Fairer Scotland Duty in respect of any Strategic decision)**, has been carried out on the proposal contained in this report, which identifies potential positive and negative equality impacts and any required mitigating actions. The EQIA is attached as Appendix 6.

## 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 Communications is an enabling service and the matters referred to in this report contribute to all priorities of the Council Plan.

## 13. Results of Consultation

13.1 There has been public consultation on communications via a survey. Feedback from this survey can be found within the Communications Strategy at Appendix 1.

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

13.3 Consultation has taken place with Trade Unions and the contents of this report reflect any feedback provided.

13.4 Consultation has taken place with staff 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Implement new staffing arrangements – advertise, recruit and appoint to permanent Communications Assistant posts	31 December 2023	Service Lead - Organisational Development and Customer Services
Launch Communications Strategy	31 December 2023	Service Lead - Organisational Development and Customer Services
Launch Managing Work Related Social Media Guidance for Employees	31 December 2023	Service Lead - Organisational Development and Customer Services

Implementation	Due date	Managed by
Launch Media Relations Guidance	31 December 2023	Service Lead - Organisational Development and Customer Services

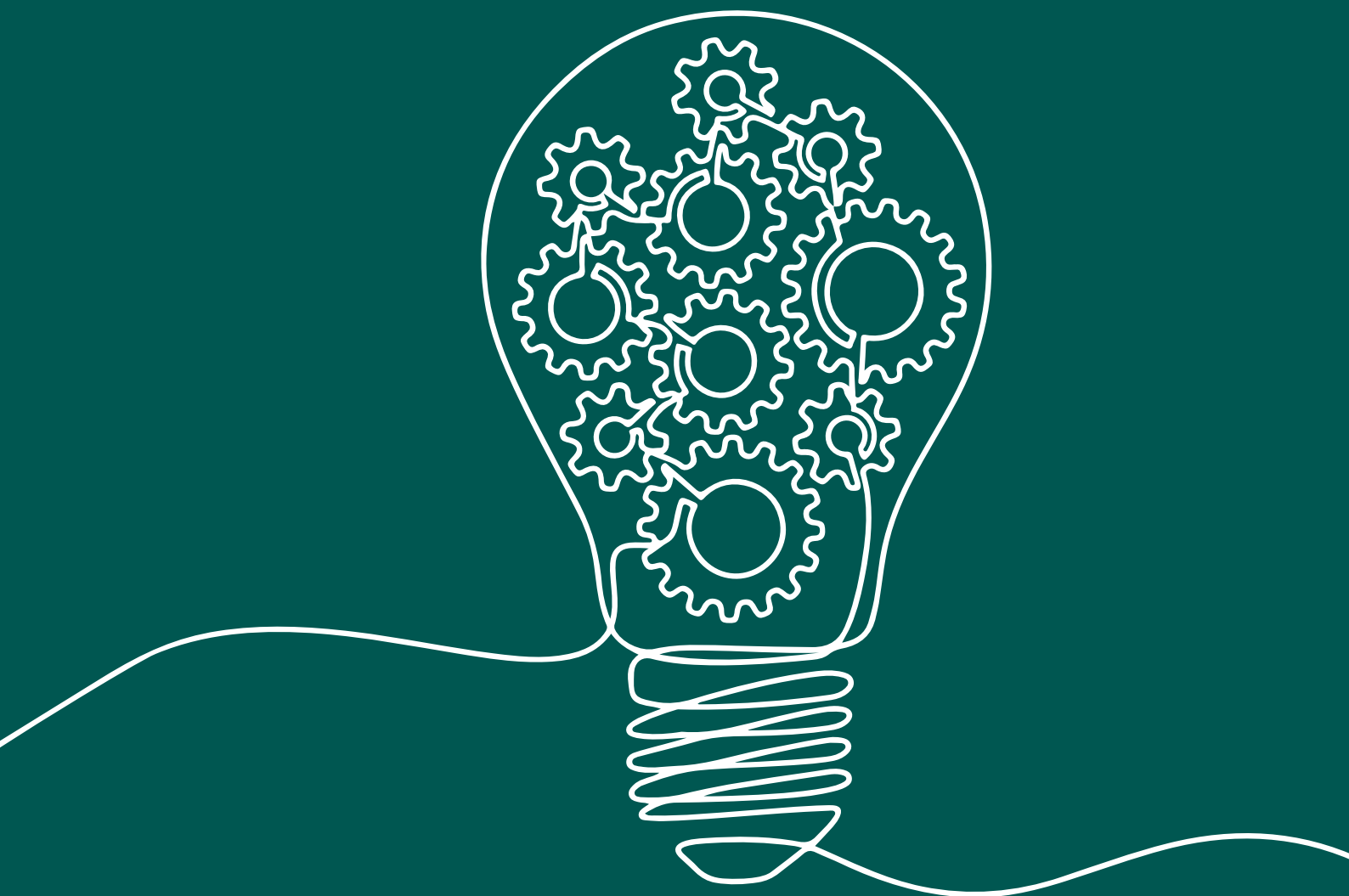
**Background Papers**    **Report to Cabinet of 29 August 2023 – [Corporate Support Services Capacity Issues – Update](#)**

**Person to Contact**    **Gillian Farrell, Service Lead - Organisational Development and Customer Services**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 612712**  
**E-mail [gillian.farrell@south-ayrshire.gov.uk](mailto:gillian.farrell@south-ayrshire.gov.uk)**

**Date: 22 November 2023**

# Communications Strategy

## 2023-28







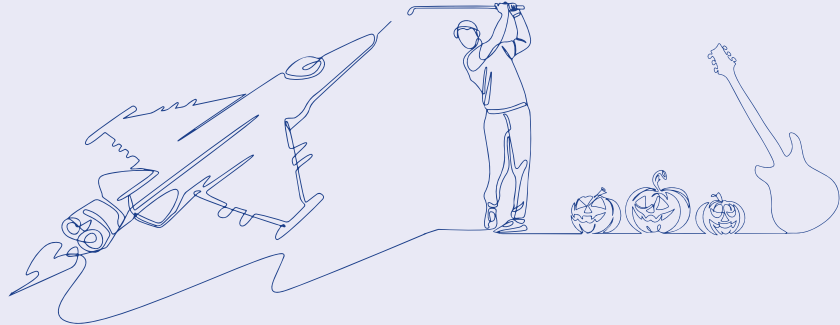
EFFECTIVE COMMUNICATIONS  
IS KEY TO THE DAY TO  
DAY RUNNING OF  
THE COUNCIL



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## Foreword from Councillor Martin Dowey Leader of South Ayrshire Council



We are ambitious for South Ayrshire and our [Council Plan 2023-28](#) 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 Communications Strategy sets out how we will make sure people know what we are doing to deliver on our Council Plan priorities and outcomes, how they can get involved, and the difference that we are making.

It goes without saying that we want to make sure people in South Ayrshire are kept up to date on Council news, especially where issues may directly affect them. However, our communications are not just about the day to day running of services - we want residents to feel a civic and community pride in South Ayrshire. Therefore, our communications to local people must highlight the work we are doing to improve local spaces and places and to make South Ayrshire an attractive place to live, work and learn.

We know South Ayrshire is a fantastic destination and are determined to put it on the map – promoting everything this great area has to offer, not just for visitors, but for

people who might choose South Ayrshire as a place to live, visit, work and invest in. Our Communications Strategy therefore has a key focus on selling South Ayrshire as a destination of choice, publicising the wide range of attractions the area has to offer and the events we sponsor, from international events such as The International Ayr Show- Festival of Flight and The 152nd Open at Royal Troon, to local events such as TamFest, the Holy Fair, Carrick Lowland Gathering and Prestfest.

As one of the biggest employers in the area, we want our staff to be ambassadors for South Ayrshire. That means they need to be engaged and up to date with what's happening across Council services, that their successes are celebrated, and they have all the information they need to do their job.

This strategy builds on the significant progress we have made as an organisation to improve our communications, reach and engage with more people and be first to tell our news. I'm proud of what we have achieved so far and confident that we'll see even more progress over the next five years.

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

# The Council Plan

In April 2023 we published our [Council Plan 2023 – 2028](#). This plan sets out our goals and objectives for the next five years and is set against three key priorities:

## Priority One Spaces and Places



## Priority Two Live, Work, Learn



## Priority Three Civic and Community Pride



## Key Principles

Getting our communications right is key to the day to day running and effectiveness of the Council.

We want our residents, communities, employees, partners, and stakeholders to know:

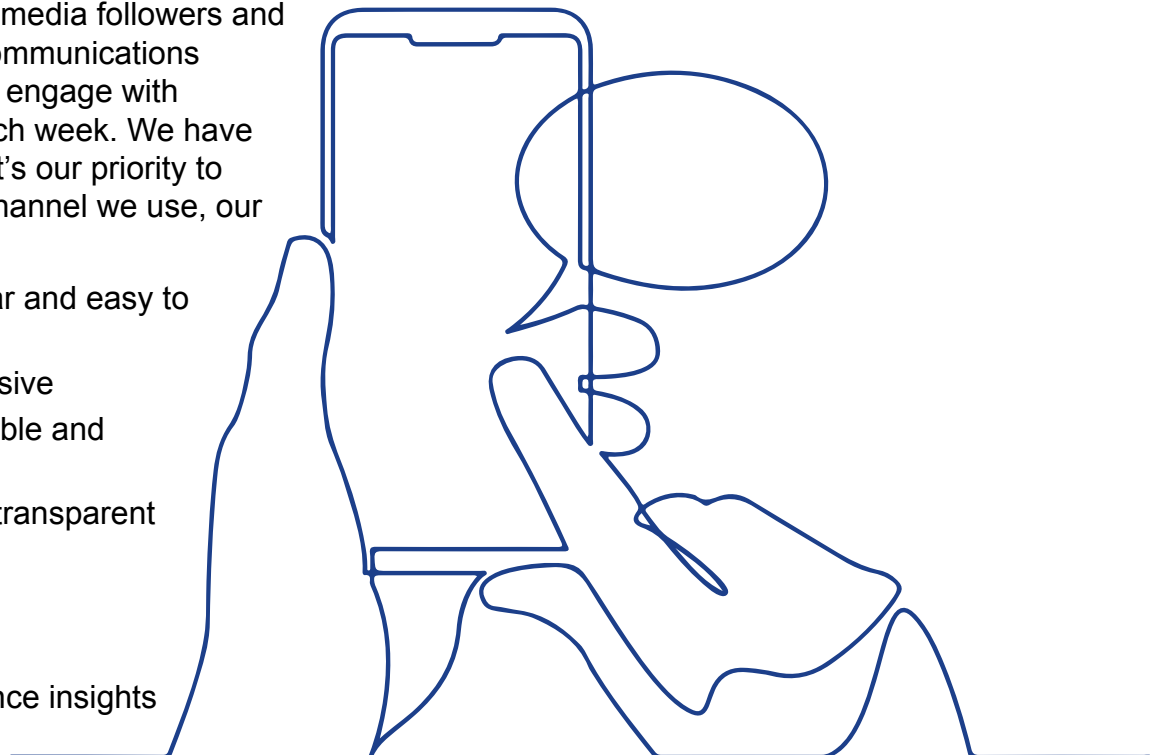
- Who we are – our purpose, vision and values
- What we do – our services, statutory obligations, ambitions and priorities
- How we are delivering for the people of South Ayrshire in line with our Council Plan
- Where and how to access, or engage with our services or the Council
- How we make a difference to our residents and communities
- Why we do what we do and why we are making any changes to the way we work
- When we propose to make changes or decisions that affect people and how they can get involved
- Where our budget comes from and how we use it to fund services and improve local communities
- What South Ayrshire has to offer for local people and visitors and for those who choose to live, work and learn here.



## Our Communication Standards

With over 59,000 social media followers and a range of non-digital communications channels, we reach and engage with thousands of people each week. We have a diverse audience, so it's our priority to ensure that, whatever channel we use, our communications are:

- In Plain English, clear and easy to understand
- Accessible and inclusive
- Two-way, approachable and engaging
- Clear, accurate and transparent
- Regular and reliable
- Up to date
- Consistent in style
- Evidence and audience insights based.



## Roles and Responsibilities

*We are all responsible for the profile and reputation of the Council and all have a part to play in the effective delivery of this strategy.*

Elected Members, the Corporate Leadership Team (CLT), Service Leads, employees and partners all have a role to ensure we enhance the profile and reputation of the Council, and South Ayrshire as a whole. How we communicate and engage with residents, customers, stakeholders, colleagues and partners plays a key part in this:

### Directors/Assistant Directors

Directors and Assistant Directors should ensure that services within their area of responsibility take a strategic approach to communications, aligning these to the service planning process.

### Service Leads

Service Leads must:

- Take a strategic approach to communications about their services, identifying high level communications messages, plans and campaigns on a yearly basis, in line with the service planning process.
- In conjunction with service communications campaigns, provide regular information for the public, staff and Elected Members about the work of their teams, share their good news stories and provide timely information about projects, service delivery or changes.
- Work with the Communications team to ensure that communications campaigns about their service are effectively implemented and evaluated.
- In conjunction with Digital Services, maintain their service's web pages and ensure the content is accurate, up to date and engaging.
- Manage any niche social media accounts administered by their service effectively and in line with agreed media and social media protocols.
- Ensure all written communications issued by their service are clear, written in Plain English and jargon-free e.g. letters/emails to customers.
- Ensure employees in their teams have access to information about what's happening in their team, service and across the Council.





## Employees

Employees are encouraged to be effective ambassadors for their team, service, the Council and the local area by keeping themselves up to date with what's happening across the organisation.

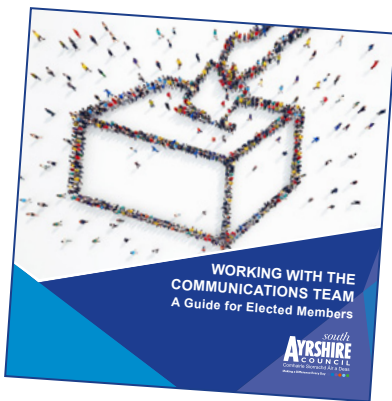
- Employees who can, are encouraged to follow Council updates, and interact and engage with conversations on Viva Engage (SAC Staff Community Hub Yammer page).
- Follow the Council on social media where they can.
- Engage with opportunities to hear about what's happening across the Council.



## Elected Members

Elected Members are encouraged to make use of the internal and external communication channels available to them. These include the Elected Member Weekly Information Note; Viva Engage (Yammer); The Core; Elected Member Briefings; and the Council's corporate social media channels.

Members are also encouraged to actively share the Council's messages with their constituents as appropriate.



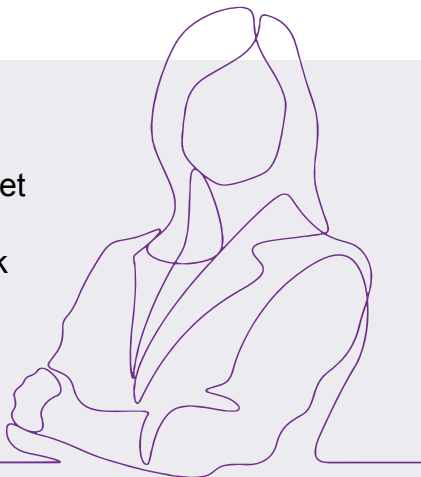
### Reading Materials

Members are advised to familiarise themselves with the guidance on communications in [The Councillors' Code of Conduct and Guidance](#) and the requirements of [Local authority publicity: code of practice - gov.scot \(www.gov.scot\)](http://www.gov.scot)

[Working with the Communications Team – A Guide for Elected Members](#) is available for Members to view on the Communications page of the Council's intranet, The Core.

## Portfolio Holders

Councillors who hold a Cabinet Portfolio are encouraged to support the promotion of work undertaken by the services within their portfolio area.



## Role of the Communications Team

The Communications team will support the delivery of this strategy. The team provides a professional communications, design and media relations service. They:

- Develop, maintain and grow our network of corporate social media channels, monitoring feedback and engagement.
- Support services in the development of communications plans and in developing and promoting engaging content.
- Manage media relations.
- Provide a professional media handling and liaison service.



- Provide a professional in-house design service.
- Coordinate advertising on behalf of services, including developing copy, proofreading and design work.
- Create in-house videos, including scripting, building, editing and voiceover.



- Create and coordinate YouTube, In App and TV advertising, including in-house scripting, voiceover and creation of video/digital adverts and liaising with relevant media organisations.
- Produce quarterly Council magazine and coordinate distribution to a non-digital audience.
- Manage internal communications channels including Viva Engage (Yammer); Elected Member Information Notes and Chief Executive communications.
- Carry out evaluation and analysis including audience insights and campaign evaluations.

## Key Achievements

This strategy builds on the work undertaken between 2020-23 to take an audience focused approach to our communications, increasing the number of people we communicate with, the ways in which we reach them and the quality and diversity of our content.

### We reached more people than ever before

We:

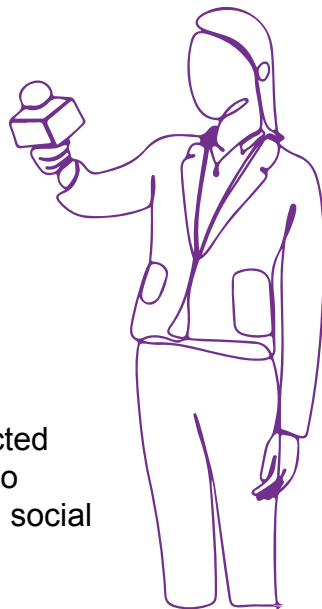
- Significantly increased our social media presence and audience
- Grew our social media followers from 19,148 to 59,804
- Built an average monthly social media engagement of 22,591
- Expanded the number of social media platforms we post on and now regularly use – Facebook, Twitter, Instagram, LinkedIn, NextDoor and YouTube
- Expanded our non-digital reach by distributing South Ayrshire Council magazines via a range of channels including local supermarkets, libraries and via Care at Home and Sheltered Housing teams and Voluntary Action South Ayrshire (VASA).



### We improved internal and employee communications

We:

- Improved the way we communicate with staff and Elected Members with the introduction of Yammer.
- Modernised Chief Executive employee communications and Elected Member Information Notes.
- Enhanced our communications approach by securing professional media training sessions for Elected Members and Chief Officers, and industry expert social media training for Elected Members and staff who operate services' local social media accounts.



### We put design at the forefront of communications



We:

- Streamlined and refreshed corporate branding to better showcase the work we do.
- Significantly increased our digital provision, including video and animation to ensure our communications are engaging.
- Produced and prominently displayed vinyl artwork in key public locations to highlight initiatives, projects and news.

# Going Forward

In developing this strategy, we took into account audience insights and analytics on our digital channels, campaign evaluations, and feedback and engagement from customers, services and staff.

Customers said:



## Our Strategic Goals

### Strategic Goal 1 – Grow our audience



We have made great strides in building our audience and want to reach even more people going forward.

Social media helps us get our news out, often in real time, to thousands of people every week

The social and digital media landscape is constantly changing. Therefore, it is important that the quality and relevance of our social media engages people, and sustains and builds on the significant progress we have made to grow our digital audience to **over 59,000 followers**

While digital media is a priority in growing our reach and public engagement, we are also committed to reaching people who don't use social media.

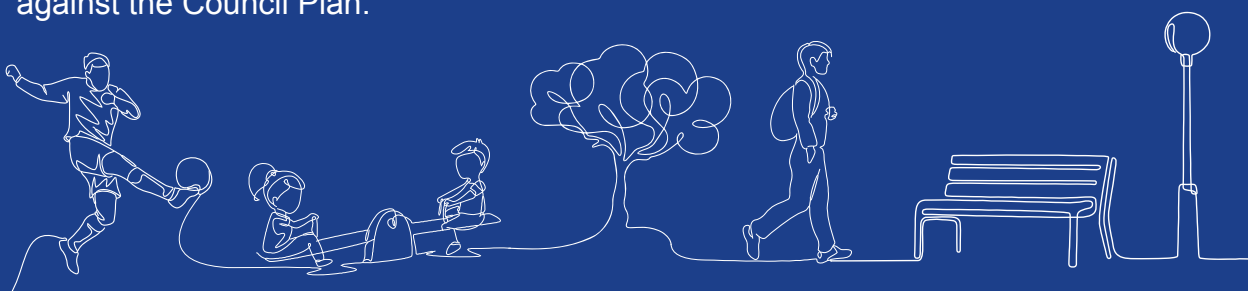
### Strategic Goal 2 – Promote South Ayrshire as a destination of choice

Communications which showcase South Ayrshire and promote the area to residents and visitors are a key strategic priority. We will have a real focus on highlighting local events, activities and attractions which foster a sense of civic and community pride, and which help to attract people to the area.



### Strategic Goal 3 – Align communications to the service planning process to widely promote the delivery of the Council Plan.

Services play a key role in making sure they are engaging and communicating effectively with the public, sharing news, celebrating successes and highlighting how they are delivering against the Council Plan.





## Corporate Action Plan – Delivering this strategy

### Strategic Goal 1 - Grow our audience

PRIORITY/AIM 1	ACTION	LEAD SERVICE(S)	ENABLING SERVICE(S)
Grow our digital / social media audience across a range of platforms	Increase followers by 10% across corporate social media and digital communication channels.	Communications	Service Leads
	Increase employee engagement on Viva Engage (Yammer).	Communications	Service Leads
	Niche social media account owners to carry out local social media analytics, ensuring effective and engaging use of channels.	Niche social media channel owners	Communications
	Services to review corporate and service web pages to ensure they are up to date; informative and engaging/easy to navigate.	Service Leads	Digital Services
Further develop the use of public facing TVs to reach residents who have limited, or no digital access	Ensure a minimum of 15 different slides showing current Council information and news are displayed at any one time on public facing TVs.	Communications	Services

### Strategic Goal 2 - Promote South Ayrshire as a Destination of Choice

PRIORITY / AIM 2	ACTION	LEAD SERVICE(S)	ENABLING SERVICE(S)
Promote South Ayrshire as a destination of choice	Develop a high-level communications calendar outlining planned coverage of Council sponsored local events.	DSA	Communications
	Expand the use of communication and marketing tools such as in-App and TV advertising to promote South Ayrshire to a wide audience.	Communications	DSA



## Strategic Goal 3 - Align communications to the service planning process to widely promote the delivery of the Council Plan.

PRIORITY / AIM 3	ACTION	LEAD SERVICE(S)	ENABLING SERVICE(S)
Align communications to the service planning process to widely promote the delivery of the Council Plan.	Communications calendars/ plans are in place for campaigns identified by services that promote their contribution to the Council Plan.	Service Leads	Communications



## **Appendix 2 - Communications Staffing Proposals– Key Communications Activities**

Table 1 below provides a summary of activity carried out by the Communications team by role/ responsibility. The table also highlights where activity has been introduced to the Communications team since the service transferred to OD and Customer Services and provides high level detail of work carried out by officers and assistants.

**Table 1**

	<b>Communications Activities</b>	<b>Co-ordinator</b>	<b>Officer</b>	<b>Design Officer</b>	<b>Assistant</b>	<b>New</b>
<b>Media</b>	Write and issue press releases – (160 releases issued between 1 March and 30 September 2023)	✓	✓			
	Managing Media Enquiries. This includes liaising with a range of services to obtain information to allow us to prepare suggested responses (an average of 11 media enquiries each week).	✓	✓			
	Press Calls – liaise with services and media outlets to arrange press calls at a range of locations to promote the work and enhance the reputation of the Council.	✓	✓			
	Radio advertising – script, write and develop adverts including providing voice-overs (VO) for use on local radio.	✓	✓	✓	✓	VO provision new.
	Press advertising – Manage council's advertising contract and work with services to develop and design a range of advertising for print press.	✓	✓	✓	✓	
	Develop targeted TV, YouTube and In App advertising. Communications Team create, design and provide voiceover, liaising with relevant media organisations to broadcast adverts.	✓	✓	✓	✓	New
<b>Campaigns</b>	Design, develop and deliver targeted multi-media campaigns to support services to promote initiatives, inform the public and raise the profile and reputation of the council. (101 campaigns delivered or ongoing in 2023 as at October 2023)	✓	✓	✓	✓	New
	Apply and advise services on recognised model (O.A.S.I.S.) for planning campaigns.	✓	✓			New
	Carry out comprehensive campaign evaluations, including data analysis; social media analytics and media monitoring.	✓	✓		✓	New

<b>Social Media Channels and Output</b>	Facebook - Manage corporate Facebook channel, creating engaging content and building reach, followers and engagement. (The team has grown this channel from 0 followers since its introduction in 2019 to over 14,500 as at October 2023)	✓	✓		✓	New
	Twitter – Manage corporate Twitter channel, creating engaging content and building reach, followers and engagement. (The team has grown this channel from 15,581 followers since in 2019 to 19,704 as at October 2023)	✓	✓		✓	Significant increase in output, reach and followers
	LinkedIn – Manage corporate LinkedIn channel creating engaging content and building reach, followers and engagement (Comms team began management of the corporate LinkedIn account in April 2021). The team has grown this channel from 4096 followers since in 2021 to 5872 as at October 2023	✓	✓		✓	New
	Instagram – Manage corporate Instagram channel, creating engaging content and building reach, followers and engagement with followers at 1148 as at October 2023.	✓	✓		✓	New
	NextDoor – Manage corporate NextDoor channel, creating engaging content and building reach, followers and engagement. (The team introduced and grew this channel to 17,404 members as at October 2023.)	✓	✓		✓	New
<b>Social Media Monitoring</b>	Significant increase in reach, engagement and followers (total followers on corporate channels = 59,804, which requires daily, ongoing monitoring of comments and feedback across all corporate social media channels). Liaise with services to provide responses to comments where appropriate Provide information to services on social media monitoring regarding their service.	✓	✓		✓	
	Analyse and provide reports on social media data and analytics to support campaign evaluation and continuous growth and improvement of each social media platform.	✓	✓		✓	
<b>Digital</b>	Script, develop and design targeted videos to support campaigns and initiatives.	✓	✓	✓	✓	New

<b>Employee Communications</b>	Create and write Chief Executive's monthly update and South Ayrshire Weekly.	✓	✓		✓	Increase from monthly to weekly
	Yammer –Manage content, feedback and comments received on employee Yammer Channel. Create engaging content and evaluate to continuously increase engagement	✓	✓		✓	
<b>Elected Members</b>	Provide a speechwriting service for the Provost and Depute Provost. Work includes researching a wide range of topics to draft speeches for a variety of civic events.	✓	✓		✓	
	Produce weekly Elected Member Information Note.	✓	✓		✓	
<b>Design</b>	Provide a free, high volume, professional design service for all council services, including design for reports, documents, signage, merchandise and digital communications. (Total design jobs produced 1 January – 12 October 2023 = 140, with a saving to the council of £99,535.)	✓	✓	✓	✓	
	Develop and provide advice on corporate branding guidance.					
<b>Events</b>	Provide live coverage of pre-agreed corporate events e.g. the Air Show.	✓	✓		✓	New
<b>South Ayrshire Quarterly Magazine</b>	Write, design and co-ordinate the distribution of free quarterly South Ayrshire Council magazine to over 4,000 residents.	✓	✓	✓	✓	New
<b>School Media Team</b>	Coordinate and manage school media team to provide communications related work experience for S3-S6 pupils using a range of communications tools.	✓			✓	New
<b>Civil Contingencies out of hours</b>	Provide communications support in relation to civil contingencies as agreed by relevant Gold/Silver Command.	✓	✓			
<b>Public Space TVs</b>	Manage and create content for public facing TVs in each of the five main towns to promote the work of the council, including events and to inform the public.	✓	✓	✓	✓	New

Cabinet – Communications Strategy and Staffing Proposals

Appendix 3 – Communications Team Structure

<p><b>Substantive Structure</b> ( 4 FTE)</p>	<p>1 x Coordinator 1 x Design Officer 2 x Communications Officer</p>
<p>Temporary Additional Posts - 21/22 (additional 3 FTE)</p>	<p>3 x Communications Assistants</p> <ul style="list-style-type: none"> <li>• 1 funded from temporarily vacant OD post and;</li> <li>• 2 funded for 23 months from central support additional resource requirements agreed by Leadership Panel of 26 October 2021.</li> </ul>
<p>Temporary Additional Posts - 22/23 (additional 2FTE)</p>	<p>2 x Communications Assistants</p> <p>Temporary funding for these was agreed by ELT on 30 June 2023 as follows:</p> <ul style="list-style-type: none"> <li>• 1 funded from a temporarily vacant OD post for 12 months (substantive postholder seconded to Ukraine Support Team);</li> <li>• 1 from balance of remaining central support funding agreed by Leadership Panel of 26 October 2021 (£29,356). One postholder who had been funded through this arrangement left and ELT agreed to use the balance of funds to extend the remaining assistant (ref: 1083260) funded from this budget from 1 March 2024 until the funding is exhausted (November 2024).</li> </ul>



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Appendix 4



Managing Work-related  
**Social Media**  
Guidance for Employees

[south-ayrshire.gov.uk](http://south-ayrshire.gov.uk)

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TO INFORM AND ENGAGE  
WITH THE PUBLIC  
TO PROMOTE  
THE WORK OF  
THE COUNCIL

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# DRAFT

## Introduction

Social media plays a key role in the way we communicate. We use corporate social media channels to raise the Council's profile, inform and engage with the public, and promote the work we do in line with our purpose, vision and values, and our [Council Plan 2023-28](#).

We want to:

- Continue to grow our social media audience and streamline the number of corporate social media accounts we operate to maximise reach and followers;
- Use social media to engage with a wider, more diverse audience;
- Ensure our social media content is engaging and informative;
- Use social media as a key tool to communicate Council news and give immediate updates on situations as they change;
- Use social media to make it easier for residents and staff to ask questions and give us their feedback, ideas and suggestions;
- Make sure social media guidance is available to Elected Members, managers and employees.

The Council's Communications team manages corporate social media accounts, however this guidance is aimed at those employees who manage or administer service related niche social media accounts.

This guidance supports employees to use social media effectively for work purposes, in line with the Council's [Code of Conduct](#).

This document does not cover personal use of social media. Employees should refer to the Council's Code of Conduct for guidance on the use of personal social media accounts.



# About the Council's social media channels

## Corporate Social Media

The Communications team operates the Council's main social media platforms:

[Facebook](#), [Twitter](#), [Instagram](#), [LinkedIn](#), [YouTube](#) and [Nextdoor](#)

These channels support the Council and services to get information out to our 59,000+ followers.



# DRAFT

## Local accounts

A number of services administer their own local accounts. These can be beneficial where there is a targeted audience e.g. of school pupils, parents, leisure members, and day care residents.

It's important that there is a clear purpose for a local account and that it is administered and monitored regularly. Where services would like to establish a local account, they should complete the [social media request form](#) on The Core in the first instance. A member of the Communications team will be in touch to discuss the case and assess if there is a valid reason to create the account. Accounts should not be set up without prior approval from the Communications team.

It is the local account owner's responsibility to ensure their social media accounts are active and used regularly, and to monitor the effectiveness of their posts using the relevant analytic tools on each social media platform.

Service Leads are responsible for the effective use of niche social media channels within their service area, ensuring access is restricted to those employees who have permission to administer or post on the channel. If your account is approved by the Communications team, it is your responsibility to approach the Digital Services team to request channel set up and to ensure compliance with GDPR and cybersecurity policies at all times in the administering and use of the account.

Service Leads should ensure that social media administrators complete the COAST module on Managing Local Social Media Accounts.

The Communications team will aim to streamline local accounts wherever possible. Some local accounts can lie dormant for some time, have very few followers or little engagement. In these cases, the Communications team will work with the local account owner to establish if there is a clear need for the account and look at alternative options.





## Using your local social media accounts

### Positive Communication and Engagement using Social Media

If you are an administrator for a local social media account for your service area, it's important that you know what is and isn't appropriate content for your channels, and how to engage your audience.



1. Consider your message – is social media the best channel?
2. Consider the text you use – is it clear, in Plain English, and engaging?
3. Social media is visual – do you have suitable images which would illustrate your posts\*?
4. Make your posts engaging – can you use appropriate video or other tools to engage your intended audience?
5. Avoid jargon – make sure your posts are understandable to everyone.
6. Be transparent – give as much accurate information, that's suitable for the public domain, as possible.
7. Use resources – include links to our [website](#), appropriate informative videos, images and text.
8. Share information from other reputable partners as appropriate, for example: Police Scotland, NHS and the Council's employee charity partner. Do not share information from personal social media accounts to Council channels.
9. Use an appropriate tone – you are representing the Council, so always respond in a tone that reflects positively and is appropriate for the channel.
10. Influence – place focus on the most important and influential issues and topics.

Always make sure the image you use is not affected by copyright/the owner of the image is credited. Where possible, take and use your own good quality images. It's also extremely important that you have the correct permissions and privacy notices in place when using images of people (the Information Governance team will be able to assist you with any queries you have about this).

# DRAFT

## What not to do:

1. You should never post, repost or share social media that is of a political nature or could damage the reputation of the Council.
2. You should never repost or share any content of a political nature; images and/or quotes from Elected Members during a pre-election period\*\*.
3. If you're in any doubt at all – don't post it. Please contact [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk)

\*\*Pre-election guidance is made available on the [Elections and Voting page](#) of our website 6-8 weeks prior to any local, Scottish Parliament or General Elections.



## Engaging with your audience

Social media is a two-way communication tool, so remember to like and respond to positive comments. Use emojis where appropriate.

Make sure the language you use is engaging.

## Managing comments and feedback on social media

If you are an administrator for a local social media account for your service area, it's really important that you ensure that the page is regularly monitored, and appropriate responses are sought to any relevant comments or questions from the appropriate service/manager in good time.

For example: If someone asks: "How do I make an appointment to visit Girvan Household Waste Recycling Centre today?", getting back to them the following day is no good. Social media is instant – people expect quick, accurate responses.

Sometimes it's not always possible to get the answer to more complex questions straight away. In these cases, it's appropriate to respond to the person so that they know that you are dealing with their question for example: "Thanks for getting in touch, we're looking into this for you and we'll come back to you as soon as possible."

Some people may try to use the Council's social media channels as a means to complain about a service or general issue. In these instances you should respond by directing them to the Council's complaints procedure '[Listening to You](#)'.



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## Reacting to social media posts and comments on Council social media accounts

If you are a social media user, you may well come across posts or comments about, or directed to, the Council or a particular service area or employee.

### Positive Posts

If you administer a local account and find a post online about your service area, or the Council in general, there are several things you need to consider before taking any action.

If the post is positive, you can do one, or a combination of the following:

- Let the post stand and take no further action;
- Like the post;
- Share the post where appropriate;
- Provide a positive response where appropriate.

If you are unsure, don't engage with it. If you need advice, contact [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk)



## Negative Posts

Sometimes people use social media to disagree with a Council decision or to make negative comments about the Council or particular services. While people have the right to comment, there are steps you should take where comment becomes offensive.



## Offensive Posts/Comments:

- If the post is on one of the Council's social media channels and is offensive, degrading of others, or contains foul language, do not respond. You should report this as soon as possible to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk)
- If the post is on an external site and is offensive, degrading of others, or contains foul language, do not respond. You should report this as soon as possible to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk) who will monitor the site and take action as appropriate.

## Posts/comments that ridicule or make a joke of a person, or defame a person:

- If the post is on one of the Council's social media channels, please contact [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk). In some cases, advice will be sought from Legal Services.
- If the post is on an external site, it can be very difficult to have it removed. You should, however, report this as soon as possible to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk). In some situations, advice will be sought from Legal Services.



If you are concerned about any comments or trends on any of the Council's social media channels, please contact the Communications team.

# DRAFT

## Posts/comments that are incorrect or include misinformation about the Council:

- If the post is on one of the Council's social media channels, and you are in a position to correct the post with accurate information, you can do so. Your response should always remain courteous, and you should not get into a full conversation with the customer. You should only correct the misinformation and direct to accurate information e.g. on the Council's website.
- If the post is on an external site, you should report this as soon as possible to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk) who will monitor the site and take action as appropriate.



If in any doubt, please contact [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk) in the first instance.





## Social media – things to remember

Here are some of the top things to remember when using work or personal social and digital media channels:

- Use common sense;
- Follow any local sign off arrangements in place within your service before posting;
- Once it's gone, it's gone - remember anything you post could be permanent;
- It's not private – anyone can see what you post;
- Remember to stick to the Code of Conduct – don't post anything which would compromise the reputation of the Council whether acting in an official or personal capacity;
- If in doubt, don't post it;
- Check the accuracy and sensitivity of the content you are posting before pressing submit;
- Be aware of the tone you use, make sure it's suitable for your target audience and it's not patronising or abrupt;
- Use filters to ensure comments on your page don't appear if they contain any offensive or inappropriate language or phrases.

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## Training

If you would like advice on sourcing social media training for your service, please contact [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk).

## Contact details

If you have a query please email [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk) or phone **0300 123 0900** (Monday - Thursday, 8.45am – 4.45pm and Friday, 8.45am - 4.00pm).

Please note that our social media accounts are not monitored 24/7 (including evenings, weekends and public holidays).

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Appendix 5



**Media Relations Guidance**

[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

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Making a Difference Every Day

# EFFECTIVE COMMUNICATION IS KEY TO THE SUCCESSFUL DAY TO DAY RUNNING OF THE COUNCIL

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# Introduction

This document outlines the protocols to be followed by South Ayrshire Council employees and Elected Members when dealing with the media. It provides direction and guidance on how to work with the media to help enhance and protect the reputation of the Council.

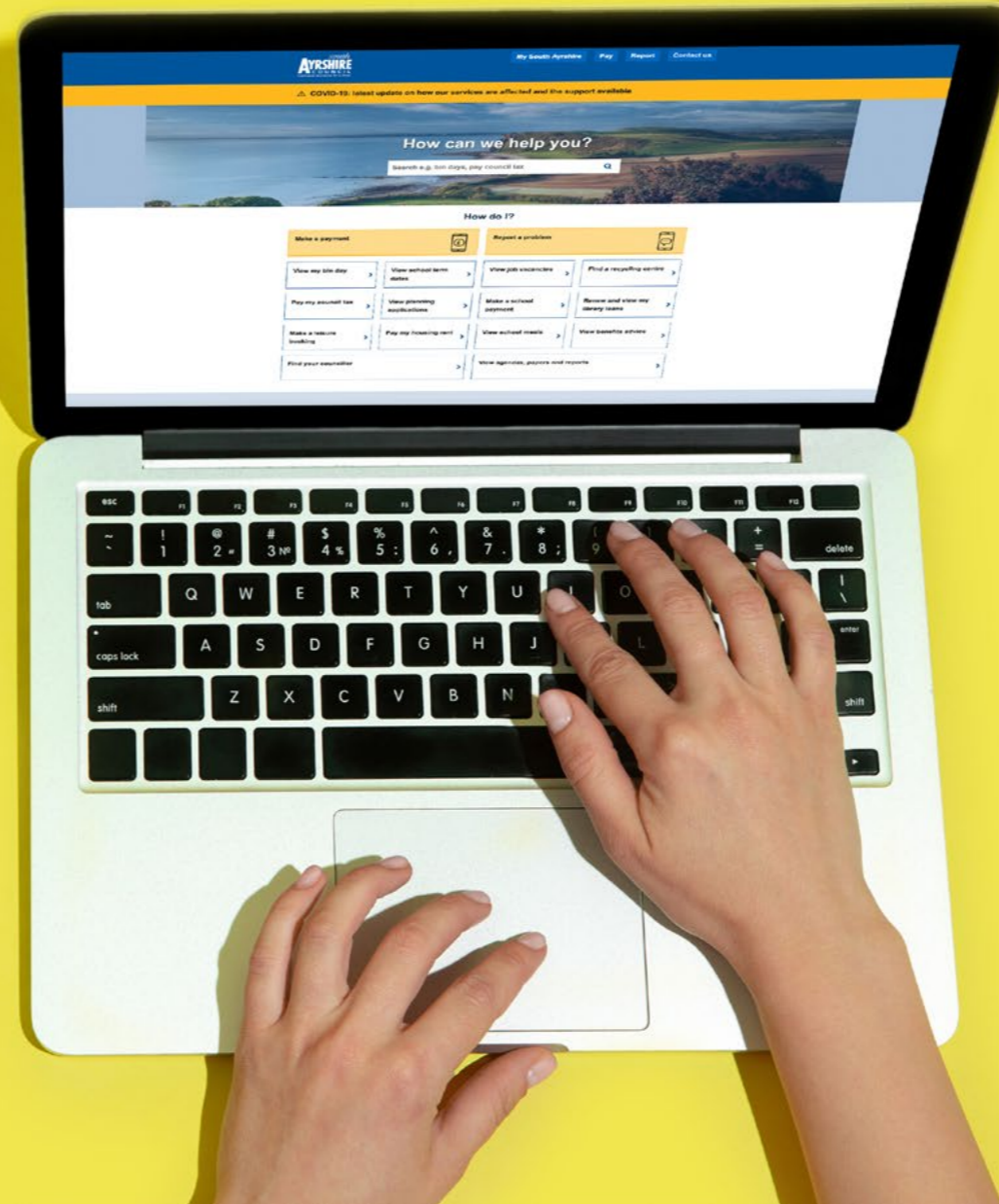
The guidance relates to Council activities only and applies to all staff and Elected Members when speaking on behalf of the Council, and to Elected Members who represent the Council on partnership organisations.

It also gives media personnel an indication of the service they can expect to receive from the Council.

Effective communication is key to the successful day to day running of the Council. It's therefore important that we regularly engage with residents; communities; partners; and employees to share our messages, promote our services and achievements, and raise the profile of the Council, in line with the [Council Plan 2023-28](#).

South Ayrshire Council has a range of communication channels which take priority when issuing messaging. This ensures residents who choose to engage with us receive information and updates direct from the Council, rather than a third-party source.

We understand the value the media brings in helping us to get our messages out to as wide an audience as possible. We are therefore committed to maintaining a positive working relationship with professional and accredited media organisations, and work in conjunction with them to supplement our own communication channels.



To ensure accuracy and consistency when dealing with the media, the Communications team co-ordinate media relations of behalf of the Council.

## Our key aims in providing a media relations service are to:

- Proactively promote the Council and the services we provide, and enhance our reputation in local and national print; online; social media; radio and TV;
- Provide robust and prompt responses to media enquiries;
- Provide the media with timely, accurate information that is consistent in style and appropriate for the target audience;
- Respond quickly to any media inaccuracies about our services;
- Maintain effective working relationships with media personnel from all sectors.

## Legal Context

Legislation exists which governs the publicity activities of local authorities. Under [Section 2 of the Local Government Act 1986](#), it states that a local authority shall not “publish or assist others to publish material which, in whole or in part, appears to be designed to affect public support for a political party.”

All publicity the Council produces, including press releases and statements issued to the media, should comply with the [Code of Recommended Practice on Local Authority Publicity](#).

Local authorities have an obligation to observe the Code prior to issuing any publicity. The Code’s key message is that publicity is a corporate function and should therefore reflect the Council’s views at all times. This means that it’s generally inappropriate to publicise individual Councillors, unless they are acting on behalf of the Council as a whole. Further information relating to the powers, duties and publication of information for local authorities in Scotland is available to view on the [Scottish Government Website](#).

## Dealing with the Media

### Media Enquiries - Services and Employees

All media enquiries are handled by the Communications team. The Communications team work with the appropriate Service Lead(s) and/or Chief Officer to agree an accurate, timeous response to any enquiries.

We work on the principle that information that can be released, will be released.

While it’s not always possible to meet media deadlines, we will acknowledge receipt of an enquiry and aim to provide a response as soon as possible. The sooner a response is provided, the more likely it is to form part of the media story and therefore, reflect the Council’s position/view on the matter.

As stated within the Council’s [Code of Conduct for Employees](#), “in an employee’s work with the Council, contact with the media must only take place where this has been authorised by a Head of Service or other designated Senior Officer. Employees who become aware of an issue that potentially will be of media interest must notify their line manager, who in turn must alert the Communications team.”

If you are approached directly by the media, either verbally or digitally, you should immediately refer the enquiry to the Communications team - this applies to all requests for interviews. Ideally, please ask them to send their enquiry to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk), alternatively they can phone 0300 123 0900 to speak to a Communications Officer.

The table below outlines the Communications team and service responsibilities regarding media enquiries.

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Contact the service or services as soon as a press enquiry is received.</li> <li>• Provide advice and guidance on wording of response and any other communications suggested related to the press enquiry.</li> <li>• Liaise with journalists for clarification.</li> <li>• Issue agreed response.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide accurate and timely information by way of response.</li> <li>• Sign off on agreed response.</li> <li>• Follow the media guidance at all times. Services should not liaise directly with the press or media. All enquiries should be directed to the Communications team.</li> </ul>

All media enquiries received must be referred to [Communications@south-ayrshire.gov.uk](mailto:Communications@south-ayrshire.gov.uk).



## Proactive Media – Press Releases

All proactive press releases are handled by the Communications team. Proactive releases allow us to invite the media to share our news, highlighting public awareness of Council decision making, events, and service changes.

Each message is only as good as the information provided to create it. The Communications team relies on services to provide accurate information for all pro-active messages to be released to the media, and services will be asked to sign-off on any final communications prior to issue.

The majority of press releases will include an appropriate quote from the relevant Portfolio Holder (with the exception of a pre-election period when the quote would be attributed to the Chief Executive or the relevant Director/Assistant Director/Service Lead).

For announcements relating to Civic matters, the Provost, or nominated representative, should be quoted.

In all cases, the quote will be approved by the person being quoted prior to issue. Where this is not possible within the required timescales, the quote should be cleared by the Leader of the Council, the Depute Leader or relevant Chief Officer.

All press releases are circulated to Elected Members upon issue and are uploaded to our [website](#).

The table below outlines the Communications team and service responsibilities:

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Draft press release (and any associated social media posts etc.) based on key summary information from service.</li> <li>• Draft and agree Portfolio Holder (PFH) quotes with the relevant PFH as necessary.</li> <li>• Following service sign off, issue press release and add to Council website.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure you contact the Communications team at the earliest opportunity to request a press release. You should give at least 10 working days’ notice, unless it’s related to an emergency or unanticipated situation.</li> <li>• Provide summary information on key message to the Communications team, ensuring as much notice as possible.</li> <li>• Agree and sign off on final press release and any other related communications.</li> <li>• Supply a suitable image (at least 300kb in quality) and ensure all necessary permissions are in place to allow the image to be used on agreed communication channels.</li> </ul>

## Joint Press Releases

There are occasions where we will work with partner agencies to create and issue joint press releases. In these instances, one partner will generally take the lead on writing the release and circulating as appropriate for sign-off. It’s common practice for each organisation to supply a suitable quote.

Joint press releases will be released by the agreed lead organisation, unless they have limited channels for distribution, e.g. they only have the capability to distribute to niche publications as opposed to all local/national press.



## Holding Statements

Service Leads/managers should make the Communications team aware, as soon as possible, of any potential issues within their service that could raise media interest.

In most cases, if no proactive communications are planned, a holding statement should be drafted and approved in advance as a response to any media enquiries.

The service should supply the Communications team with the relevant background information/detail of potential issue/enquiry to allow the statement to be drafted. All holding statements must be signed off by the relevant Service Lead/Chief Officer. In some cases, the holding statement may require to be signed off by various others e.g. the Chief Executive/Leader of the Council.

Even where a holding statement has been agreed, in all cases, the Communications team will notify the service of any media enquiries prior to a response being issued.

The table below outlines the Communications team and service responsibilities:

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>Draft holding statement based on key summary information from service.</li> <li>Make service aware of any media enquiry and seek approval to issue holding statement.</li> </ul>	<ul style="list-style-type: none"> <li>Make the Communications team aware of any potential issue that could raise media interest.</li> <li>Provide background/summary information on key message for suggested response to Communications team, ensuring as much notice as possible.</li> <li>Agree and sign off on final holding statement.</li> <li>Confirm holding statement is still accurate and can be issued/revise holding statement accordingly prior to issue.</li> </ul>

## Media Releases following Council Meetings

It's important that the media are kept informed of Council decisions to allow them to help us get this information to the public.

Service Leads, or the appropriate manager, should contact the Communications team prior to Council meetings to advise of any communications requirements. This should be done at the same time the paper is submitted at Pre-ELT clearance stage via the [Communications Request Form](#).

Council Meetings are live-streamed. This means that it is important that any media releases coincide with the date of the panel. Where possible, any communications about Council decisions should be drafted and signed-off in advance to allow timely release if papers are approved.

Media releases are normally issued on the day of the panel meeting, and in some cases, as soon as the decision is made. Decisions that are subject to call in will be highlighted as such in any communications.

Information on Council or Panel discussions from which the public have been excluded cannot be disclosed to the media unless authorised by the Council or Cabinet, or the information has been made available under section 50B of the Local Government (Scotland) Act 1973.

The table below outlines the Communications team and service responsibilities:

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>Draft press release (and any associated social media posts etc.) based on key summary information from service.</li> </ul>	<ul style="list-style-type: none"> <li>Service Lead or appropriate manager to contact the Communications team at time of submitting panel paper at pre-ELT clearance stage to advise of any communication requirements.</li> <li>Service Lead or appropriate manager to provide summary information on key message.</li> <li>Service Lead or appropriate manager to sign-off on all communications prior to issue and prior to the date of the panel meeting.</li> </ul>

## Media Interaction with Elected Members

Elected Members who are approached directly by the media for an official Council comment should consult with the Communications team prior to any response being issued. The Communications team will, where appropriate, liaise with the relevant service to gain information in order to provide support and guidance on the best way to respond.

The Communications team will refer any media enquiries that are deemed political to the Leader of the Council for a decision on whether the administration would like to respond politically. In line with the Code of Recommended Practice on Local Authority Publicity, the Communications team cannot provide support to issue political statements or press releases.

Elected Members can decide to engage directly with the media. In such cases, any comments, quotes or information provided by the Elected Member is deemed as their view and cannot be attributed to the Council.

## Publicity ahead of Elections

When a Notice of Election is called, strict guidelines in relation to any publicity and media activity undertaken by the Council apply from then, until the day of the election.

The restrictions are set out in the Code of Recommended Practice on Local Authority Publicity: “The period between the notice of an election and the election itself should preclude proactive publicity in all its forms of candidates and other politicians involved directly in the election. Publicity should not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual members or groups of members.”

During an election period, proactive press releases and reactive media statements will include quotes from the relevant Chief Officer. No quotes from, or photographs of, Elected Members can be issued on behalf of the Council during this time.

Further information can be found in the Pre-Election Period Guidance document which is uploaded to the [elections and voting page](#) of our website around 6 – 8 weeks prior to any local, Scottish or UK Parliament Election.

## Press Calls

There are occasions where we actively encourage the media to attend specific events to allow them to take photographs/conduct interviews with officers and/or Elected Members. These can include things like changes or additions to a service, such as the opening of a new Council building or events e.g. The International Ayr Show - Festival of Flight.

In most scenarios, press calls will be issued to all local press, however, there are occasions where only specific press outlets would be invited e.g. where radio coverage only is desired.

Services can request press/media calls via the Comumunications team by using the online [request form](#).





# Photography

Images can really help to enhance any communications and better engage the audience. It's highly recommended that all media releases are accompanied by at least one good quality image.

The Communications team can help services to book a photographer to take images for a range of things including: events; presentations; good news stories/Council achievements; bank photography. The cost for commissioning any photography will, in most cases, be met by the service making the request.

There are some occasions where a member of the Communications team will take photographs to be used for promotional purposes for the Council.



# Photocalls – who to invite

The Communications team can provide advice to services when arranging photocalls. Services are responsible for agreeing in writing (email) with the relevant Director/Assistant Director who should be invited to photocalls (including Elected Members, Chief Officers and partners).

Services are responsible for issuing all invites to photocalls.

Services should draft an appropriate brief for the photographer to ensure they know which images to capture at the photoshoot.

Services should send a representative from their team to attend the photocall.

When photocalls are organised by a service or directorate, it's important that the service commissioning the photography ensures the appropriate officers, Elected Members and partners are invited as outlined below.

**IMPORTANT:** If the correct invites are not issued for a photocall, the Communications team may not be able to issue the image on behalf of the Council.





# Impartiality

All Council publicity and communication material must be neutral and impartial. All participants in Council photocalls should be asked to remove any items they have on display such as, emblems or badges that are deemed political, or might otherwise express an opinion that could compromise our impartiality.

If there's any doubt about whether a particular item could be problematic if it was displayed in a Council photograph, Elected Members or the service commissioning the photography, should seek advice from the Council's Monitoring Officer.

In cases where a photograph is taken that shows a participant wearing an item that compromises impartiality, and no other photo of the event is available for use, the Communications team will attempt to airbrush the item out prior to releasing the image. If this occurs, the service commissioning the photography is responsible for making the individual it affects aware of this.



# Copyright

When external photographers are commissioned, the copyright stays with the photographer. However, the Council will ensure it has the freedom to use the images as required e.g. in Council publications such as reports; for issue to the media; for use on our website/intranet; in our quarterly magazine; and in any other publicity material used to promote the Council and our services.

The copyright for photographs taken by any member of the Communications team rests with the Council.

Copies of photographs commissioned directly by services to be used in conjunction with media releases should be submitted, with captions, to [Communications@south-ayrshire.gov.uk](mailto:Communications@south-ayrshire.gov.uk).

# Consent

In all cases, images of people can only be used if the required consents and privacy notices are in place. The Communications privacy notice is available to view on our [website](#). Images without the necessary consents cannot be used in conjunction with any communications (internal or external). More information on consent and privacy notices can be obtained by contacting a member of the Information and Governance team.



**IMPORTANT NOTE:** It is the responsibility of the service who commissions the photography to ensure all appropriate consents and privacy notices are in place prior to the session commencing. Failure to do so may mean that some or all of your images cannot be used. If you have any queries about this, please contact the Information Governance team in the first instance.

# Broadcast Media

The Communications team receives regular requests from both TV and radio media outlets. These range from filming on location in South Ayrshire for advertisements, TV shows and movies, to radio interview requests.

All broadcasting requests are handled by the Communications team. If you are approached directly by the media, either verbally or digitally, you should not attempt to deal with any requests at service level - always refer the media to the Communications team. Ideally, please ask them to send their request to [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk), alternatively they can phone 0300 123 0900 to speak to a Communications Officer.

The Communications team will help to facilitate any broadcast media requests and will work with the relevant service(s) to ensure the Council and the local area is reflected in the best light possible. For example, on receipt of a request to film on one of our beaches, the Communications team would contact the Neighbourhood Services team to ensure the area is clean, tidy and well-presented. On receipt of a request to interview a Council representative regarding a Council matter, the Communications team would make the relevant service(s) aware and arrange for the appropriate Portfolio Holder/Leader of the Council/member of CLT to be available at a mutually suitable time.

The Chief Executive and Leader of the Council must be informed prior to any filming/interviewing taking place for news bulletin items; large-scale productions including films, TV shows and advertisements; and filming that could have an impact on the Council's reputation.

The table below outlines the Communications team and service responsibilities:

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Notify relevant service(s) of the broadcasting request.</li> <li>• Liaise with media/interviewee to arrange mutually suitable time for both parties.</li> <li>• Make Chief Executive/Leader of the Council aware of filming/interviewing taking place as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Check proposed site for filming is suitable, clean and tidy.</li> <li>• Provide the Communications team with any necessary information for interviewee.</li> </ul>





## Civil Contingencies Media

The media can play a key role in helping to disseminate information in times of crises. In cases of civil emergencies, the Communications team will work with services/Gold/Silver Group to agree any appropriate media messages.

In cases of civil emergencies, the Communications team will issue any appropriate information to allow media to aid distribution of key and important messages.

The table below outlines the Communications team and service responsibilities in cases of media coverage around civil emergencies:

COMMUNICATIONS TEAM ACTIONS	SERVICE RESPONSIBILITY
<ul style="list-style-type: none"> <li>Work with service or Gold/Silver Group to agree key media messages and corporate communications approach e.g. press releases; drafting and issuing of corporate communications using a range of media; media handling; sign off arrangements etc.</li> <li>Provide advice and guidance on targeted media messaging developed by the relevant service or group.</li> </ul>	<ul style="list-style-type: none"> <li>Contact the Communications team to advise of emerging situations.</li> <li>Provide key and brief details/information.</li> <li>Agree key media messages and approach.</li> <li>Consider any further media messaging required.</li> <li>Sign off on agreed media releases.</li> </ul>

## Media Coverage

The Communications team monitors local media coverage relating to the Council and can provide advice and support on how to respond to inaccuracies in reported information.

Any concerns regarding media inaccuracies should be highlighted to the Communications team.

## Advertising

Services often place advertisements across a range of different media outlets e.g. print; radio; television and social media. In all cases advertising requests should be submitted via [Advertising@south-ayrshire.gov.uk](mailto:Advertising@south-ayrshire.gov.uk) to ensure best value and consistency of the Council brand at all times.

In-house design advice and support can also be provided for advertisements, however, at least four weeks' notice is required for any requests for design work.

## Contact Details

If you have a query regarding press or media, please email [communications@south-ayrshire.gov.uk](mailto:communications@south-ayrshire.gov.uk) or phone 0300 123 0900 (Monday - Thursday, 8.45am – 4.45pm and Friday, 8.45am - 4.00pm).

If you have an emergency civil contingencies enquiry regarding press or media, outwith normal working hours, please contact our Emergency Response Team on 0300 123 0900.

**DRAFT**

[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

*south*  
**AYRSHIRE**  
COUNCIL  
Comhairle Siorrachd Àir a Deas  
Making a Difference Every Day

**South Ayrshire Council**  
**Equality Impact Assessment including Fairer Scotland Duty**

**Section One: Policy Details\***

Name of Policy	Communications Strategy
Lead Officer (Name/Position)	Gillian Farrell, Service Lead, OD and Customer Services
Support Team (Names/Positions) including Critical Friend	Sara Burdon – Coordinator - Communicatios

\*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 <b>aims</b> of the policy?	<ul style="list-style-type: none"> <li>▪ To increase and grow our audience ensuring communication reach a wide and diverse range of people in our communities.</li> <li>▪ To promote South Ayrshire as a destination of choice using a range of communication methods;</li> <li>▪ To align communications to the service planning process.</li> </ul>
What are the intended <b>outcomes</b> of the policy?	<ul style="list-style-type: none"> <li>▪ More people can access communications about the council and South Ayrshire events and attractions in a range of digital and non-digital ways;</li> <li>▪ Service Leads align communications plans and campaigns to the service planning process, highlighting those which drive the Council Plan</li> </ul>

**Section Two: What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	Strategy is aimed at the whole population
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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
<b>Age:</b> Issues relating to different age groups e.g. older people or children and young people	The strategy builds on work already undertaken to grow our audience in terms of corporate communications reach. This includes using a range of methods to reach all community groups including social media; digital; radio and TV advertising; posters, vinyls and graphics; public facing TVs and the council's printed quarterly magazine which is distributed across South Ayrshire to reach a non-digital audience.
<b>Disability:</b> Issues relating to disabled people	As above. Accessibility checks are carried out on communications which are produced and communications can be made available in a range of formats.
<b>Gender Reassignment – Trans/Transgender:</b> Issues relating to people who have proposed, started or completed a process to change his or her sex	No anticipated impact.
<b>Marriage and Civil Partnership:</b> Issues relating to people who are married or are in a civil partnership	No anticipated impact.
<b>Pregnancy and Maternity:</b> Issues relating to woman who are pregnant and/or on maternity leave	No anticipated impact.
<b>Race:</b> Issues relating to people from different racial groups, (BME) ethnic minorities, including Gypsy/Travellers	The strategy builds on work already undertaken to grow our audience in terms of corporate communications reach. This includes using a range of methods to reach all community groups including social media; digital; radio and TV advertising; posters, vinyls and graphics; public facing TVs and the council's printed quarterly magazine which is distributed across South Ayrshire to reach a non-digital audience. Communications can be made available in a range of languages on request.
<b>Religion or Belief:</b> Issues relating to a person's religion or belief (including non-belief)	No anticipated impact.
<b>Sex:</b> Gender identity: Issues specific to women and men/or girls and boys	No anticipated impact
<b>Sexual Orientation:</b> Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	No anticipated impact.

<b>Equality and Diversity Themes Relevant to South Ayrshire Council</b>	<b>Positive and/or Negative Impacts</b>
<b>Health</b> Issues and impacts affecting people's health	No anticipated impact
<b>Human Rights:</b> 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.	No anticipated impact

<b>Socio-Economic Disadvantage</b>	<b>Positive and/or Negative Impacts</b>
<b>Low Income/Income Poverty:</b> Issues: cannot afford to maintain regular payments such as bills, food and clothing.	No anticipated impact.
<b>Low and/or no wealth:</b> 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	No anticipated impact.
<b>Material Deprivation:</b> 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	No anticipated impact.
<b>Area Deprivation:</b> Issues: where you live (rural areas), where you work (accessibility of transport)	No anticipated impact.

### **Section Three: Evidence Used in Developing the Policy**

<b>Involvement and Consultation</b> In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? <b>Who</b> did you involve, <b>when</b> and <b>how</b> ?	Public survey on communications provided high level information on how people get information about the council and how they want to hear about council news and information; Feedback from campaign evaluations – all campaigns are evaluated for effectiveness; audience reach and engagement.
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	Social media analytics regularly reviewed and provide information on audience profile.
<b>Data and Research</b> In assessing the impact set out above what evidence has been collected from research or other data. Please specify <b>what</b> research was carried out or data collected, <b>when</b> and <b>how</b> this was done.	As above
<b>Partners data and research</b> In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?  Please specify partners	n/a
<b>Gaps and Uncertainties</b> Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?	n/a

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

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

No.	Action	Responsible Officer(s)	Timescale
	None identified		

**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?	December 2023
When will the policy be reviewed?	May 2028
Which Panel will have oversight of the policy?	XXXX



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**Section 6**

**South Ayrshire Council**

**Appendix .....**

**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy:** Communications Strategy

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

<p><b>Eliminate discrimination</b></p> <p>The strategy builds on work already undertaken to grow our audience in terms of corporate communications reach. This includes using a range of methods to reach all community groups including social media; digital; radio and TV advertising; posters, vinyls and graphics; public facing TVs and the council’s printed quarterly magazine which is distributed across South Ayrshire to reach a non-digital audience.</p>
<p><b>Advance equality of opportunity</b></p>
<p><b>Foster good relations</b></p>
<p><b>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</b></p> <p>The strategy provides free, accessible communications about the work of the council in a range of ways.</p>

<b>Summary of Key Action to Mitigate Negative Impacts</b>	
<b>Actions</b>	<b>Timescale</b>
None identified	

**Signed:** Gillian Farrell .....Service Lead

**Date:** 12<sup>th</sup> October 20283

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: The International Ayr Show – Festival of Flight 2023**

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**1. Purpose**

- 1.1 The purpose of this report is to provide an update to the Cabinet regarding the delivery of The International Ayr Show – Festival of Flight 2023.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 notes the progress made by officers in the delivery of The International Ayr Show – Festival of Flight 2023 (a full update report is outlined in [Appendix 1](#)); and
- 2.1.2 requests that officers bring an annual report to the Cabinet to provide an overview of delivery each year.

**3. Background**

- 3.1 In March 2022, the Leadership Panel approved the [Tourism and Events Strategy](#). The strategy is driven by a clear focus on eight key offers, one of which is events and festivals.
- 3.2 In March 2023 South Ayrshire Council agreed a budget which included funding to deliver The International Ayr Show – Festival of Flight. We also attracted a range of sponsors who provided funding and in-kind support for the event.

**4. Proposals**

- 4.1 The International Ayr Show - Festival of Flight, was delivered successfully on Friday 8, Saturday 9 and Sunday 10 September 2023. The event was well attended with around 240,000 visitors in total across the three days.
- 4.2 The cost to the Council to deliver the event was £364,000; £250,000 was allocated as part of the Council's budget setting process; £50,000 was carried forward from the previous financial year due to events being impacted by COVID restrictions; £20,000 was allocated from the Council's tourism marketing budget and £44,000 came from the contribution to significant events fund. Some costs were one offs and will not be incurred for future events.

- 4.3 The spend was higher than previously projected as external supplier costs have increased significantly since previous large scale events were delivered. However, the International Ayr Show - Festival of Flight delivered significant economic benefit to Ayr by attracting over 240,000 people into the area and it put South Ayrshire in the spotlight by highlighting the area as a destination of choice. A full economic impact assessment is underway to measure the impact of the event in terms of the local economy.
- 4.4 Officers are now identifying sponsors to raise funding for next year's event.
- 4.5 We recognise that there are areas for improvement, as set out in [Appendix 1](#), and officers are taking these into consideration as they plan for the 2024 event.
- 4.6 It is proposed that officers will bring an annual report to the Cabinet to provide an overview of delivery each year. The annual report will include the economic impact study from the previous year's event.

## **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 delivery of the event has been accommodated within existing tourism and events resources. The total cost to the Council was £364,000 from across the following budgets: Ayr Show core budget: £250,000; carry forward from previous financial year: £50,000; tourism marketing budget: £20,000; and contribution to significant events fund: £44,000

In addition, the event generated a total income of £256,325; £150,000 from sponsorship and : £106,325 from trading.

## **7. Human Resources Implications**

- 7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

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

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

- 8.2.1 The risk associated with rejecting the recommendations is that the Council misses the opportunity to deliver The International Ayr Show – Festival of Flight.

## 9. Equalities

- 9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## 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 Priority 2: Live, Work, Learn: Work and Economy and Priority 3: Civic and Community Pride: Pride in South Ayrshire.

## 13. Results of Consultation

- 13.1 There has been no public consultation on the content of this report.
- 13.2 Consultation has taken place with Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and Councillor Brian Connolly, Portfolio Holder for Sport and Leisure and the contents of this report reflects 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
The International Ayr Show – Festival of Flight event update is reported to the Cabinet	30 November 2024	Service Lead – Destination South Ayrshire

Background Papers    [Report to Cabinet of 1 November 2022 - Proposal to Deliver an Airshow in September 2023, 2024, 2025, 2026 and 2027](#)

[General Services Revenue Budget 2023-24 and Capital Investment Programme 2023-24 to 2034-35 – Proposals of the Conservative and Independent Members – 1 March 2023](#)

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

**Date: 16 November 2023**

### Delivery of The International Ayr Show – Festival of Flight 2023 Update

#### 1.1 Audience and Engagement

Around 240,000 people attended the Low Green and the surrounding area between Friday 8 - Sunday 10 September 2023.

The social media coverage produced by the Council's Communications Team during the event ( Friday 8 – Sunday 10 September) and issued on the Council's channels resulted in the following:

- Total Social Media reach on corporate social media channels– **1,600,439**.
- Total hits on website – our communications pointed customers to the dedicated AyrShow website, resulting in **171,100** hits over the weekend.

This brings reach on corporate channels to **1,771,539** ( this does not include reach where posts were shared by other services or organisations)

Additionally, there were a range of radio interviews regarding the Ayr Show, such as the BBC Radio Scotland interview ( Friday 8 September). Figures indicate an average daily reach of **123, 857** on Radio Scotland.

#### 1.2 Charity Partner – The Royal Air Force Benevolent Fund

The RAF Benevolent Fund's welfare purpose for the Ayr Show was to use the event to reach and inform the RAF Family in Ayrshire, the West of Scotland and Northern UK in order to increase support for those in need. With 2 new Fund case workers recruited in Scotland and a model for engagement that was devised with South Ayrshire Council, the Ayr Show has played a significant part in reaching the aim.

By deploying the model across 13 Local Authorities in Scotland, the Fund's enquiry rate increased by 99% in 2023 Q1 (when the overall UK increase was 28%). This developed further and at the moment the busiest fund case worker across the UK is the one in the West of Scotland. There has been an increase in support provided in the West of Scotland and there are recent examples of support being provided to RAF veterans and their families who made contact with the Fund at the Ayr Show. We believe, as does the RAF Benevolent Fund, that the increase, which is likely to continue, is a direct benefit of the Fund being the Council's Charity Partner.

#### 1.3 Flying Display Programme

The flying display programme was developed in partnership with our strategic partner, theSKYLAB, and Flying Display Director Les Garside-Beattie OBE (Group Captain Retired). In addition to securing military air displays and civilian aircraft, flying safety, logistics and legislative aspects were put in place to deliver the programme, as noted in [Annex 1](#).



## **1.4 The Festival Village**

In addition to the flying display programme, there was a festival village at the Low Green with a wide range of activities, as detailed in [Annex 1](#), many of which were free for families to participate.

## **1.5 Science, Technology, Engineering and Mathematics (STEM)**

Science, Technology, Engineering and Mathematics (STEM) was a key focus for the Ayr Show. TheSKYLAB, delivered a week-long set of activities at Prestwick Airport in the run up to the Ayr Show, which enabled pupils to understand what a STEM career at Prestwick aerospace hub would look like. In an innovative approach, all aerospace companies worked collaboratively to generate a set of workshops that represented how important STEM is in the work they do, what they do with it and how pupils could do the same.

The initiative was then moved to the STEM Marquee for the festival weekend, which included a featured STEM display from the flying programme - the Gravity Industries Jet Suit demonstration. The STEM Marquee was delivered in partnership with all aerospace companies, as listed in [Annex 1](#).

## **1.6 Sponsors and Supporters**

We worked with a wide range of sponsors, supporters, partners and suppliers and they provided invaluable support in making The International Ayr Show - Festival of Flight possible. These are also detailed in [Annex 1](#).

## **1.7 Planning Group Partners**

Logistics and safety are paramount in holding an event of this scale. A wide range of agencies and organisations assisted with this through a range of planning groups. Partners are listed in [Annex 1](#).

## **1.8 Volunteers**

100+ volunteers gave up their time to help run this event by assisting across a variety of roles throughout the weekend. There will be ongoing opportunities throughout the year for the volunteers to network, develop their skills and become involved in other SAC events, including future International Ayr Shows.

## **1.9 SAC Staff**

Staff from many of our services were involved in organising the event, led by the Destination South Ayrshire team. All services went 'the extra mile' to ensure a superb experience for all our visitors and participants.

## **1.10 Health and Safety**

There were 122 medical referrals during the event (Fri – 21, Sat - 81, Sun -20) which were reported to St. Andrews First Aid with the majority being minor in nature. Of these referrals, 23 were dealt with by the Scottish Ambulance Service who provided examination and treatment.

Of the 23, four required further hospital treatment. Three of which were health related and not linked to the event. The remaining incident occurred within the Fair Ground area which had its own Public Entertainment Licence in place. The incident was reported to the Health and Safety Executive for consideration.

### **1.11 Economic Impact**

We are currently gathering and collating economic impact data from audiences and local businesses from across South Ayrshire, and a full report will be produced. However, anecdotal feedback has shown that many local businesses exceeded previous sales records over the weekend.

### **1.12 Areas for Improvement**

This was the first year that the Council organised an Ayr Show; it was a non-ticketed, free, outdoor event which meant that demand management planning was challenging. The attendance was double the projected numbers and this impacted on provisions such as traffic management measures, car parking and toilets.

Debriefs have been conducted with our planning partners, and feedback from attendees has also been reviewed. There are a number of areas for improvement for future events and a high level summary is included below:

- Car Parking and Traffic Management:

There will be a requirement for increased and improved car parking provision and traffic management measures to support the flow of traffic – particularly at the Whitletts roundabout, and greater enforcement of parking restrictions within local communities. The traffic and transport sub-group will continue to meet regularly to develop robust plans for the next Ayr Show in 2024.

- Toilet Provision

For future events there will be increased toilet provision at the Low Green, but also extending out across the shore front, and we will also review the number of toilets required within the car parking infrastructure. Toilet supervision will be increased – feedback highlighted that some cubicles and men’s urinals were not used fully as people did not know they were available and people were waiting unnecessarily for a smaller number of toilets.

- Resident Engagement

We worked with This is EventoS to support community engagement for the Ayr Show. Prior to the event, over 3,000 information letters were sent to residents, two community engagement meetings were held and there was a resident information section on the Ayr Show website with a dedicated email address and phone number.

Due to planning timescales, engagement with residents was limited and we would like to improve this moving forward. Two community engagement meetings have been scheduled for November 2023 and this will be the beginning of an ongoing dialogue with residents as we plan for the International Ayr Show – Festival of Flight 2024.

## **Flying Display Programme**

### **Friday 8 September 2023**

- Gravity Industries
- The Calidus Autogyro
- RAF Black Jack Typhoon
- Airborne Pyrotechnics
- A Special Night Glow

### **Saturday 9 September 2023**

- Gravity Industries
- Team raven and the gazelle squadron flypast
- Team RaVen
- The BAC Strikemaster Pair
- RAF Chinook
- OV-10B Bronco Demo Team
- Battle of Britain Memorial Flight
- Red Devils
- The Calidus Autogyro
- Airborne Pyrotechnics
- The Gazelle Squadron
- The Starlings
- SE5A WW1 Biplane
- Rolls-Royce Heritage Flight
- RAF Black Jack Typhoon
- The Red Arrows

## **Festival Village Activities**

- RAF Benevolent Fund Merchandise Selling Point
- Heritage Centre Vintage Vehicles
- Trade Area
- Cinema
- Army Village
- Veterans Meet and Greet
- Royal Observer Corps
- RAF Village including simulator
- Royal Navy Village
- Children's Creative Zone
- VIP Bar & Bleacher Seating Area
- Food vendors
- Face Painting
- Team Extreme Sports Display Area
- Team Extreme Public Ramp
- Funfair
- Photography Area

- Accessible Viewing Platforms
- Just Dive Scuba Experience
- Classic Cars Exhibition
- Destination South Ayrshire Information Stand
- RAF Benevolent Fund Welfare Area
- Healing Centre
- Food and Drink Village
- Tragic O'Hara's Aviation Art
- Classic Cars Exhibition

Sponsors Trade Village including:

- Arnold Clark Kia
- Ayrshire College
- BAE Systems
- Collins Aerospace
- Curtiss-Wright SurfaceTechnologies
- hub South West Scotland
- JST Services (Scotland) Ltd

Sunday Only

- Beach sports and water activities

### **Science, Technology, Engineering and Mathematics (STEM) Partners**

- BAE Systems
- Chevron
- Collins Aerospace
- GE Caledonian
- Glasgow Science Centre
- Gravity Industries
- Institute of Physics
- Mangata
- NATS
- Prestwick Spaceport
- Ryanair/PAM
- Spirit AeroSystems
- Strathaven Balloon Festival
- theSKYLAB
- Woodward

### **Sponsors and Supporters**

- Arnold Clark Kia
- Ashleigh (Scotland)Limited
- Associated British Ports
- Ayr Racecourse
- Ayrshire College
- Ayrshire Fiddle Orchestra

- Ayrshire Magazine
- BAE Systems
- Cash for Kids – West of Scotland
- Charles Scott & Partners
- Citygate Construction Ltd
- Collins Aerospace
- Curtiss-Wright Surface Technologies
- Direct Healthcare Group
- Heads of Ayr Farm Park
- hub South West Scotland
- James Frew Ltd
- JST Services (Scotland) Ltd
- MCW (Scotland) Ltd
- Minuteman Press Ayr
- O'Neil Gas Services Ltd
- Prestwick Sailing Club
- Regency Facilities Management
- Richardson & Starling
- Spirit AeroSystems
- Stagecoach
- Thistle Cabs

### **Planning Group Partners**

- AMD Photography
- Amey
- Apex Traffic Management
- Associated British Ports Ayr
- Ayrshire Civil Contingencies Team
- Ayrshire Roads Alliance
- Ayr Show Health & Safety and Site team
- British Transport Police
- Flying Display Director: Les Garside-Beattie OBE (Group Captain Retired) and his team
- G4S
- Glasgow Prestwick Airport
- Maritime and Coastguard Agency
- NHS Ayrshire & Arran
- Police Scotland
- RAF Benevolent Fund
- Scotrail
- Scottish Ambulance Service
- Scottish Passenger Transport
- Scottish Fire and Rescue Service
- Stagecoach
- The SKYLAB
- This is EventoS
- Traffic Scotland

**South Ayrshire Council**

**Report by Chief Social Work Officer  
to Cabinet  
of 28 November 2023**

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**Subject: Chief Social Work Officer Annual Report**

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**1. Purpose**

- 1.1 The purpose of this report is to update Cabinet on the performance of statutory social work services for 2022 - 2023.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 considers the performance of statutory social work service as summarised in paragraph 4.1 and the report attached in Appendix 1; and**

**2.1.2 agrees the report is submitted to the Office of the Chief Social Worker Advisor in the Scottish Government.**

**3. Background**

- 3.1 Every local authority must have a professionally qualified Chief Social Work Officer (CSWO) as per Section 45 of the Local Government etc. (Scotland) Act 1994. The role of the CSWO is to ensure the provision of appropriate professional advice in the discharge of a local authority's statutory functions as described in Section 5 (1B) of the Social Work (Scotland) Act 1968.
- 3.2 The role covers the full range of a local authority's social work functions to provide a focus for professional leadership and governance. The role provides strategic and professional leadership in the delivery of social work services.
- 3.3 The Public Bodies (Joint Working) (Scotland) Act 2014 provides for the delegation of certain social work functions by a local authority to an integration authority – for example, a Health and Social Care Partnership.
- 3.4 The Scottish Government requires the CSWO to produce an annual report of service quality and performance, key challenges, and for this particular year, the initial impact of COVID-19.



## **4. Proposals**

- 4.1 The CSWO annual report (Appendix 1) highlights areas of performance across statutory Social Work services. The CSWO would wish to draw attention to the following key points within the report:
- 4.1.1 That overall the report shows that as services return to operational status post covid demand continues to grow across the majority of service areas.
  - 4.1.2 The range of transformational work within Children's Health, Adult Services and Justice Services to build on strengths and offer choice and control to those who use our services.
  - 4.1.3 The developments outlined for each service in relation to "looking ahead" that will drive improvement and therefore deliver better quality services to the people of South Ayrshire.
  - 4.1.4 The implementation of our Workforce Plan that seeks to address the retention and recruitment and wellbeing issues within the profession.
- 4.2 Alongside these key issues, the CSWO would wish to publicly recognise and acknowledge the skills and compassion shown by our practitioners, managers and partners every day to provide services to our community.

## **5. Legal and Procurement Implications**

- 5.1 The CSWO has prepared an annual report of service quality and performance which complies with the Council's statutory duties and will submit this to Scottish Government as required.
- 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 beyond those contextualised within the body of the annual report.

## **7. Human Resources Implications**

- 7.1 There are no human resource implications arising from this report beyond those contextualised within the body of the annual report

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

- 8.1.1 There are no risks associated with this report beyond those contextualised within the body of the annual report.

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

- 8.2.1 Rejecting the recommendation may impact on the reputation of the Council.

## 9. Equalities

- 9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## 10. Sustainable Development Implications

- 10.1 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 Priority 4 of the Council Plan: Efficient and effective enabling services.

## 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 Lee Lyons, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.
- 13.3 The contents of this report have been reported through other structures attended by Cabinet / Portfolio holders.

## 14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Chief Social Work Officer 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
The annual report is submitted to the Office of the Chief Social Worker Advisor in the Scottish Government	1 December 2023	Chief Social Work Officer

**Background Papers**    None

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**Date:**    16 November 2023

Chief Social Work Officer  
Annual Report  
2022 – 2023

October 2023

RESPECTFUL  
SUPPORTIVE



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# Introduction

I am delighted to share with you South Ayrshire's Health and Social Care Partnerships Chief Social Work Officers Report.

I would like to begin by paying tribute to all within the partnership who have worked tirelessly over the past year to continue to work toward our ambition of ensuring that those within our communities start well, live well and age well.

All of us are assimilating the impact of the pandemic and as we emerged, we faced a brighter horizon but one that carries the legacy of COVID and the impact of economic pressures such as the cost-of-living crises that places more uncertainty into the lives of the people of South Ayrshire.

My reflection of the last year is one of many achievements and growth across social work services as we focus on early intervention and prevention while continuing to carry out our statutory duties to safeguard and protect the most vulnerable within our communities.

Our Child Protection and Adult Protection Committees laid down a new framework to monitor performance, engage with the public and build confidence and competence in practice. In Adult Services the foundations of our new service delivery model were firmly established. Justice Services established new workshop facilities to build capacity and support for those recovering and making reparation to their communities. In Childrens Services our 'Family First' model saw expansion and our Young Carers delivered a thought-provoking film 'The Weekend' to raise awareness of the challenge they face in their young lives

In March 2023 we received our inspection report of Learning Disability Services within Adult Services concluding that across all the inspected areas we were good.

The bedrock of our improvement journey our AIFFS programme has seen cohort after cohort embrace the methodology that drives change and improvement. We have continued to deliver core, mandatory, specific and specialist training to build confidence and competence within our workforce.

It is difficult for me in this short introduction to encapsulate all these things working for good. We are a sum of our parts and our Annual Performance Report highlights the significant progress we have made and our ambition to be the best.

I would like to thank the entirety of workforce who have supported me and provided wisdom and counsel as I continue to grow and develop into this role.

I would like to thank those who have shared their lived experience of social work services in particularly to those in the recovery communities whose representation, strength, compassion and dedication is an example for all.

Gary Hoey

# 1. Governance and Accountability

The Chief Social Work Officer (CSWO) provides professional leadership and promotes values and standards of professional practice, ensuring that only Registered Social Workers undertake those functions reserved in legislation and meet the requirements of the Scottish Social Services Council (SSSC) and the associated Codes of Practice. Any social worker or social care professional may approach the CSWO for advice.

The CSWO has a “stand-alone” function across Social Work Services and reports directly to the Chief Executive of South Ayrshire Council. The CSWO also, reports directly to the Director of South Ayrshire Health and Social Partnership (SAHSCP) on operational and strategic matters across the service. Social Work provides a variety of services to protect and support people and in South Ayrshire; this is split across three distinct services:

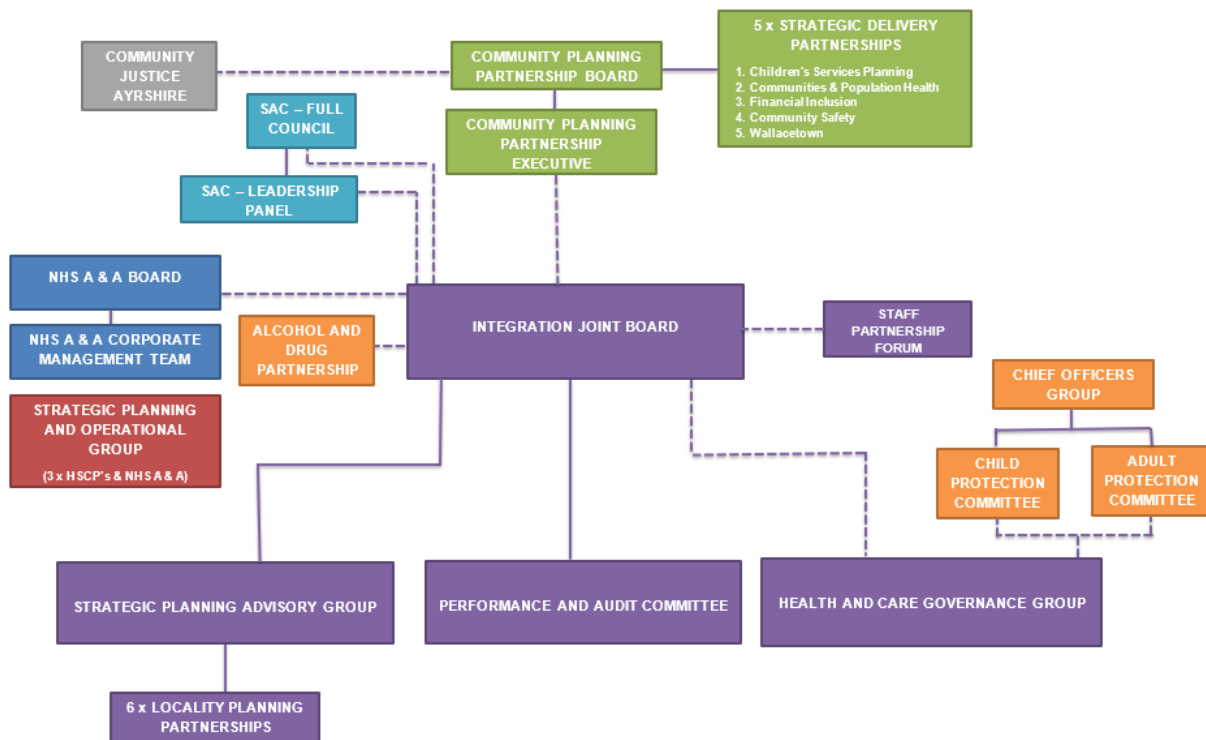


The CSWO is responsible for professional and specialist advice on the provision of social work services to strategic governance and accountability structures within South Ayrshire.

[“The Role of the Chief Social Work Officer: Guidance for local authorities regarding the role of the Chief Social Work Officer”](#) outlines the scope and responsibilities of the role.

- Values and standards
- Decision Making
- Leadership
- Reporting

The Governance structure for SAHSCP is shown below.



The CSWO sits on a number of these structures including:

- Integrated Joint Board
- Chief Officers Group
- Adult Protection Committee
- Child Protection Committee
- Strategic Planning Advisory Group
- Performance and Audit Committee
- Health and Care Governance Group

In addition to this the CSWO is an integral member of the SAHSCP's Directorate Management Team and is therefore involved in key aspects of planning, budgeting, service development and implementation.

The role also involves responding to enquiries, providing support, information, reflection and direction to elected members, relevant Cabinet members and attendance at relevant Council and Leadership Panel meetings, where required.

The CSWO is currently the Chair of South Ayrshire Alcohol and Drugs Partnership and the Social Work Governance Board. Participation in short life working groups and service specific governance such as the Community Services Oversight Group, is integral to the core tasks of the CSWO.

The CSWO has responsibility for 5 direct reports:

- Child Protection Lead Officer
- Adult Support and Protection Lead Officer
- Self-Directed Support Lead Officer
- Alcohol and Drug Partnership Lead Officer
- Practice Development Team Service Manager

In addition to this there are a small number of areas of decision-making where legislation confers functions directly on the CSWO by name. These areas relate primarily to the curtailment of individual freedom and the protection of both individuals and the public. Such decisions must be made either by the CSWO or by a professionally qualified social worker, at an appropriate level of seniority, to whom the responsibility has been formally delegated and set out within local authority arrangements. Even where responsibility has been delegated, the CSWO retains overall responsibility for ensuring quality and oversight of the decisions.

These areas include:

- deciding whether to implement a secure accommodation authorisation in relation to a child (with the consent of a head of the secure accommodation), reviewing such placements and removing a child from secure accommodation if appropriate.
- the transfer of a child subject to a Supervision Order in cases of urgent necessity.
- acting as guardian to an adult with incapacity where the guardianship functions relate to the personal welfare of the adult and no other suitable individual has consented to be appointed.
- decisions associated with the management of drug treatment and testing orders.
- conducting functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions.

Additionally, the CSWO assumes the role of Agency Decision Maker performing an essential role in making decisions about the best plans for children, their carers and adopters. The Adoption and Children (Scotland) Act 2007 provides the framework for this role.

## 2. Service Quality and Performance

For the purposes of the annual report, we will focus on the following key areas of service quality performance. The report aims to describe our journey and achievements over the past year but also to identify the next steps we must take to excellence.

- Children Services
  - Child Protection
  - Looked After Children
- Adult Services
  - Adult Support and Protection
  - Adult Care and Support
- Mental Health Services
- Justice Services
  - MAPPA
  - Prevent
  - MARAC
- External Scrutiny
- Internal Scrutiny

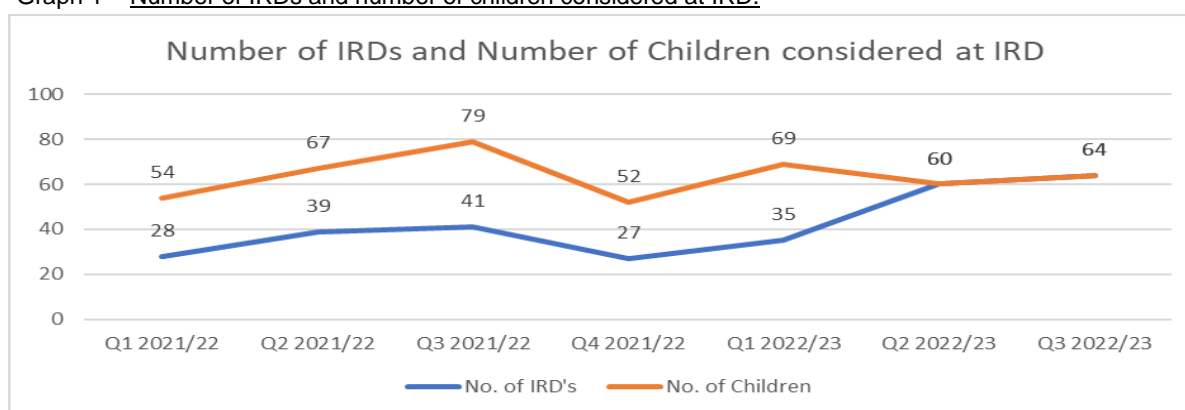


# Childrens Services

## 2.1 Child Protection

Children are placed on the child protection register when a child is deemed at risk of significant harm. Children on the register will be reviewed by the team around the child at core group meetings on a frequent basis. (4 weeks) Families and children will also experience more supportive visits to ensure the progression of the child's protection plan. A crucial part of the process is the initial referral discussion between agencies that establishes the immediate steps required to safeguard and protect children and commence planning to ensure their continued safety and wellbeing.

Graph 1 – Number of IRDs and number of children considered at IRD.



Over the past year we have seen the number of Initial Referral Discussions rise. This may reflect the impact of structures established to monitor the welfare of children returning to routine service following the pandemic. Another aspect which may impact upon this is the strengthening of Public Protection resource within NHS Ayrshire and Arran.

Additionally, questions were raised about South Ayrshire having relatively low numbers of IRD, particularly when benchmarking against similarly sized local authorities.

There have been various approaches to scrutinise and question this over the last three years, resulting in the commissioning and production of the Annual Child Protection Trend Analysis reports and consequential meetings and discussions.

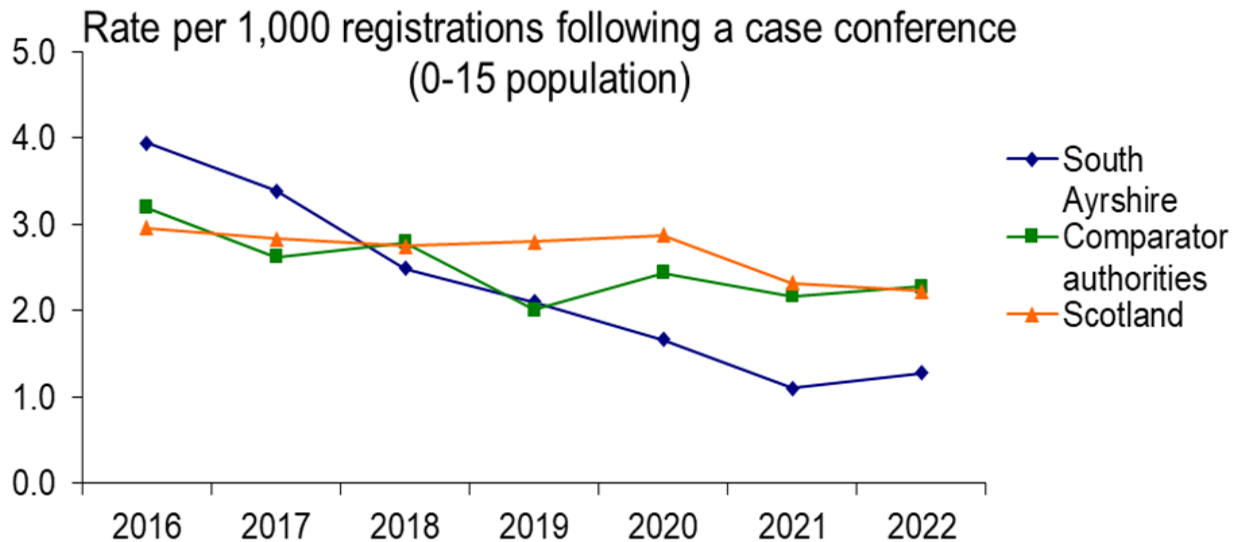
As the trend continued, this year it was agreed that there should be a multi-agency workshop to discuss and explore this further with a view to bringing it to a conclusion.

This workshop took place in March 2023, its aim was to create an environment which enabled "Professional Curiosity" across the multi-agency team invited.

The ambition of the workshop was to either arrive at a necessary improvement action plan or to be assured at the current approach and bring this discussion to a conclusion, with further audit and scrutiny as part of the normal CPC and COG reporting cycle.

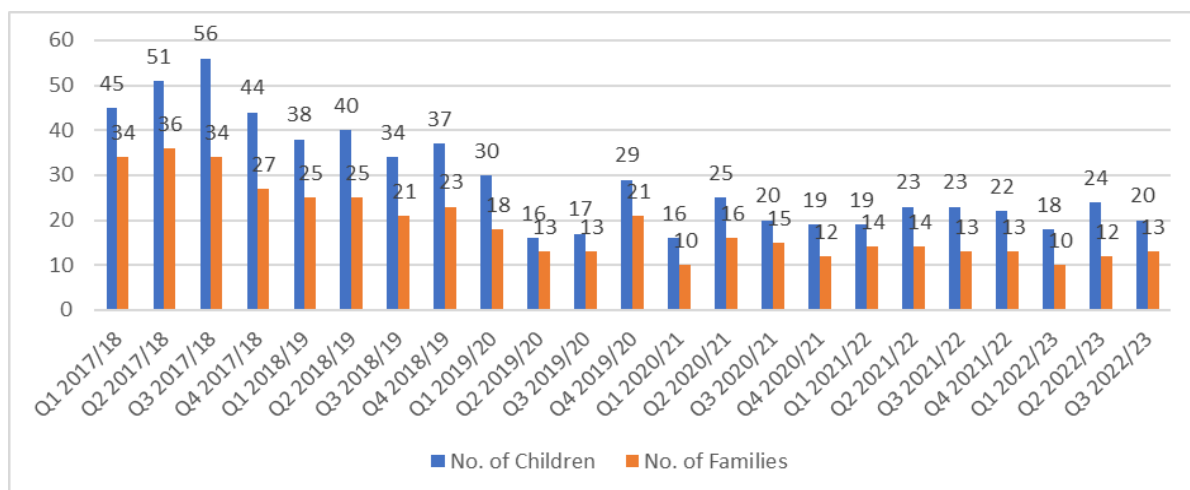
Assurances around IRD and Child Protection in general were achieved and we continue to support the current model for undertaking IRD in South Ayrshire.

To provide further assurance around this process a multi-agency group meets quarterly to review IRD's and decision-making processes to highlight learning and share any information regarding the robustness of this process. This activity also strengthens our multiagency working and understanding of roles and service priorities and ambitions. Moving through the year 2023 – 2024 we will implement the new Child Protection Procedures and develop local guidance in relation to Initial Referral Discussions.



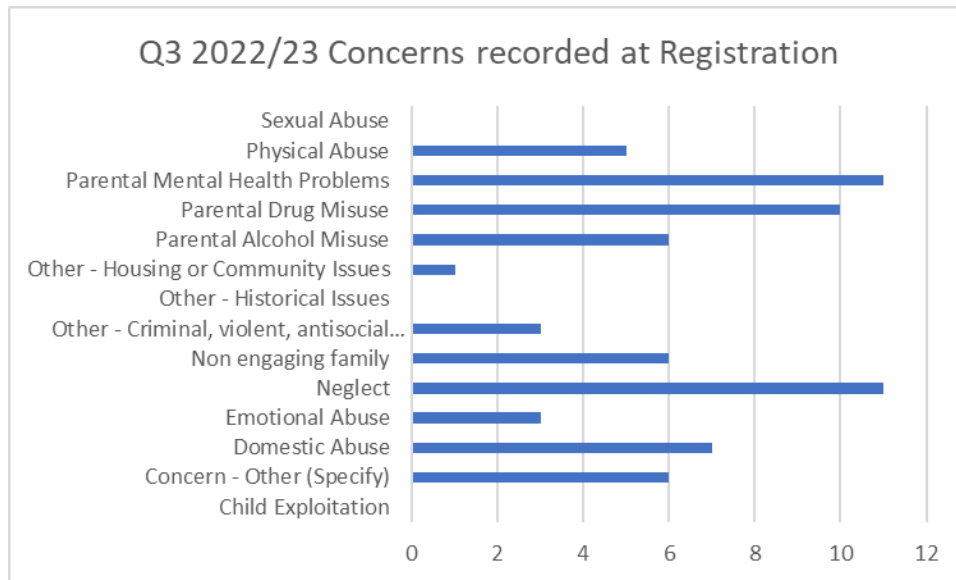
Graph 2 – Rate per 1,000 registrations following a case conference.

A decision to proceed to case conference follows the initial investigation of concerns resulting from the professional discussion at IRD Graph 2 highlights a reduction of registrations following case conference over a 6-year period. It is interesting to note that with there is an upturn in registrations from 2021 this tracks the data in relation to IRD's. Our registrations are lower than that comparator authorities, but these do not include areas where the Signs of Safety Approach has been adopted. These areas overall have reduced numbers of registration and children on the register. The upturn may also suggest despite initial concerns with this approach that processes continue to safeguard and promote the welfare of those who require this level of intervention.



Graph 3 – Number of children/ families placed on Child Protection Register.

As of 30<sup>th</sup> April 2023 (Q3 2022/23), there were 20 children (13 family groups) on the Child Protection Register which is similar to the same quarter in 2021/22 (23 children / 15 family groups). The figures through the reporting period have remained within a steady range considering family composition.



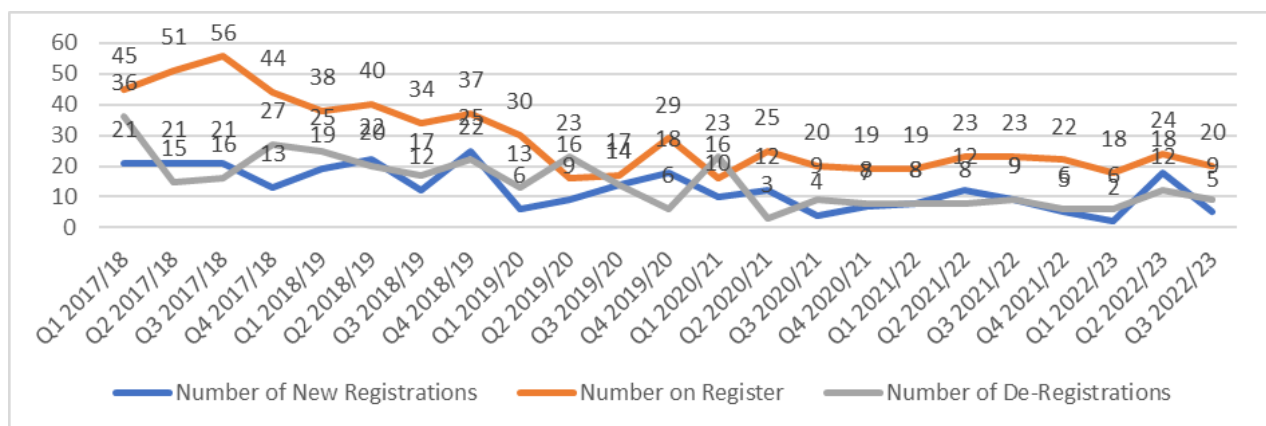
Graph 4 – Concerns Recorded at Registration Q3 2022/23.

Graph four highlights the nature of concerns for those placed on the register.

The main reasons for registration are:

- Neglect
- Parental Mental Health Problems
- Parental Drug Misuse

Working with our Practice Development Team, our Child Protection Committee and our multiagency and third sector partners we will ensure that we have a workforce that has the confidence and skills to identify prevent, intervene and support.



Graph 5– Rate of new registrations/ number on register and number of deregistrations.

Re-Registrations	2019/20				2020/21				2021/22				2022/2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3 months	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0
6 months	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
12 months	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
24 months	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0

Table 1 – Rate per 1,000 registrations following a case conference.

Table one highlights the number of re-registrations over 4 years. This is a valuable indicator that highlights the success of post registration support,

There was one child re-registered following de-registration returning to the register within 24 months. This was as a result of the re-emergence of previous concerns. Over the last 8 quarters, only 2 children have been subject to re-registration that may suggest that the majority families are primarily receiving the correct support and risk is being managed for these children effectively.

An audit and self-evaluation of children de-registered was carried out, to ensure children and young people removed from the Child Protection Register were receiving the necessary support.

There is currently only one child (from the Children with Disabilities Team) who has been on the Child Protection register for more than 12 months (25 months as of 30/04/23). Professional discussion with the Team Leader concluded reasons for continued registration were justified.

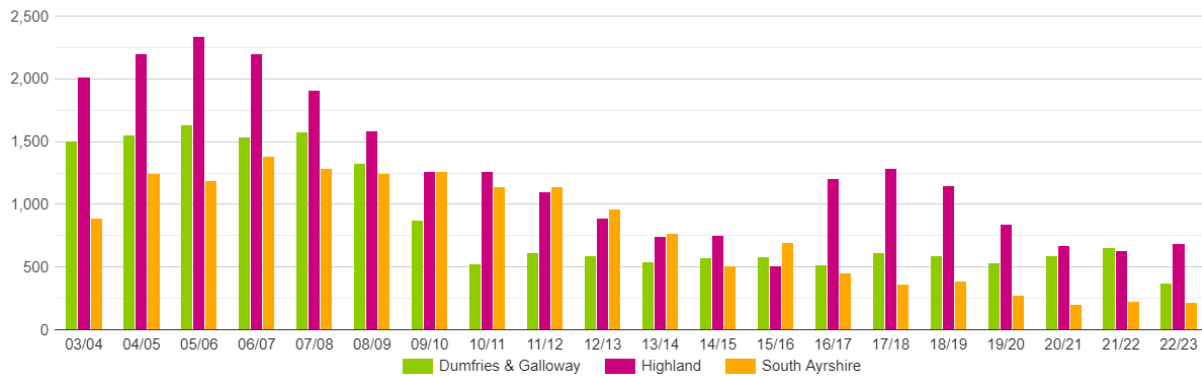
## Looking Ahead

Our Child Protection Committee over the past year has developed a robust plan to ensure that we continue to meet our statutory requirements to continue to safeguard and promote the welfare of children and young people and support families to remain together. Over the next year we will.

- The implementation of revised and new guidance relating to Child Protection.
- Encourage lived & care experienced voices to influence CPC strategy.
- Embed our Trauma Informed Practice officer in Child Protection Processes.
- Continue to embed and implement our new subcommittee framework.
- Produce guidance packs for multi-agency participation while developing audit activity across children's services.

## 2.2 Looked After Children

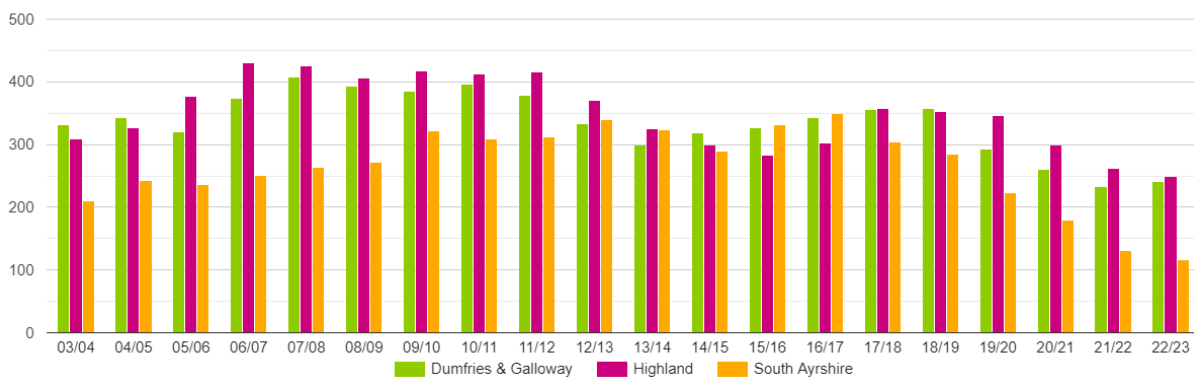
South Ayrshire Health and Social Care Partnership also carry out their statutory function in relation to children and families who may require more focussed support. Some children and families will have been referred to the Scottish Childrens Reporter Administration. (SCRA) resulting in statutory measures being implemented under the auspices of a Compulsory Supervision Order.



Graph 6 – Children referred to the Childrens Reporter. Analysis by comparator authorities.

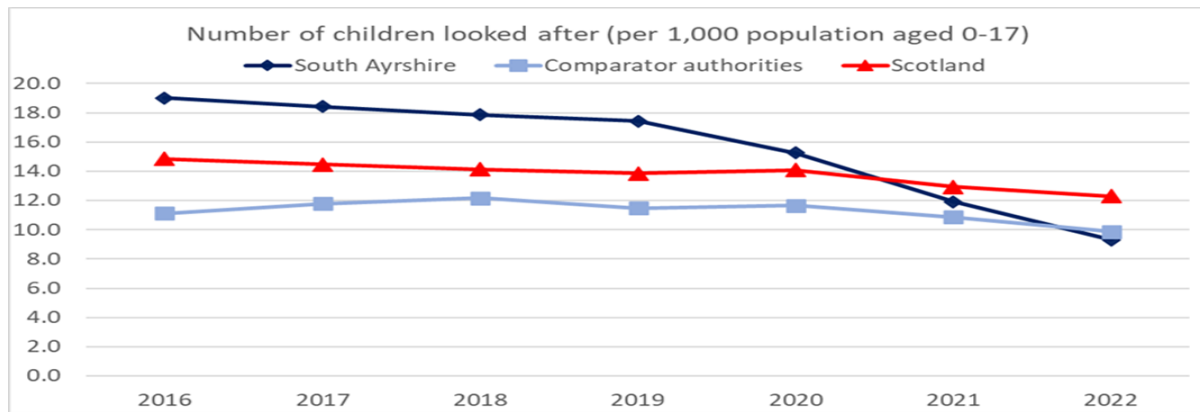
Within South Ayrshire referrals to the SCRA have remained static over the past three years. Ranging from 203 in 2021, 226 in 2022 and 216 in 2023.

Children referred to SCRA on offence grounds has decreased. In 2021 37 children were referred. In 2023, 30 children were referred on offence grounds.



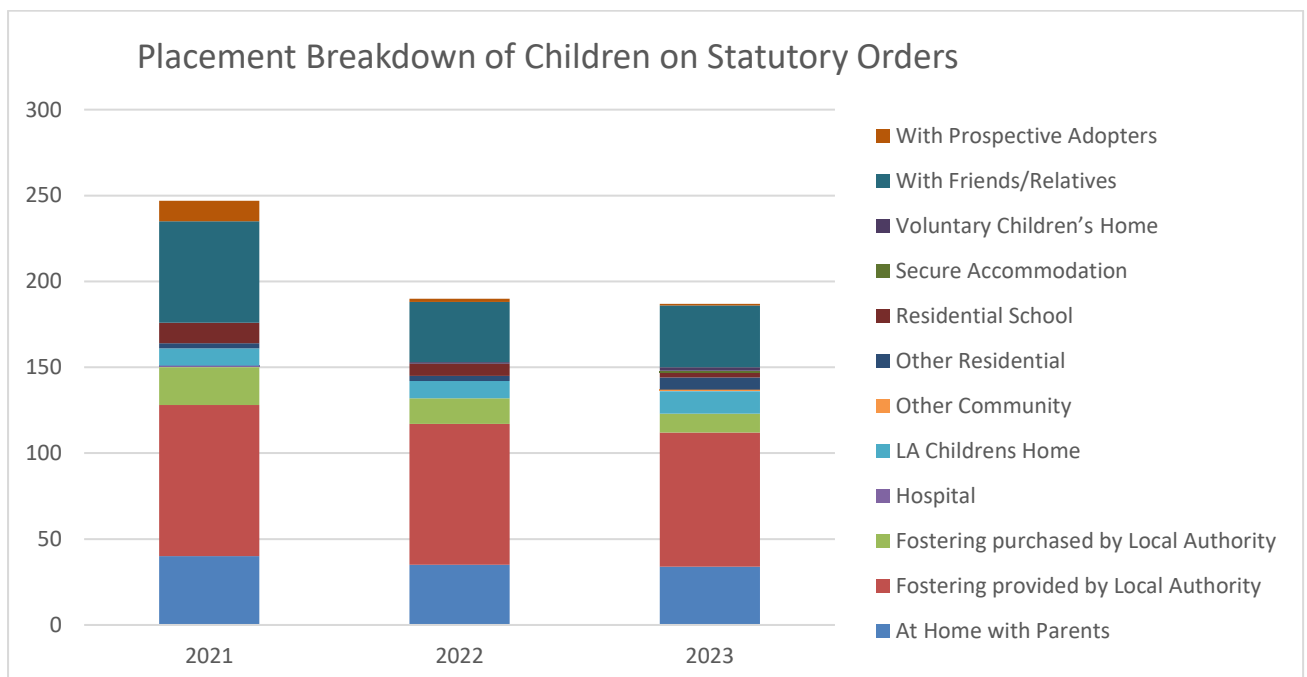
Graph 7 – Children Subject to Compulsory Supervision Order including Comparator Authorities.

Graph 7 highlights an ongoing downward trend in relation to children who are subject to Compulsory Supervision Orders.



Graph 8 – Number of Children Looked After Per 1000 population aged 0 - 17.

Graph 8 highlights that South Ayrshire sits marginally below the comparator authorities but well below Scotland. As previously mentioned, reasons for this may be the transformational work we have undertaken in terms of early intervention and prevention. A key feature in this is the robust and supportive relationship we have both with the Scottish Childrens Reporters Administration and Childrens Hearing. As part of our implementation of the ‘Signs of Safety’ awareness and training was delivered to them and all partner agencies regarding this approach.



Graph 9 – Placement Breakdown of Children on Statutory Orders

As of 31st July 2022, the majority of children (88%) are being looked after in the community either at home with their parents, with friends / relatives or with foster carers. 12% of children looked after are in residential accommodation. 90% of children looked after across Scotland were being looked after in the community and 85% across the comparator authorities. The number of children in South Ayrshire who are Looked After and Accommodated is down by 16% between 2021 and 2022. Table 2 provides numbers in relation to this.



Summary	01/04/22	01/04/22	01/04/23
At Home with Parents	40	35	34
Fostering provided by Local Authority	88	82	78
Fostering purchased by Local Authority	22	15	11
Hospital	1	0	0
LA Childrens Home	10	10	13
Other Community	0	0	1
Other Residential	3	3	7
Residential School	12	7	3
Secure Accommodation	0	0	1
Voluntary Children's Home	0	1	2
With Friends/Relatives	59	35	36
With Prospective Adopters	12	2	1
<b>Sum:</b>	<b>247</b>	<b>190</b>	<b>187</b>

Table 2 – Placement Breakdown of Children on Statutory Orders.

## Looking Ahead

In summary the partnership has invested in and continues to grow support to promote early intervention, diversion and prevention. One example of this is the completion of an independent living space built on the site of Cunningham Place to support transition to independence. The downward trend in both looked after and children on statutory orders is to be welcomed as we shift from the servicing of statutory work to the provision of preventative and early intervention services.

Children and Families through the range of strategies and services noted below aim to identify strengths within individuals and families and support them to start well live and age well.

- Signs of Safety Approach
- Carrick Family Wellbeing Service
- Child Poverty Action Plan
- Kinship Care
- Belmont Family First
- Youth Diversion
- Functional Family Therapy
- Intensive Family Support
- Small Steps to Wellbeing Service.
- Throughcare and Aftercare

These transformational projects have evidenced financial efficiencies over and above targets as well as delivered improved outcomes for children and their families. This has enabled the change in the balance of care with more focus and investment being placed on early intervention and prevention, collaborative working and whole system change and away from expensive care providers and intrusive statutory interventions.

This work, along with the more “whole system, cultural change” challenge that the Promise brings, and the focus on being Trauma informed and Children’s rights focused, creates an opportunity for change in not only what we do but how we do it.

The team will continue to focus on developing:

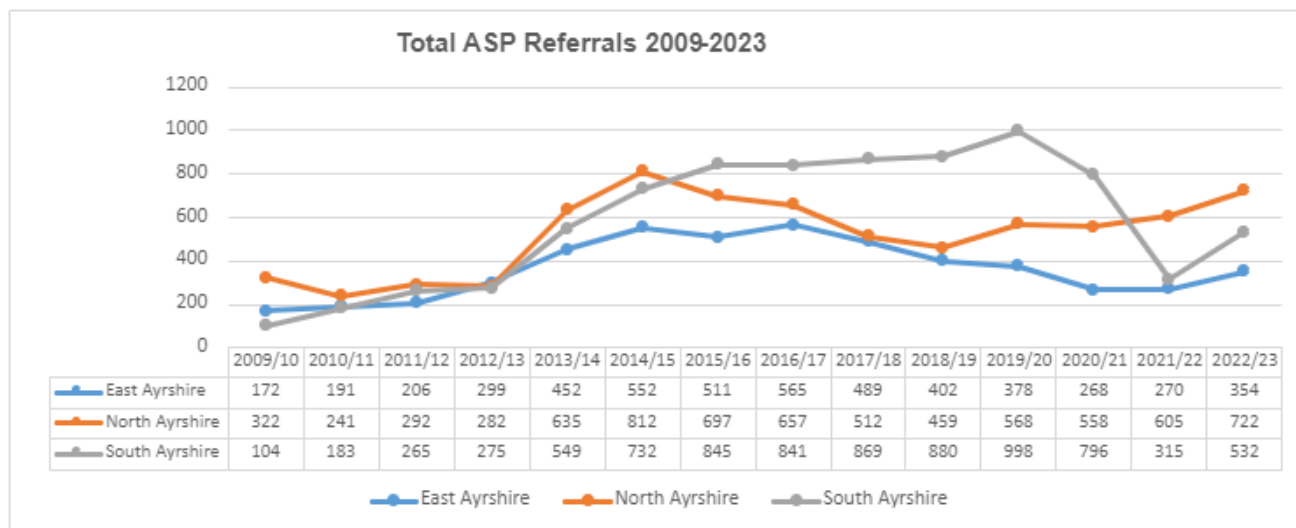
- Roll out to other schools, a Family First Schools project, learning from the Small Steps to Wellbeing project and expanding on the Belmont First model.
- To have teams in localities working with partners to respond to local needs and develop strong community partnerships.
- Transform and modernise the children with disability team.
- Create additional nursing support within Ayr North / Wallacetown
- Redesign of Young Persons Support and Transition Team with Youth Justice and Through Care and After Care clearly defined.
- Develop trauma informed therapeutic services for children looked after in Foster and Kinship Care, including the employment of a Play Therapist and enhanced training to reduce the number of family care break downs.

- Contribute to Children Services Planning Partnership, Whole Family Wellbeing to ensure a coordinated and cohesive approach to Family Wellbeing as outlined within the Promise.
- Take the learning from the work of Horizons Research commissioned by the Children Services Planning Group, to develop a whole family approach offer in South Ayrshire that is informed and reflects the whole Community Planning Partnership contribution through the Children's Service Planning Partnership
- To deliver on the Promise and change the "whole system" and how we care for Children who are in Care or Care Experienced, in particular the challenge to the use Care based language.
- To deliver on the Parenting Promise and our objective of loving our Care Experienced Children and young people in word and in action
- Improve the use of data and the presentation of it, to inform service design and resource allocation.
- To devolve more data and local decision making to front line managers.

## Adult Services

### 2.3 Adult Support and Protection

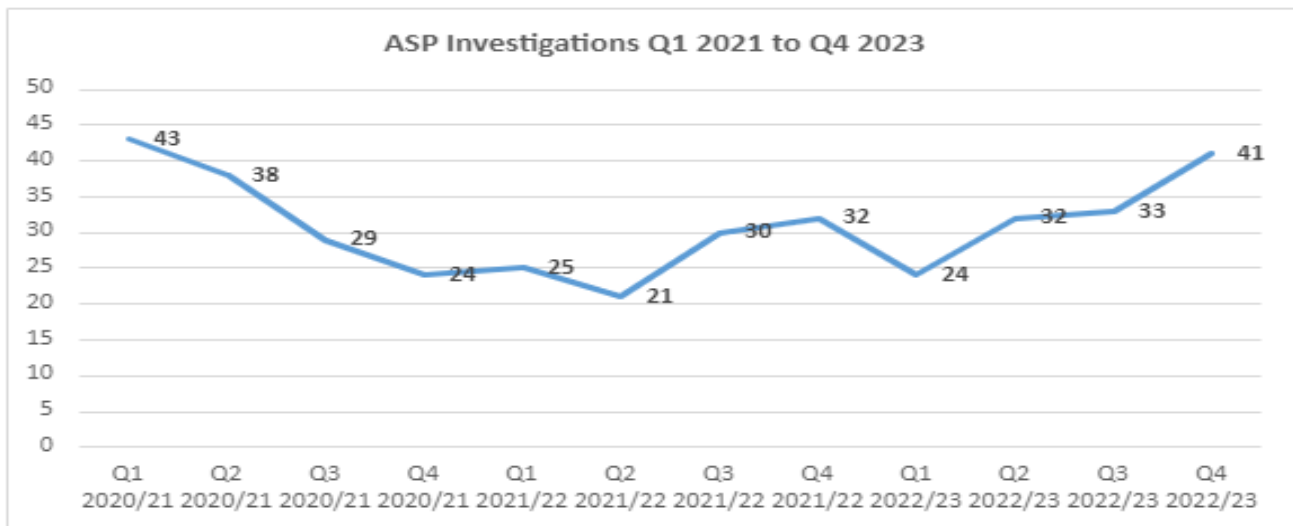
During 2022-23 there were 532 Adult Protection referrals, which is an increase of 69% from the 315 referrals received in the previous year.



Graph 10 – Total ASP Referrals 2009 - 2023

This increase is attributed to a combination of the impact of the reduction in pandemic lockdown measures, continued training being delivered supporting competence and confidence in practice and the revised Vulnerable Adult escalation procedure. This process aimed to provide initial screening, assessment of risk and consideration of any care and support needs for the individual and any informal carers involved. Individuals who are the subject of these referrals will very often not meet the criteria for Adult Support and Protection or Social Work’s eligibility criteria and will be living in circumstances where their lifestyles and behaviours are impacted by alcohol and/or drug consumption, mental health issues, financial deprivation, and homelessness.

Following discussions with South Ayrshire Alcohol and Drugs Partnership (ADP) on how best to ensure the needs of people living with these complex issues were being met, the ADP commissioned a piece of research to report on the picture in South Ayrshire. The findings and recommendations from this research will inform the planning, commission and delivery of services in South Ayrshire.



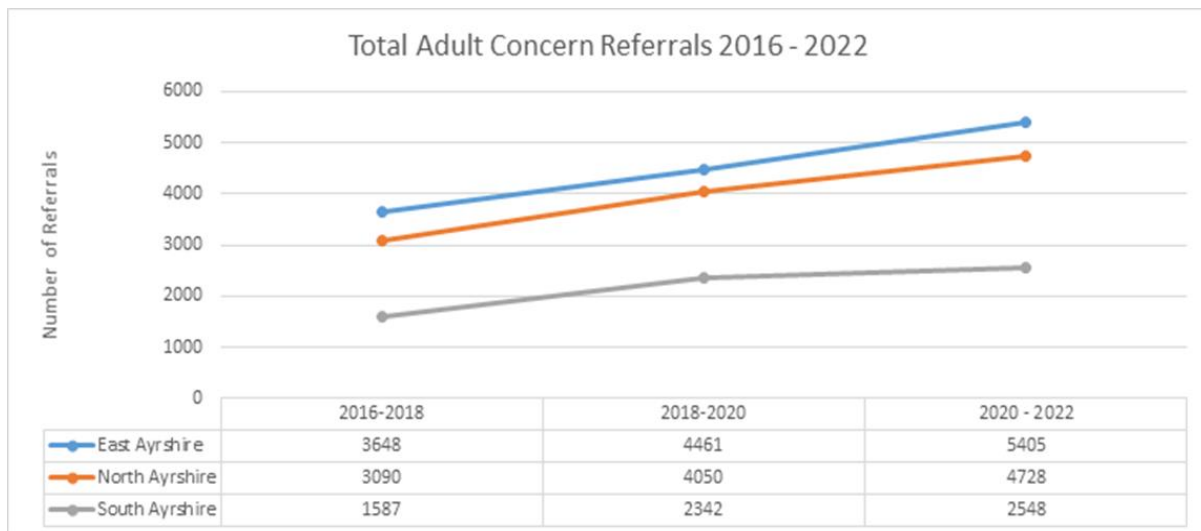
Graph 11 – ASP Investigations Q1 2021 to Q4 2023

The number of ASP Investigations highlights a growing increase in this area of activity. 130 were completed in the reporting period representing an 18% increase on the number carried out in 2021-22.

28 (22%) of these ASP Investigations carried out in 2022-23 progressed to an ASP Case Conference – this compares with 35 (33%) that progressed to an ASP Case Conference in 2021-22.

Responding timeously and appropriately to Adult Support and Protection concerns presents a continuous and increasing demand on the HSCP workforce and Council Officers in particular.

Data in respect of this is gathered on a biennial basis and the next reporting period is scheduled in 2024. Taking a midpoint measurement in this reporting cycle highlights that there have been 1471 adult concern referrals through 2023 highlighting a 13% increase in adult protection concerns.



Graph 12 – Total Adult Referrals 2016 - 2023

Historically, South Ayrshire has had significantly fewer such referrals than partners in East and North Ayrshire, but each partnership area has seen significant increases in the number of these referrals.

## Looking Ahead

In 2023 we completed and our Adult Support and Protection Improvement Plan in response to the Inspection of Adult Support and Protection in late 2021. We are working towards further audit work in this area to ensure that the recommendations and changes made can be evidenced as we move forward.

South Ayrshire continues to be heavily involved in the National Implementation Group set up to implement the Revised Adult Support and Protection Code of Practice.

South Ayrshire was also one of the pilot areas to develop the Adult Support and Protection National Minimum Dataset and continues to work closely with IRISS and the Scottish Government on both these important areas of work. Our Adult Protection Committee over the past year has developed a robust plan to ensure that we continue to meet our statutory requirements to continue to safeguard and promote the welfare of adults.

Over the next year we will.

- The implementation of revised guidance relating Adult Support and Protection.
- Continue to embed and implement our new sub-committee framework.
- Prepare for phase 2 of the Adult and Support inspection that was published on the 16<sup>th</sup> of November 2021.



## 2.4 Care and Support for Adults

Within Adult Services the demand upon services has been high and is reflected below in the data below that provides details of the referrals into the service and therefore demands a huge breadth of initial inquiry, action planning and review throughout the year (01/04/22 – 31/03/2023)

Referral Activity	Number
Adult Support and Protection Referrals	1685
Carer Support Plan	562
Community Care - Initial Referral	16427
Mental Health / Adult with Incapacity Referral	689
My Life My Outcomes - Support Plan	3980
Reablement - Support Plan	200
Vulnerable Adult Referral	5362

Table 3 – Referral Activity in Adult Services April 2022 – March 2023.

Within the reporting period the Community Health and Care service published the culmination of its work to transform the delivery of integrated leadership, management and service delivery arrangements relating to Adult Services. This is the culmination of a 12-month project seeking the views of those we serve, collaboratively working with partners across agencies, academics, researchers and third sector and commissioned services to establish the key outputs of

- Design and enable easy access to modern wellbeing hubs.
- Co-located services to reduce bureaucracy and duplication for those accessing the hub.
- Individuals receive the right help, at the right time and in the right way.
- Locality services become more joined up and embedded in communities and delivered in a way to meet the needs of the community.

We are now able to enter the implementation phase of our programme to build this new service model. We have been successful in attracting highly skilled and highly motivated professionals into our structure to lead and implement our locality-based services. At the heart of our new model is integrated leadership and improving the outcomes for individuals and carers who access our services. The revised mode will also contribute to how we will deliver on our 'Wellbeing Pledge'.

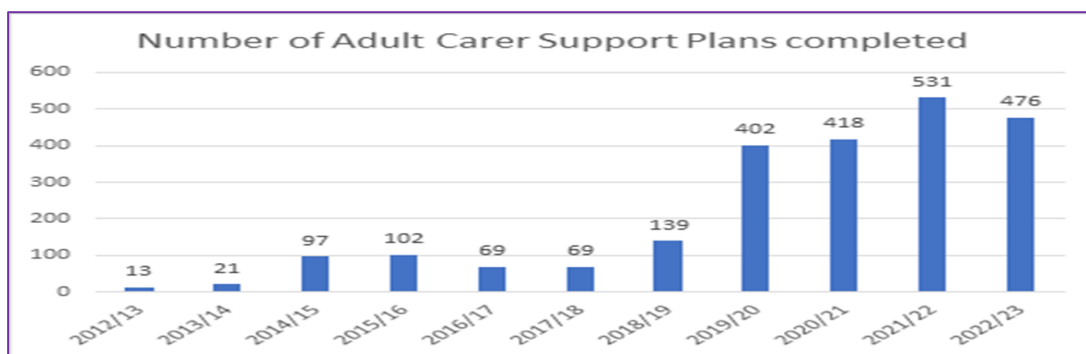
To promote the professional identity of the social work role we developed an Ethics of Care Framework based around five ethics of care: responsibility, competence, responsiveness and integrity of care. This was developed alongside frontline staff and with input from individuals with lived experience and we concluded and circulated a final Ethics of Care Framework in February 2022. Through the reporting year the CSWO has delivered lunchtime briefings to explore with professionals across the service what this means to us in practice and how can we keep the rights and needs of those we serve at the forefront.

It is important to acknowledge the huge effort by all involved that as we progress our journey towards our locality-based model, we have continued to deliver robust services to support the people of South Ayrshire.

## 2.5 Adult Carers Support Plans

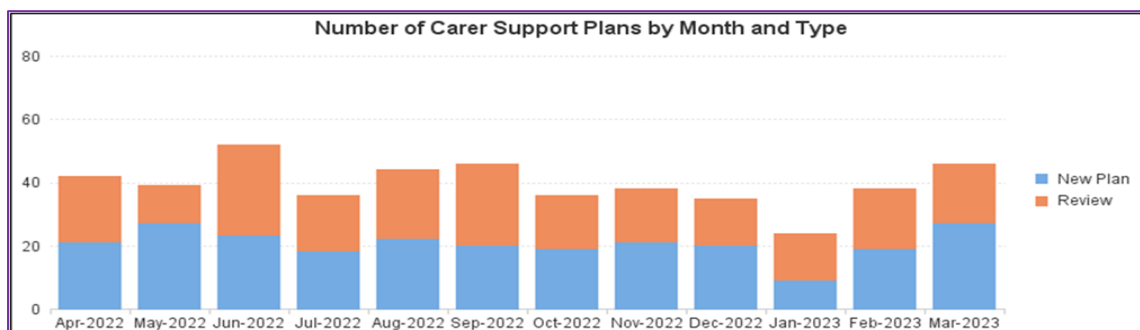
The Carers (Scotland) Act imposes a duty on the Local Authority that a Carer over the age of 18 must be offered an Adult Carer Support on being identified as carrying out a caring role for an individual or individuals.

Ware presently supporting more than **1,055** known Carers presently active within our commissioned service with a further **476** having been identified and opting to have a Support Plan completed via our Adult Services Teams in 2022 / 23.



Graph 13 – Number of Adult Support Carers Plans Completed.

There has been an improvement in the numbers of Adult Carer Support Plans being offered and generated locally (formally Adult Carer Assessments) over the last five years.



Graph 14 – Number of Carers Support Plans by Month and Type.

The Partnership continue to review and progress carers assessment and data from our Adult Services Teams this has displayed a good balance of new support plans being completed alongside active plans being reviewed.

Furthermore, we have broadened the access opportunities for carers by introducing electronic carer registration. Initial data highlights a cautious uptake of this new system we will continue to offer this as an option to those who use our services and promote awareness of the system.

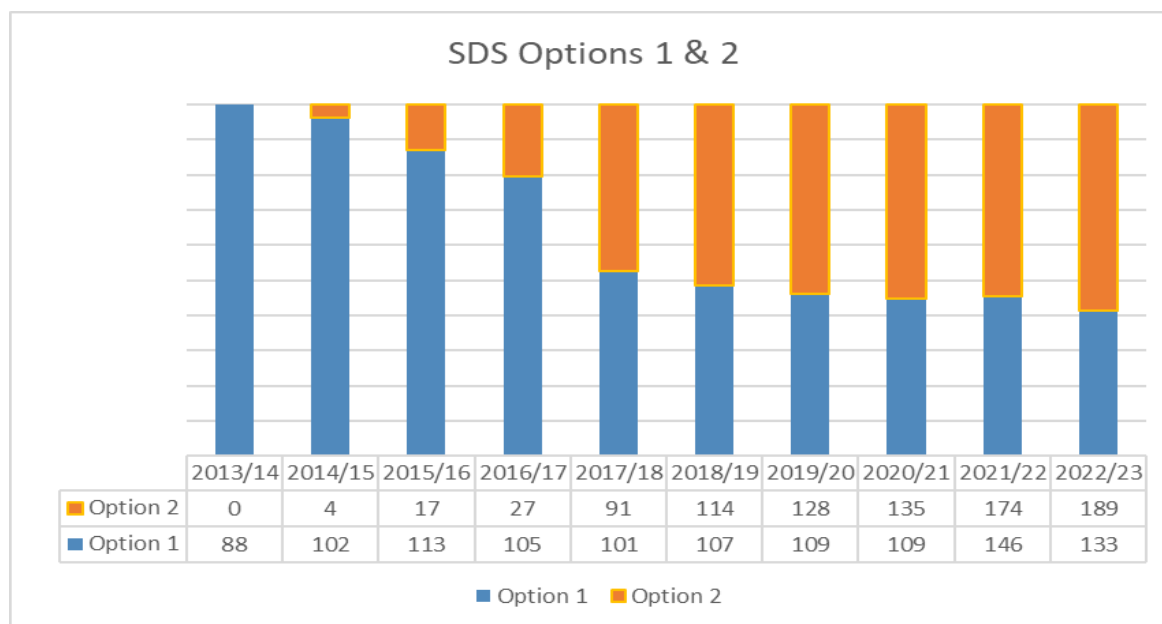
## 2.6 Self-Directed Support

Choice and control are core to the delivery, of person-centred health and social care and we utilise Self-Directed Support (SDS) to deliver this across all our services. Staff carry out their statutory role to offer SDS at each assessment and review (as evidenced by our audit of support plans) and information on SDS is available on our [website](#).

Analysing data in regard to Self-Directed Support we see:

- The majority of people we support continue to choose Option 3 as the means to deliver services.
- From 2017 - 2018 to 2022 - 2023 there has been an increase of people choosing to take more control of their care and support through the option 1 and 2 route.
- The uptake of SDS options 1 and 2 have increased from 192 in 2017 /18 to 322 in 2022 / 23.
- Option 1 levels increased from 101 to 146 in 2021 / 22 with 2022 / 23 showing a slight reduction down to 133.
- Option 2 has increased from 174 cases in 2021 / 22 to 189 in 2022 / 23.

(Option 1- Direct Payment, Option 2- Individual Service Fund, Option 3)



Graph 15 – Balance of SDS Option 1 and 2.

The table above shows progress made with regards to the uptake of SDS options 1 and 2. Whilst the table demonstrates that there has been reasonable progress during the last 10 years, with the period impacted with Covid remaining static there is more to be done. This is an area of focus to progress further and the HSCP has recently reviewed the SDS lead officer post remit. A successful

recruitment campaign following a period where the post was vacant is expected to support front line staff to maximise SDS routes with service users. This is an area which will be further progressed, regular updates will be reported to the IJB and Governance groups as necessary to ensure that South Ayrshire HSCP offers individuals who have care and support requirements flexible routes for their care and independence support needs.

A portfolio of improvement activities is ongoing:

- New SA HSCP SDS Improvement plan linked to the recently published National SDS Improvement plan 2023 - 2027, IJB Strategic plan 2021 - 2031 and the recommendations from the Care Inspectorate and Healthcare Improvement Scotland Joint Inspection (March 2023).
- New SDS e-learning module – introductory module for all staff which has been reviewed and is ready to go live on the South Ayrshire Council Learning Portal.
- New webpage in design - more user friendly and in line with corporate and SDS branding.
- New leaflets to be co-produced and linked to webpage. This will include staff information cards with QR codes to relevant information.
- Initial discussion with Planning and Performance (Communications) regarding a rolling social media presence for SDS. This will link to new webpage and leaflets.
- South Ayrshire are working on a Pan-Ayrshire Pilot Project (facilitated by In Control Scotland and funded by Scottish Government) the purpose of which is to map out and facilitate change projects to improve the experience of SDS for key people (service user, families, social work staff, service providers).

## 2.7 Delayed Transfers of Care.

A comparison of figures from 31st 2022 to 31 March 2023 show the following:

Date	Total delays		
	Acute	Mental Health	Community
31 <sup>st</sup> March 2022	39	5	27
31 <sup>st</sup> March 2023	55	2	39

Table 4 – Number of Delayed Transfers of Care March 2022 - 2023

We have seen an increase through 2022 with the number of delayed transfers of care peaking at 176 in December 2022.

Analysing the week on week figures it is positive that we are seeing these reducing, and it is of note that the number of delayed discharges within mental health remain low as a result of our continued investment in our mental health team.

From an operational perspective our adult services team have met with several significant challenges over the year. These include a reduction in home care hours available as a result from the collapse of a provider and commissioned hours being returned to the partnership by our partners in the independent care sector. Over the past year this represented the loss of 530 care packages. The impact of moratorium in response to inspection and our monitoring of quality within our care homes and care at home provision impacts on capacity. Additionally, our resources in terms of qualified workers to support assessment and return to the community is proving problematic.

Throughout the health and social care system workforce recruitment and retention continues to pose significant risk to deliver on our ambition.

We have continued to implement strategies to create capacity and efficiency across the system.

These include:

- Implementation of a Hospital at Home Service
- Opened our Racecourse Road Intermediate Care Unit.
- Increased capacity in relation to discharge to assess beds.
- Established the RUNAT Team (Reablement Unmet Need Assessment Team)
- Stepped up our recruitment activity in relation to Home Care.
- Continued to encourage the growth of Micro Enterprises.
- Worked with colleagues in council HR to prioritise and speed up process and waiting times for vacancy approval.
- Established our workforce development group to increase and improve recruitment and retention of staff.

## 2.8 Mental Health

South Ayrshire have invested in a dedicated team of Mental Health Officers who are registered social workers required by law to have undertaken specialist training and hold an additional qualification in mental health. When the Statutory mental health team began in August 2022 south Ayrshire sat 32<sup>nd</sup> out of 32 local authorities in respect of MHO services.

From the 2021 MHO report completed by the SSC South Ayrshire provided 4.9 MHOs per 100,000 of the population. There has been a dramatic improvement in this resource and with the input from the statutory MHO team South Ayrshire now sits 14<sup>th</sup> out of 32 local authorities in the MHO report published by the SSSC in 2023.

South Ayrshire now provides 23.7 MHOs per 100,000 of the population.

The Statutory MHO team has been a significant success story for social work services in South Ayrshire.

Since statistics for the team were collected from October 2022 100% of statutory reports have been provided by the new MHO team within specified timescales.

A sustained improvement can be seen in the 11-month figure of a 99% return on SCR (Social Circumstances Reports) reports by MHOs. Given that this figure was sitting as low as 20% in 2021 and early 2022 this is a major turn around and an excellent improvement in the performance of MHO reporting on SCRs.

The MHO service has made significant innovations in promoting the national agenda for change in working on supported decision making and other aspects of the Scott review alongside colleagues from the Scottish Government. The pilot on Supported Decision Making (SDM) is being implemented and emerging signs are a real impact on tackling issues such as delays in hospital.

The partnership has agreed investment in a specific post for an SDM social worker to continue this work and we are the only partnership promoting this new way of working.

## 2.9 Learning Disability

In the past 12 months there has been exceptional developments in Learning Disability services. Following the pandemic and lessons learned during this time. We transformed our community supports in the Girvan and Ayr areas and developed a new building-base to enable those with a learning disability to meet up with friends in safe spaces. Within this space there will also be opportunities to attend themed groups for specific periods of time to develop life skills and more enhanced educational skills. This will also enable the service to provide a front door service where service users can drop in for advice and support. With monies from the Community Living Fund, we have been able to redesign a model of support whereby we support early hospital discharge and prevent admissions and holistically review our residents who live out of area. We also intend to support carers and residents in crisis by providing an intense model of support at time of crisis.

The League of Champions are a group who were established to support the development and review the outcomes of the new Learning Disability strategy and coproduce the strategy. They came together from across South Ayrshire to champion the rights of people living with a learning disability. They have shared lived experiences as service users, providers, parents and carers, have influenced and promoted positive changes in services, policies and practices. They communicate honestly and openly with people, listen to people's views and share this information with the Health



and Social Care Partnership. By engaging with local councillors, service providers, planners, commissioners, heads of services and front-line staff, they ensure that people with learning disabilities have a greater say in the decisions that affect their lives. They have a motto that to make a positive difference to people's lives they will seek the truth and will not back down!

The Learning Disability strategy was rewritten and coproduced in easy read version with support from the Scottish Commission for People with Learning Disabilities (SCLD), League of Champions and Strategy Development and Steering Groups. The League of Champions who will remain in place to ensure continuous engagement and give people with learning disabilities a forum for making their views known beyond the launch of the Strategy. There was robust and inclusive engagement to collate as many views as possible for the development of the new strategy. The feedback we received was rich and comprehensive and is incorporated into the final strategy. The Strategy applies to all adults with learning disabilities, including those aged from 16 onwards who are in transition into adult services. Policy at both a national and local level aims to ensure that people with learning disabilities have their rights respected, are treated equally and fairly, and are supported to make their own decisions and to live as independently as they choose. The vision of the Strategy was chosen by the League of Champions and received positive feedback in the consultation. The vision is: 'Live your best life in the way that you choose' This Strategy builds on the principles of the South Ayrshire Wellbeing Pledge and outlines what we offer to people with learning disabilities in South Ayrshire. The Strategy is informed by and supports delivery of the priorities and requirements set out in South Ayrshire Health and Social Care Partnership's Strategic Plan for 2021-31.

Core and Cluster is very much part of the housing options offered within South Ayrshire for our residents who have a Learning Disability. We are opening our 3<sup>rd</sup> Core and Cluster within Learning Disability services soon. Each time we develop with housing new houses we ensure our telecare is up to date and aspirational. For our new site we have worked with Health Improvement Scotland which has allowed more attuned and person-centred telecare for the proposed tenants. This new model is allowing us to have a true core and cluster where we have residents within a designated area of the new town centre development which also has mainstream housing. We have managed to access tenancies for people who need a lower level of support but the ongoing checking, advice and guidance to be as independent as possible and work to the vision of our new strategy which is Live your best life in the way you choose.

## 2.10 Adults and Older People

Building on the success of our Strategic Plan and Wellbeing Pledge we have a clear vision for our "team around the locality" and whole system approach to service provision set out in our Adult and Older People Service Plan.

Following significant investment in our front-line teams and Senior Management and Professional Leadership capacity we will be developing and delivering on Locality Plans for each of the six localities.

We are a Scottish Government GIRFE (Getting It Right for Everyone) pathfinder site and have been asked by Health Improvement Scotland to share our whole system frailty work nationally.

## Looking Ahead

Across Community Health and Care Services we have invested significantly to drive quality improvement, professional standards and integrated working with a focus on prevention, early intervention and partnership working. Building on the positive Joint Inspection of Adult Services our mission is to go from “Good to Great”, delivering and celebrating sector leading services.

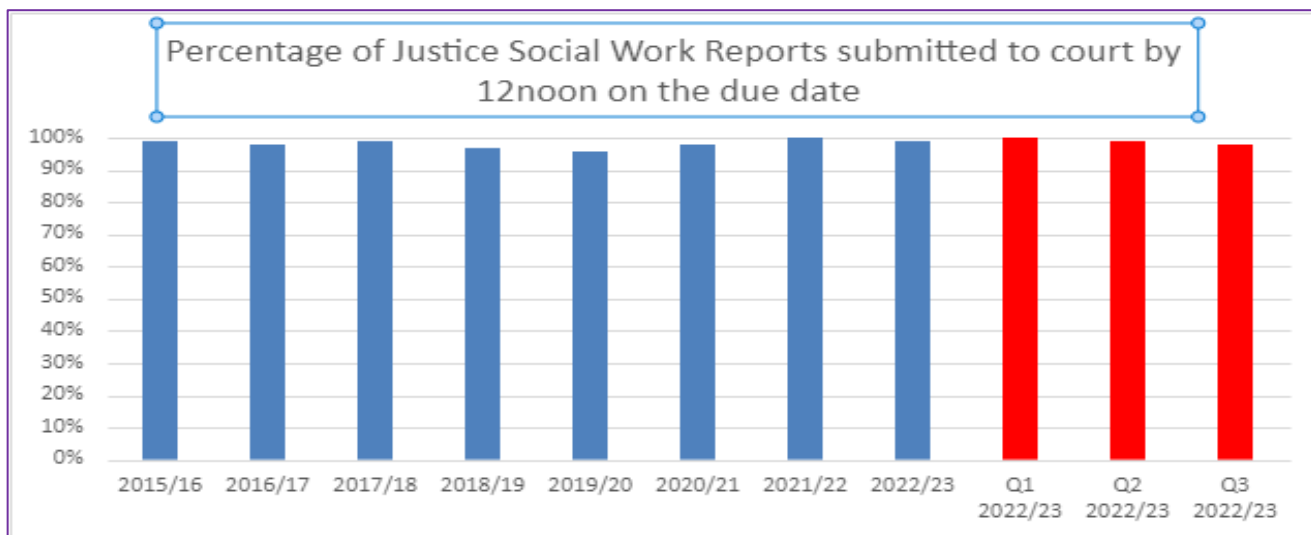
Moving forward there are a number of areas of improvement that we will continue to deliver:

- Build practice knowledge and competence around SDS leading to empowerment for those who use our services.
- Continued development with the third sector on the use of micro enterprises to support the social care landscape to increase choice.
- Improve performance management dashboard and develop methods to collect qualitative data (service user and carer survey, provider survey, roll out Care Opinion).
- Continue to invest in locally tailored, prevention and early intervention initiatives and microenterprises through Participatory Budgets
- Development and provision of easy-to-understand information and service directories to help people to self-manage and find the support they need.
- Embed team around the locality approach within each of the six localities to Improve access for people and their carers for early intervention, assessment and support using learning from new initiatives to reshape our approach.
- Promote and support the early identification of Power of Attorney to ensure those who cannot offer their views have a voice through their appointed person.
- Development of advocacy strategy.
- Further improve visibility of Partnership improvement work within the NHS and Council, building on current work to celebrate success locally, nationally and internally.

# Justice Services

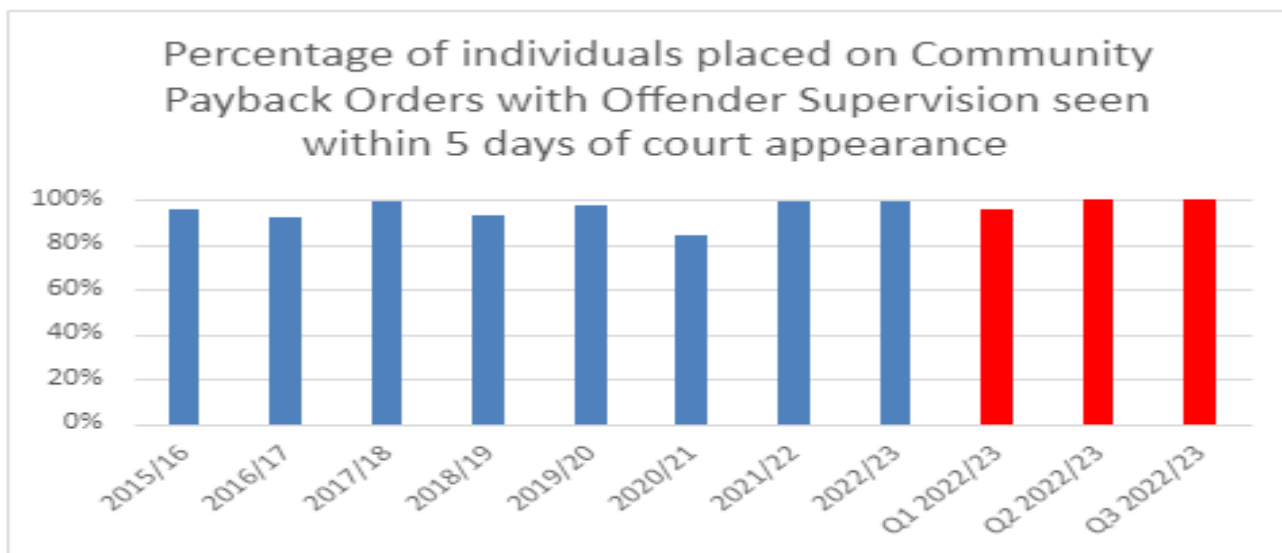
The National Outcomes for Justice Social Work goal is to work toward reducing reoffending, while aiming to gain and sustain the public’s confidence in the work of justice related services through promoting the values of safety, justice, and social inclusion.

## 2.11 Community Safety and public protection



Graph 16 – % of Social Work report presented to court by due date.

Justice social work continue to perform strongly in the submission of Social Work Reports that offer to the court options including community-based disposals.



Graph 17 – % of individuals places CPOs with supervision.

Graph 17 highlights a high percentage of cases where matters before Court are disposed by the use of Community Payback Orders. By working with Third Sector agencies such as Barnardo’s individuals appearing at court are supported to reintegrate back into the community. Justice links with South Ayrshire Alcohol and Drug Partnership are particularly strong and have joint support groups, including a service user engagement group. Over the past year we have established a new

Justice Workshop which serves as a hub where individuals can fulfil the demands of their community payback orders and engage and meet with Justice staff to identify opportunities to further support them on their journey to reparation and desistance.

Activity	2021/2022	2022/2023	Change
Full Criminal Justice Social Work Reports Submitted	475	642	35%
Community Payback Orders	376	399	6%
Unpaid work requirement CPO	141	175	24%
Number of throughcare cases	115	118	2%
Supervised in the Community	53	50	-5%
Custody	62	68	9%
Number of interviews by CJ staff in Ayr Sherriff Court	1406	1419	0.9%

Table 5 – Comparison of activity in Justice Services 2021/2022 – 2022 - 2023

Table 5 highlights increased demand on our Criminal Justice team in relation to Criminal Justice Social Work reports, a slight increase in the number of Community Payback Orders Supervised by the team and a substantial rise in the number of these that require an unpaid work element to be managed by the team. The number of throughcare cases had remained relatively static with figures showing a slightly higher leaning towards work while individuals are in custody.

The number of interviews by Justice to service work in Ayr Sherriff Court for post sentence and report requests remain static.

Overall, our Justice Team continue to perform to a high level in their work to support those who are involved in the justice system within South Ayrshire

## 2.12 Multi Agency Public Protection Arrangements (MAPPA)

Multi Agency Public Protection Arrangements is the framework which joins up the agencies who manage offenders. The fundamental purpose of MAPPA is public safety and the reduction of serious harm and places a statutory function on police, local authorities, and the Scottish Prison Service (the responsible authorities) to establish joint arrangements for assessing the risk from sex offenders including the effective sharing of information. Health Services are included in relation to Mentally Disordered Restricted Patients.

The 3 management levels in MAPPA are:

- Level 1: Routine Risk Management.
- Level 2: Multi-Agency Risk Management.
- Level 3: Multi Agency Public Protection Panels (MAPPP).
- Category 3: other dangerous offenders, at risk of causing serious harm.

For MAPPA purposes the imminence and likelihood of risk of serious harm is classified as follows:

- Very High: there is an imminent risk of serious harm. The potential event is more likely than not to happen imminently, and the impact would be serious.
- High: there are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious.
- Medium: there are identifiable indicators of serious harm. The offender has the potential to cause such harm, but is unlikely to do so unless there is a change in circumstances, for example failure to take medication, loss of accommodation, relationship breakdown, drug or alcohol misuse; and
- Low: current evidence does not indicate likelihood of causing serious harm.

South Ayrshire Social Work Justice Service is responsible for managing these offenders as the lead agency alongside the Police: Sex Offender Policing Unit (SOPU). The agencies provide robust risk assessments and continue to monitor and provide interventions for individuals subject to sex offender registration, through the Multi Agency Public Protection Arrangements.

MAPPA cases in South Ayrshire									
	2020-2021 Revised			2021 - 2022			2022 2023		
	Number	Comm.	Prison	Number	Comm.	Prison	Number	Comm.	Prison
<b>Level 1</b>	131	111	20	138	118	20	146	121	25
<b>Level 2</b>	4	2	2	6	2	4	6	3	3
<b>Level 3</b>	1	0	1	0	0	0	2	0	2
<b>Total</b>	136	113	23	144	120	24	154	124	30

Table 6: The number of MAPPA cases and MAPPA levels in 2021-22 with Justice as lead agency.

The table above shows an overall increase in MAPPA cases within South Ayrshire. In this reporting year the number of people within Prison has risen by 3% on a previously static range of 16%. A slight movement from community to prison based.

## 2.13 Partnership Delivery Team

Partnership Delivery Team (PDT) is part of the three Ayrshire Justice Services: East, North and South. It has a pan Ayrshire remit and is responsible for delivery of specific services which offer an economy of scale. It is jointly funded and strategically managed by the three Ayrshires. North Ayrshire are the host authority. The specialist services delivered by PDT are Caledonian System (domestic abuse), Moving Forward Making Changes (sex offending) and Drug Treatment and Testing Orders. Over the years PDT have also delivered Women's Service, Bail Supervision, Structured Deferred Sentence and Diversion from Prosecution, with Electronic Monitoring being added most recently. However, these services will return to locality teams and PDT will concentrate on the specialist services during the next year.

During 2022/23, PDT have managed on behalf of South Ayrshire:

- *Structured Deferred Sentence: 7 imposed.*
- *Women Service: 42 women supported.*
- *Drug Treatment & Testing Orders: 5 commenced and 9 still on order.*
- *Caledonian requirements: 46 men on orders, 75 women being supported, 10 children being supported.*
- *MFMC: 18 commenced.*
- *Bail Supervision: 37 assessments completed, and 13 cases commenced.*
- *Diversion: 64 assessments undertaken; 48 cases commenced*

## 2.14 Multi Agency Risk Assessment Conference

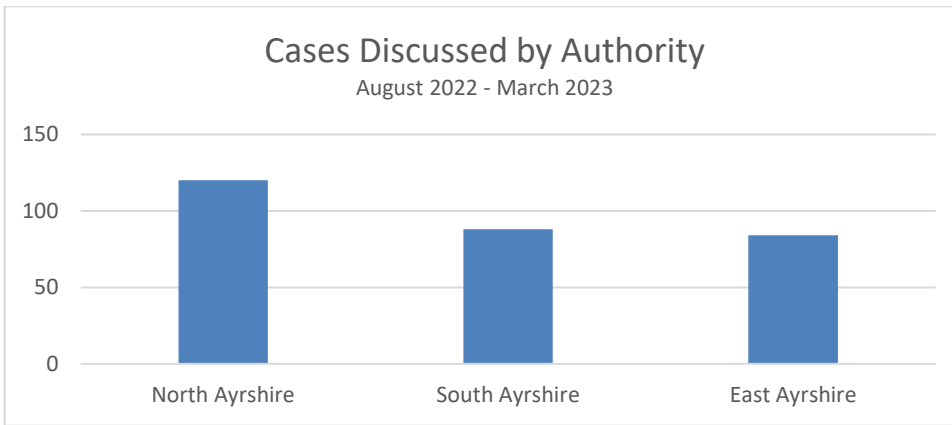
The year has seen embedding of the MARAC (Multi-Agency Risk Assessment Conference) model into our procedures and processes relating to public protection. MARAC was implemented in August 2022 and there are monthly meetings for those identified by multiagency partners through the process.

MARAC process provides a structured response to the highest risk cases of domestic abuse and gender-based violence (GBV) and is embedded within the Scottish Government's Equally Safe Delivery Plan. It is an ambition of all Violence against Women Partnerships in Ayrshire to support those most at risk of serious harm.

As indicated in prior data reports, this performance report highlights that the agencies referring most frequently are Police Scotland, Women's Aid and ASSIST. (An independent domestic abuse advocacy service.) The most prevalent factors are Physical Abuse, Coercive Control and Emotional Psychological Abuse. The use of alcohol and drugs are also by the perpetrator is also prevalent in referrals.

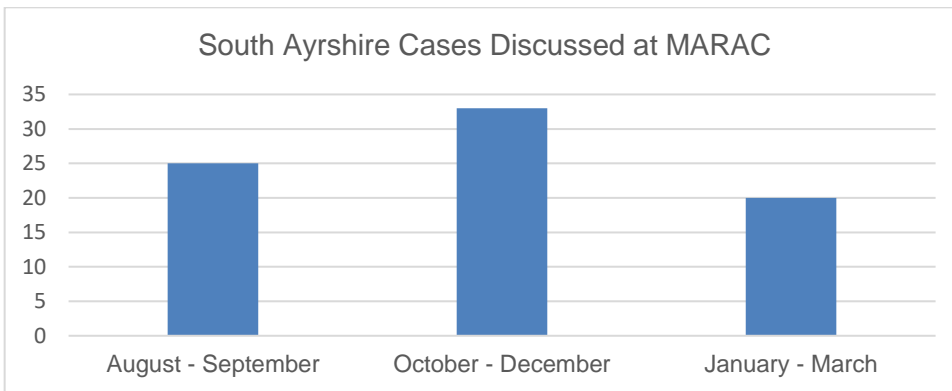
Data available highlights the number of referrals into MARAC from South Ayrshire started lower than both North and East but as processes have embedded, we have seen these rise.





Graph 17 – MARAC Cases discussed by each authority.

Graph 17 highlights that South Ayrshires figures are in line with East Ayrshire. Analysis of referrals has leaned towards North Ayrshires being consistently higher.



Graph 18 – Number of South Ayrshire MARAC cases discussed.

Graph 18 highlights through the reporting period an upturn in between October and December of 2022. However, there is a downturn in January – March 2023. It is important to note that the first quarter represented only includes 2 months of data as MARAC commenced in August 2022.

## 2.15 Prevent

Within the reporting year we have continued to work with a range of multiagency partners to protect those who may be targeted by individuals who wish to promote radicalised thinking. Prevent is an early intervention programme to protect individuals targeted by terrorist influences by providing local, multi-agency safeguarding support. The type of support available is wide-ranging, and can include help with education or careers advice, dealing with mental or emotional health issues, or digital safety training for the individual or those who have care for them. During the reporting period one intervention has been completed with a successful outcome and another individual was considered for adoption to Prevent intervention but this was not deemed necessary or proportionate.

## Alcohol and Drugs Partnership (ADP)

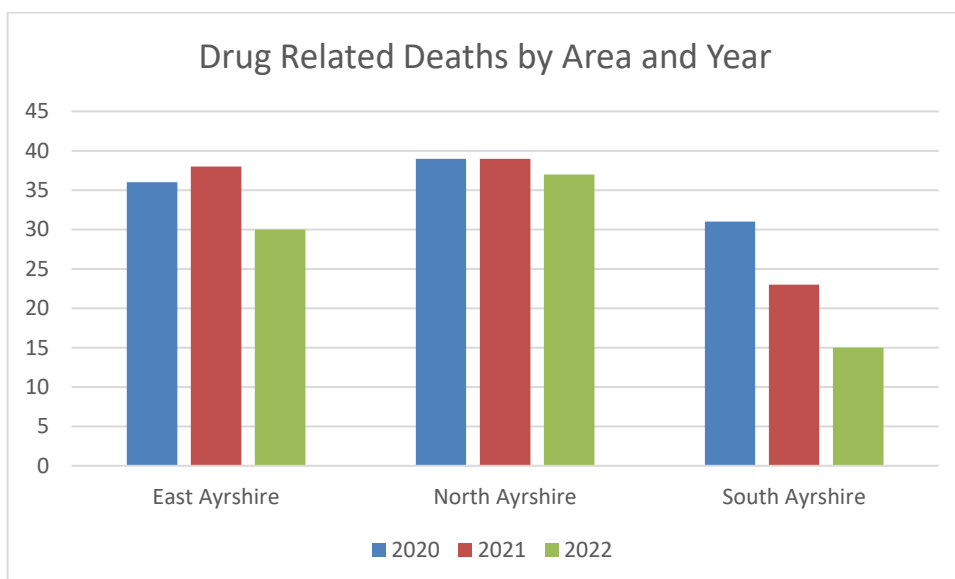
### 2.16 Alcohol and Drugs Partnership (ADP)

During 2022-23 the Alcohol and Drug Partnership (ADP) concluded their independent three phase learning review and published their new [Change Story](#) on the 4 November 2022. The ADP had been adapting and flexing its services and support in the light of Covid-19 and this impacted on how the ADP worked with young people, carers and families, their work on reducing alcohol and drug related deaths, prevention and early intervention, strength in recovery and transitions work.

The [National Records for Scotland Drug Related Deaths in Scotland 2022](#) report showed that drug related deaths in South Ayrshire reduced from 23 in 2021 to 15 in 2022. Table 7 and Graph 19 present data in relation to drug related deaths in East Ayrshire, North Ayrshire, and South Ayrshire from 2020 to 2022.

Year	East Ayrshire	North Ayrshire	South Ayrshire	Ayrshire & Arran
2020	36	39	31	106
2021	38	39	23	100
2022	30	37	15	82

Table 7: The number of MAPPA cases and MAPPA levels in 2021-22 with Justice as lead agency.



Graph 19 – Drug Related Deaths by Area and Year

The ADP agreed it was the right time to develop a fresh approach to evaluation and the difference their work was making in terms of supporting better outcomes for those who access services and how to develop collaborative practices with other parts of the system in South Ayrshire. The learning review was also set in the context of the emerging Ministerial Priorities including the National Drug Mission to Reducing Drug Related Deaths and Harms.

The ADP continued to work collaboratively and at pace to implement the Medication Assisted Treatment (MAT) Standards and secured additional four-year funding to support South Ayrshire Treatment and Recovery Team (START) to implement the MAT Standards. A range of Process, Numerical and Experiential Data collection informed the final RAGB status for South Ayrshire in 2022 / 2023. The 'provisional' status was given to several ADP areas across Scotland as the new Experiential Process was embedding.

ADP	MAT	Predicted RAGB	Final RAGB AS 15.05.2023
South Ayrshire	MAT 1	Provisional Green	Provisional Green
	MAT 2	Provisional Green	Provisional Green
	MAT 3	Provisional Green	Provisional Green
	MAT 4	Provisional Green	Provisional Green
	MAT 5	Provisional Green	Provisional Green
	MAT 6	Amber	Provisional Amber
	MAT 7	Amber	Amber
	MAT 8	Amber	Amber
	MAT 9	Amber	Provisional Amber
	MAT 10	Amber	Provisional Amber

The ADP undertook a range of additional research, scoping and feasibility activities to inform service improvement activities and future commissioning. These included a research and scoping study, informed by the voices of people with lived experience, to develop a residential Rehabilitation Funded placement model and dedicated multiagency community-based support team (ROADS).

They undertook a feasibility study to inform the development of a Hub and Spoke Model, offering a range of support for vulnerable people with multiple and complex needs, under one roof, including evening and weekend support. They also undertook a range of activities to support the implementation of a whole family approach and family inclusive practice across South Ayrshire and further developed support for young people affected by their own substance use. They continued to develop our collaborative practices with Justice Services offering a range of peer led support for people involved with justice services, including in reach support in custody settings.

Their lived experience and front-line practitioner led subgroup developed a local Stigma Charter and Stigma Awareness session for delivery across South Ayrshire. The recovery community continues to go from strength to strength, offering a wide range of peer led recovery focussed groups, activities, volunteering and training opportunities. The ADP launched their new Peer2Peer Network for individuals working in lived experience roles across South Ayrshire with almost twenty people attending the first meeting. They developed a new [ADP website](#) and continued to support multiagency staff to undertake training and development through the commissioning of Trauma Informed Practise courses, including Vicarious Trauma Training, and Community Reinforcement and Family Therapy (CRAFT) training courses.

For the year ahead they are refreshing the Alcohol and Drug Strategy in line with the new Change Story and developing a new Commissioning Plan and Performance Framework. They are continuing to develop their collaborative working with the Children Services Planning Group and Mental Health Services, embedding the priorities of the Change Story. The ADP are driving forward their ambition for the Hub and Spoke model and will continue to drive forward whole family approach and family inclusive practice, along with our Trauma Pledge and our Stigma Charter.

They will also be hosting their second Recovery Festival on 2 September 2023 which will bring together individuals, families and communities from across South Ayrshire.

## 3. External Scrutiny

### 3.1 Adult Support and Protection.

There has been no inspection of adult support and protection processes and procedures in the reporting year. We are currently preparing for phase 2 of the inspection that was published on the 16<sup>th</sup> of November 2021.

### 3.2 Adult Services

Within the reporting year we have been involved in the Joint inspection of services for adults with Learning Disability in South Ayrshire. The report was published on the 30<sup>th</sup> of March 2023. In summary the report evaluated the partnership to have attained the following grades. A full copy of the report can be accessed [here](#):

Key area	Quality indicator	Evaluation
1 - Key performance outcomes	1.2 People and carers have good health and wellbeing outcomes.	Good
2 - Experience of people who use our services	2.1 People and carers have good experiences of integrated and person-centred health and social care outcomes	Good
	2.2 People's and carers' experience of prevention and early intervention outcomes	
	2.3 People's and carers' experience of information and decision-making in health and social care services	
5 - Delivery of key processes	5.1 Processes are in place to support early intervention and prevention	Good
	5.2 Processes are in place for integrated assessment, planning and delivering health and care	
	5.4 Involvement of people and carers in making decisions about their health and social care support	
6 - Strategic planning, policy, quality and improvement	6.5 Commissioning Arrangements	Good
	9.3 Leadership of people across the partnership	Good

9 - Leadership and direction	9.4 Leadership of change and improvement	
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Table 8: Joint inspection of services for adults with Learning Disability in South Ayrshire

In summary the report highlights that South Ayrshire was performing well on key outcomes despite the significant challenges faced such as growing levels of deprivation and a high and growing ageing population. The inspection highlighted good examples of integrated working with clear direction on how to move from good to excellent in relation to this. The report highlighted our common vision and the focus of our workforce to deliver this for the people of South Ayrshire.

### 3.3 Child Protection

There has been no external inspection activity in relation to Child Protection.

### 3.4 Fostering and Adoption Services

There has been no external inspection activity relating to Childrens Houses.

### 3.5 Childrens Houses

There has been no external inspection activity relating to Childrens Houses.

### 3.6 Care Homes

Within the reporting period there have been 15 unannounced inspections to older people care homes within South Ayrshire between April 2022- March 2023 by the Care Inspectorate. Five of the homes inspected had excellent inspections with grades of very goods in place. Seven of the homes inspected were awarded grades of good & adequate. Of the three remaining care homes they had not achieved well with grades of weak resulting in moratoriums being placed on them until the necessary requirements & improvements were made. Following the re-inspection of the three care homes they all met the necessary requirements resulting in adequate grades until their next full inspection from the care inspectorate.

### 3.7 Care at Home

Within the reporting period 3 care at home services commissioned by the council were inspected.



## 4. Internal Scrutiny.

In May 2022 the Scottish Government published new guidance relating to the undertaking of Learning Reviews in both the areas of Adult Support and Protection and Child Protection. This replaced the previous guidance on conducting Significant Case Reviews (SCR)'s and Initial Case Reviews.

### 4.1 Adult Services.

Within the reporting period there have been two consideration meetings to proceed to a learning review.

In the case of EM following case discussion by relevant agencies the decision was that there was no requirement to progress to a Learning Review.

In the case of LH following a consideration of learning review meeting with multiagency representation the recommendation to the Adult Protection was not to progress to a Learning Review. Highlighted in this case was the right of the individual to refuse care / health care advice and assistance with living conditions.

### 4.2 Childrens Services

There has been two Learning Reviews initiated by Children's Services between April 2022 and 2023.

The first of these relates to Child A. The learning from this review will be published in the latter half of 2023.

The second of these relates to Child B and was published in February 2023.

### 4.3 Large Scale Investigations

In August 2022, a Large-scale Investigation (LSI) was initiated following an accumulation of concerns regarding a local provider of care-at-home services. The HSCP led a multi-agency investigation and support team, ensuring appropriate practical support, advice and guidance was available to the provider. However, over the weeks that followed, the necessary improvements were not being made and it became increasingly difficult for the provider to maintain the level, and quality, of service they were required to provide, and to ensure that service users were supported and protected from harm. This ultimately resulted in the provider's contract with the HSCP being terminated and TUPE arrangements being put in place for staff that wished to be retained. The LSI concluded on the 29<sup>th</sup> of November, satisfied that there were no longer adults at risk of harm.

In October, a further LSI was initiated following concerns regarding the safe delivery of care in a local care home. Again, the HSCP led a multi-disciplinary and investigation and support team which worked closely with the provider to address the identified issues and concerns. The provider was highly motivated to effect change and evidence of improvement was quickly seen and feedback from the Care Inspectorate on the required changes was positive. The LSI was concluded in February, with the investigation team happy with the improvements that had been made and that there were no longer adults at risk of harm.

#### **4.4 Care Home Moratorium**

Within the reporting period 2 Care homes and 2 care at home providers were subject to local moratoria. These were instigated by the feedback and reporting from the Care Home Review Team, Community Services Oversight Group and the Care Inspectorate.

Working with providers we were able to offer leadership guidance and support to ensure that the necessary improvement plans were implemented and people using those services continued to experience a high standard of care.

#### **4.5 Duty of Candour**

Within the reporting there have been no reportable incidents under Duty of Candour guidance as set out by Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (The Act) and The Duty of Candour Procedure (Scotland) Regulations 2018 relation to duty of candour.

# 5. Resources

## 5.1 Summary of Financial Performance

Financial information is part of the performance management framework with regular reporting of financial performance to the IJB. This included an integrated approach to financial monitoring, reporting on progress with savings delivery, financial risks and any variations and changes to the delegated budget. This year's financial reporting included regular updates on the financial impact and use of reserves to create additional capacity to meet demand, and steps taken to mitigate against the staffing crisis impacting both health and social care posts. During the year regular financial monitoring reports including progress on transformation projects and savings targets, financial risks and any changes to the delegated budget were presented to the IJB.

This year's financial performance reflects issues in health and social care recruitment with underspends in both internal and purchased frontline care services. The performance is also reflective of transformation projects within children services focussing on early intervention approaches keeping children with their families or community-based services.

Within community care and health there was significant underspends in relation to the ability to recruit to front line posts from budget investments and additional Scottish Government investment to increase capacity in the community care workforce. South Ayrshire has a high dependency ratio meaning there is less of a working age population available to support the ageing population. Due to the high level of staff turnover and the projected underspends the Council and the NHS did not pass through the Scottish Government allocation for the increase in pay award for both social care and health staff. Whilst this was affordable this year due to the level of turnover, both parties passed over the additional pay uplift in the base budget for 2023 - 24.

The lack of workforce has become a significant concern and a risk to the ability to provide services at the right time in the right place. The HSCP has worked during this year to mitigate the risk by creating new models of care delivery focussing on early intervention within the community to reduce the level of need. This includes a frailty team and the reablement unmet need assessment team, both focussing on supporting people to reduce level of need and maintain independence for longer.

There continues to be an underspend in looked after children's placements, an anticipated demand in need for foster carers has not materialised and we have been supporting children in our neighbouring authorities. This can be attributed to the Whole Family, Whole System approach including the Signs of Safety training and Functional Family Therapy.

The overall financial performance against budget for the financial year 2022 - 23 was an underspend of £14.767m. The underspends are partially due to reserves carried forward not fully utilised.

On the 14th of June 2023, the IJB approved £4m to create an Improvement and Innovation Fund, replacing the previous change fund of which £0.456m was already committed. The Improvement and Innovation Fund will be used over the next three years to provide investment in specific projects or services to embed future financial sustainability.

The balance of £2.235m will be allocated to unallocated general fund. In the first instance the unallocated reserve will be utilised to meet any financial challenges in 2023 - 24

It is essential that the partnership operates within the delegated budget and commissions services from the Council and Health Board on that basis. Significant progress has been made during 2022-23 to ensure the ongoing financial sustainability. This work will continue and be built upon moving into 2023-24.

Key successes for 2022-23 include:

- Debt repayment of £0.802m, being the final instalment of outstanding debt to the Council.
- Overall reported surplus allows for the earmarking and protection of ring-fenced funding for Scottish Government priorities.
- Surplus has allowed for creation of an Improvement and Innovation Fund to be utilised to ensure future financial sustainability.
- Progress with reducing the number of children placed in out with authority placements in 2022-23 has been achieved through transformation in Children Services.
- Investment in training and development to create capacity by providing opportunities for existing employees to become qualified social workers.
- Increasing capacity in our own care homes to support delayed transfers of care.
- Investment in occupational therapy focussing on early intervention and prevention, in the short term this has reduced the level of unmet need in the community, longer term benefits will be realised from prevention of hospital admissions.

Strong financial leadership will continue to be required to ensure that future spend is contained within the budget resources available, and the IJB moved into 2023-24 with an approved balanced budget.

## 5.2 Best Value

NHS Ayrshire and Arran and South Ayrshire Council delegate functions and budgets to the IJB in accordance with the provision of the Integration Scheme. The IJB decides how to use these resources to achieve the objectives set out in the Strategic Plan. The IJB then directs NHS Ayrshire and Arran and South Ayrshire Council to deliver services in line with the objectives and programme set out in its Plan.

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

During this year transformation change within services has continued as well as development of new ways of working to mitigate against challenges from lack of workforce capacity. It is recognised that transformation is key to shaping health and care services for the future, shifting the balance of care to more early intervention and prevention approaches and community-based services with less reliance on institutional based services.

Reports to the IJB this year included [Transformation and Efficiency Update](#) demonstrating the improvement to outcomes as well as reducing the spend by focussing on early intervention to reduce demand in particular within children's family placements and out with authority placements. Within adult services the development of core and cluster supported accommodation has reduced the need for more expensive residential based care, providing accommodation locally in the community. An increased update of Self-Directed Support options 1 and 2 providing service user with more choice and control has reduced spend on traditional purchased care services and provided service users with more autonomy to direct their care. Investment in services for Older People providing early intervention and preventative care such as telecare equipment with responder services and reablement provision has been proved to limit demand for care home and care at home placements as detailed in the report. The focus on high volume lower level supports benefits the demand for higher cost lower volume and ensures people are maintained in the community in their home or homely setting for as long as possible.

A further report was presented to the IJB [Transformation and Improvement Project Plan](#) providing detail on new projects in progress to continue to improve services and provide best value. This includes development of a new Core and Custer in Ayr town centre, building based day care and community-based activities for Learning Disability service users. Within older people implementation of Hospital at Home service and development of micro-enterprises offering low level health and social care support in communities. Children and Families services plan to develop further early intervention family first approach to be available in all schools, recruitment of play therapist to promote health and wellbeing for children and reduce breakdown of kinship and foster care relationships. Allied Health Professional projects include tackling prevention and inequality by building on rehabilitation capacity, self-management approaches and improve of skills mix within roles to mitigate against recruitment pressures.

The creation of an Improvement and Innovation fund will enable the services to continue to progress further with developments in service delivery to meet strategic priorities and ensure financial sustainability in the longer term.

# 6. Workforce

## 6.1 Workforce Plan

The South Ayrshire Health and Social Care Partnership has a statutory duty to provide a workforce plan, the Scottish Government requires all Partnerships and Health Boards to provide 3-year plans for the periods 2022-25 and thereafter. The workforce plan primarily focuses on workforce requirements within South Ayrshire Council (SAC) and NHS Ayrshire and Arran (NHS A&A), but also considers the workforce within the Third and Independent Sector.

The South Ayrshire HSCP 2022-25 Workforce Plan was approved by the Integrated Joint Board in October 2022 and Performance and Audit Committee in November 2022. This was subsequently submitted to the Scottish Government Health and Social Care Workforce Planning and Development Division and received positive feedback.

Section 7 of the [workforce plan](#) contains an action plan which sets out a broad range of activities that will progress during the next 3 years. To support the action plan, a Staff Governance Group was established in November 2022 tasked with providing strategic direction and oversight. Three sub-groups were created to the key themes of Recruitment and Retention, Learning and Development, and Wellbeing (with a focus on Strategic Planning underpinning all groups). Membership of groups consists of a range of expertise across both SAC and NHS A&A. Sub-groups meet bi-monthly and provide updates to the Staff Governance Group (which also meets bi-monthly). To ensure consistency and minimise any duplication, the Organisational Development Workforce Lead attends and supports all sub-groups.

The activities within the action plan fall within the following themes:

- Embedding and supporting evidence-based workforce planning within service planning and business transformation.
- Progressing a range of activities that will develop a 'pipeline' of employees and enhance recruitment to attract the best candidates into health and care employment in South Ayrshire.
- Supporting employees through education and training to equip them with the skills required to deliver the best quality of care, and to ensure continuity of service in key roles.
- Making the South Ayrshire Health and Social Care Partnership an "employer of choice" by ensuring staff feel valued and rewarded.
- Creating a workforce and leadership culture with a heightened focus on the health and wellbeing (physical, mental, and financial) of employees.

Updates on the action plan are presented to the Performance and Audit Committee on a six-monthly basis.

The workforce plan highlights a range of workforce risks which the Partnership is attempting to mitigate, although these are not unique to South Ayrshire or the wider health and social care sector. These include –

- turnover averaging 10%
- significant number of employees (in some cases one-third) leaving within 3 years
- 50% of the Partnership workforce aged over 50 within the next 9 years.
- absence rates averaging 7.5% (with some services facing 20 working days lost per employee) and with increasing rates of psychological absence.



## 6.2 Practice Development

In April 2021 the HSCP created a new Practice Development team to drive forward training and development across the workforce. During the 2021 / 22 period the Practice Development Team Leader undertook a series of evaluations to the training provided, which has informed areas for progression and improvement.

Over the last 12 months in particular, significant growth has been experienced across Practice Development. This includes:

The establishment of the Practice Development Base at 8 Wellington Square which hosts 3 Training rooms, two of which have modern “Clever Touch” screens to support the Training and Development Activity, along with a fully equipped Moving and Handling facility.

The Practice Development Base is now a full-time facility offering a range of Training and Development opportunities to staff and services in South Ayrshire’s HSCP.

The Training activity has grown significantly, between January and March 2023, over **600** training opportunities have been used by staff in courses including:

- Developmental Training
- Public Protection Training
- Mandatory Training

In 2022, Practice Development, alongside Organisational Development, were able to develop a process to include NHS Colleagues within South Ayrshire’s HSCP for the first time to access our COAST system to ensure that both local authority and NHS staff can both book and train together. All training is uploaded and recorded on COAST.

In late 2022, in conjunction with our Third Sector partners in VASA, we were able to develop a process of engaging with external Third / Independent sector partners in a range of training opportunities. This has been welcomed across the Third and Independent sector providers.

Throughout 2022, in conjunction with the Welfare Rights Hub, we supported the Roll out of ‘Welfare Rights’ across South Ayrshire’s HSCP. This was a direct action to ensure those we work through get access to their entitlements to attempt to address pressures through the cost-of-living crisis. The outcome of the training was a significant rise in referrals from those most in need.

Along with Police Scotland, Practice Development supported the roll out of the Prevent Agenda to HSCP staff in addition to Third / Private Sector Partners.

For the first time, we have been able to produce and promote an extensive calendar of Training and Development opportunities which is continually changing and adapting to need. This doesn’t include the SVQ 2, 3 and 4 or PDA work in Supervision which is additional.

A monthly bulletin is now sent out which covers both Internal and external Training and Development opportunities along with Practice Development news.

An online Platform was created in early 2023 for HSCP Staff and services to view all training being undertaken across South Ayrshire HSCP. This in turn points all staff to COAST so that they can sign up where their training is now recorded under their names. We can now track staff undertaking all training where in turn, this assists services to plan ahead to support both PDR and Supervisory processes.

Some significant evaluation has been undertaken across specific themes of work such as Leadership and Management which shows learning being taken into practice. The feedback from staff has been nothing short of remarkable.

13 Newly Qualified Social Workers are currently in their Early Implementation Supported Year Pilot, proactively recruiting NQSW through Practice learning programme so numbers will increase over summer period.

We introduced our Social Work training programme to empower those within our organisation to attain a professional qualification in Social Work. Currently we have:

- 4 Post Graduate Candidates on the Open University Route.
- 6 Undergraduate candidates commencing Open University Route.
- Process underway for further places utilising both Postgraduate and Undergraduate routes.

Across the partnership we have been involved in initiatives to attract staff to work in the South Ayrshire. These include attending recruitment fairs, Fastrack recruitment processes, increased promotion of vacancies across social media platforms and offering our partners free advertising on the My Job Scotland platform we were able to maximise awareness of vacancies.

We are working with colleagues in Human Resources to make our application process as seamless as possible and we are working on robust career pathways linking to training and formal qualification.

It is significant that we were once again able to offer Face-to-face training returned during the year 2022/23 allowing richer professional discussion and supporting networking and joint working.

There is a requirement for staff in particular services to be registered with the Scottish Social Services Council (SSSC). Over the past 12 months

- **41** people have completed **SVQ Level 2**,
- **16** people have completed **SVQ Level 3**
- **9** people have completed **SVQ Level 4**
- **21** people have completed **P.D.A in Supervision**

Ensuring staff are supported and trained to the highest standard required to meet registration requirements is a key area of focus for the Senior Management team.

## 6.3 Practice Teaching (Social Work)

South Ayrshire HSCP continues to have a robust practice learning programme in place and has worked closely with the Learning Network West and Universities to exceed its allocation of student placements through the provision of 10 additional placements. This was achieved through the commitment and creativity of South Ayrshire's Practice Teachers and Link Worker and services who were committed to ensure that social work students were well supported with all students being successful in completion of their placement. Approaches to working styles have evolved following the pandemic and we have been mindful of the potential impact that this could have on student's experience of placement. We have brought students together through a Pan Ayrshire Student Group Programme providing enhanced learning opportunities and ensured that all students have dedicated laptops to maximise flexibility.

The HSCP have a healthy number of qualified practice teachers and is continuing to recruit on the Professional Development Award in Practice Learning with approximately 4 candidates each year. We are currently focussing on specific service areas across 2023 - 2025 to strengthen capacity and maintain a balance between practitioners and managers.

The HSCP continues to be active supporting the work of the Social Work Education Partnership where the focus is moving towards the development of regional areas. The HSCP are currently working with the University of the West of Scotland undertaking research on the use and application of virtual reality in education and practice. This is an exciting piece of research that could lead to much wider developments across social work and education.

## 6.4 Quality Improvement

South Ayrshire HSCP's Framework for Quality Improvement was approved in September 2022 and describes the HSCP's desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.

In 2022 / 23, the focus has been on empowering our workforce to strive for quality within their services; with an overall aim to improve staff knowledge of Quality Improvement (QI) and confidence in using QI tools to 75%, as determined by an annual HSCP wide survey undertaken annually each September. In pursuit of this we have focussed on building QI capacity/ capability through tiered training designed to meet the needs of all staff, based on their role and level of involvement in improvement work.

The baseline QI Survey undertaken in September 2022 evidenced that, in those who responded, confidence and competence in using QI was 35%; and that 55% were involved in QI activity.

To build improvement capacity and capability within our workforce, mandatory (Foundation Level) training was introduced for all staff in February 2023, with a June 2023 compliance target of 90-100%. These learning resources should provide a helpful introduction to quality improvement and widely used improvement methods which in turn will support staff to develop team plans using self-evaluation to identify areas for improvement, as well as providing the knowledge and tools needed to participate in improvement projects at team level.

In addition, 41 staff have completed Ayrshire and Arran Improvement Foundation Skills (Practitioner Level) training in 2022 / 23, resulting in positive improvements being made through 38 QI projects delivered as part of their training. This training will continue to be rolled out in 2023 / 24 with a further 40 staff expected to complete their Practitioner Level training before the end of 2023. The

expectation is that all staff undertaking Practitioner Level training will continue to undertake further improvement work post AAIFS graduation.

Staff have also been encouraged and supported to access national (Lead Level) training with 4 staff successfully securing places on Cohort 45 of the Scottish Improvement Leader (ScIL) Programme, due to commence in June 2023. Access to national training is limited due to availability of spaces and as such we will also be trialling a Certificate in Team Coaching to allow us to 'grow our own' mentors to support staff who are at an earlier stage of their QI learning journey.

Further work will be progressed in 2023/24, to ensure that we continue to promote QI across our workforce; that our training supports both our aim, and other improvements needed to create our desired culture; and to put in place an infrastructure to support/ empower our workforce with QI in other ways.

South Ayrshire HSCP have also provided a small core group of staff with Coaching Skills training, which is designed to improve culture; increase opportunity and confidence locally; support staff awareness and development; create a learning platform for teams to engage with; encourage innovation and engagement as well as build trusting relationships with staff and managers. Although in early stages, when added to the tool kit for Quality Improvement which has been invested in by the HSCP there is further opportunity to expand staff skills and engage them positively in decision making.

**South Ayrshire Council**

**Report by Head of Finance, ICT and Procurement  
to Cabinet  
of 28 November 2023**

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**Subject: Budget Management – Revenue Budgetary Control  
2023/24 – Position at 30 September 2023**

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**1. Purpose**

- 1.1 The purpose of this report is to present Members with a financial overview of the General Services revenue account, Housing Revenue Account and Common Good Accounts for 2023/24 as at 30 September 2023.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 notes the revised Directorate budgets following the budget movements outlined in 3.3 and 3.4 below;
- 2.1.2 approves the requested draw of £1.926m from the council's inflation reserve as detailed in 4.1.5 below;
- 2.1.3 approves the budget transfers as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.6 below;
- 2.1.4 notes the projected in year over-spend of £3.762m after earmarking which reduces to £1.836m following approval of the inflation reserve draw requested at 2.1.2 above; and
- 2.1.5 requires Directors/ Assistant Directors and Heads of Service to continue to take steps to ensure that Directorate/ Services are not overspent against budget by 31 March 2024 as per section 5.3 of the Financial Regulations.

**3. Background**

- 3.1 The budget management report contains overview information for the following:
- 3.1.1 General Services Revenue - Appendix 1a to f (*pages 1 to 19*);
- 3.1.2 Housing Revenue Account - Appendix 1g (*pages 20 to 21*); and
- 3.1.3 Common Good Funds - Appendix 1h (*pages 21 to 23*).

- 3.2 As detailed in the Budget Management – Revenue Budgetary Control 2023/24 – Position Statement at 31 July 2021, presented to the Cabinet of 26 September 2023, revisions to the 2023/24 revenue budget were made in terms of corporate allocations, and other transfers actioned in line with Financial Regulations rules on budget transfers, resulting in revised planned net expenditure of £332.528m at period 4.
- 3.3 Directorate planned spending has further been adjusted to incorporate several adjustments, which are:
- 3.3.1 a drawdown of £0.543m from reserves relating to Ash Dieback activity as approved by Cabinet on 14 March 2023;
- 3.3.2 additional notification of funding from the Scottish Government (not included in the March 2023 budget) of £0.273m for No One Left Behind. This funding replaces the fixed staffing element of previous years’ grant awards and will now be paid through the Local Government Finance Settlement, as a redetermination of the General Revenue Grant (GRG); and
- 3.3.3 other budget transfers between Directorates and from reserves actioned in line with Financial Regulations rules on budget transfers.
- 3.4 Table 1 below summarises the revised 2023/24 General Services budget at 30 September 2023 inclusive of the budget adjustments outlined in 3.3 above.

**Table 1 – Budget movement**

<i>Directorate/ Account</i>	<i>Period 4 Budget</i>	<i>Budget adjustment (per 3.3)</i>	<i>Revised</i>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
CEX	23.572	0.117	<b>23.689</b>
Education	128.967	0.895	<b>129.862</b>
Housing, Operations and Development	47.239	1.565	<b>48.804</b>
Strategic Change and Communities	21.775	0.359	<b>22.134</b>
HSC	95.469	0.206	<b>95.675</b>
Misc Services Account	15.506	(2.281)	<b>13.225</b>
<b>Total Expenditure</b>	<b>332.528</b>	<b>0.861</b>	<b>333.389</b>
General Revenue Grant	(202.526)	(0.273)	(202.799)
NDRI	(47.708)	-	(47.708)
Council Tax	(67.220)	-	(67.220)
Use of reserves b/fwd	(15.074)	(0.588)	(15.662)
<b>Total Income</b>	<b>(332.528)</b>	<b>(0.861)</b>	<b>(333.389)</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

- 3.5 In relation to the Health and Social Care Partnership (HSCP). Table 1 above shows the adjusted 2023/24 budget delegated from the Council to be overseen by the



Integration Joint Board (IJB). Appendix 1b provides an overview statement of the current financial budget and projected out-turn position for the Council element for 2023/24.

## 4. Proposals

### 4.1 Overview of Directorate/ Accounts' position as at 30 September 2023

- 4.1.1 Appendix 1a to e to this report provides financial performance information in the form of a report for each Directorate/ account for the period to 30 September 2023.
- 4.1.2 Table 2 below provides a summarised position on a Directorate/ account basis and provides the overall projected position before and after requested earmarking.

**Table 2 – Projected under/(over) spend**

<i>Directorate/ Account</i>	<i>Projected under/ (over) spend £m</i>	<i>Earmarking approved £m</i>	<i>Revised under/ (over) spend £m</i>
Chief Executive	0.572	-	0.572
Education	(0.102)	(1.131)	(1.233)
Housing, Operations and /Development	(0.625)	-	(0.625)
Strategic Change and Communities	0.002	-	0.002
Miscellaneous Services Account	(2.228)	-	(2.228)
<b>Total Net expenditure</b>	<b>(2.381)</b>	<b>(1.131)</b>	<b>(3.512)</b>
Council Tax income (see 4.1.4 below)	(0.250)	-	(0.250)
<b>Net in year projected surplus</b>	<b>(2.631)</b>	<b>(1.131)</b>	<b>(3.762)</b>

- 4.1.3 Table 2, above, indicates an overall directorate over-spend for the year (excluding HSCP) of £2.381m, prior to requested earmarking of £1.131m. All Directors, Assistant Directors and Heads of Service have been contacted to confirm their duty in terms of Section 5.3 of the Councils Financial Regulations which states, per the extract below:

*'It is the responsibility of the Chief Executive, Directors, Heads of Service and Assistant Directors concerned to ensure that items of expenditure in the revenue estimates of his/ her services are not overspent, and that the income and expenditure of his/ her Directorate/ services conform to the requirements of these regulations.'*

It is expected that Service managers will continue to limit spend wherever possible in order to bring the projections back on-line with budget. Service proposals to address the overspend position in each directorate will be brought forward as part of the next Budget Management report due to be considered at Cabinet in February 2024.

- 4.1.4 **Council Tax Income** – A review of the current collection rates indicates they are slightly behind current year targets. It is anticipated that if trends

continue, then Council Tax income will be £0.250m below budget expectations.

4.1.5 **Inflation reserve** - During 2022/23 an inflation reserves of £2.500m was established within committed reserve to mitigate any temporary inflation risk occurring during 2023/24 within General Services. A draw down from this reserve is required to meet some of the inflationary increases being encountered at present within energy costs and interest rate increases within Council debt charge expenditure. It is therefore recommended that the following sums be drawn from the inflation reserve in 2023/24 to augment current budgets on a temporary basis:

- (i) Energy cost increase of £1.169m; and
- (ii) Debt charge increases of £0.757m

Inclusion of these draws reduces the net projected overspend identified in table 2 to £0.705m prior to earmarking- (£1.836m after earmarking).

4.1.6 **Health and Social Care Partnership** – details of the projected out-turn information can be found within the Financial Monitoring report that will be presented to the Integration Joint Board (IJB) meeting in November. Appendix 1b indicates a projected in year underspend of £0.357m for 2023/24.

4.1.7 **Budget Transfers** – Members are asked to consider and approve the budget transfer requests for each Directorate as outlined in Appendix 1a to 1f summarised in total in table 3 below (by Directorate).

**Table 3 – Budget Transfers**

<i>Directorate/ Account</i>	<i>Dr £m</i>	<i>Cr £m</i>	<i>Appendix ref:</i>
CEX	1.858	1.858	1a – page 2
HOD	0.577	0.577	1d –page12
<b>Total</b>	<b>2.435</b>	<b>2.435</b>	

4.1.8 **Earmarking** - At this stage, the approved earmarking in Table 2 relates to Pupil Equity Funding (PEF) of £1.131m which requires to be carried forward to follow the academic school year rather than the financial year. There is therefore no scope to reduce the level of earmarking for PEF.

## 4.2 **General Services – Summary of Current Financial Revenue Position**

4.2.1 The unaudited 2022/23 Annual Accounts showed an accumulated surplus at 31 March 2023 of £47.744m and of this, £40.302m was set aside or earmarked for specific purposes leaving an uncommitted balance of £7.442m for General Services. Appendix 2 provides detail of the amounts set aside from the accumulated sum together with the impact of the current year net year-end over-spend projections of £3.762m (after earmarking and including Council Tax income projections) outlined in

Table 2 at 4.1.3 above and any further in approved in year reserve commitments.

- 4.2.2 Table 4 below indicates that a year-end £4.862m uncommitted general services surplus is currently projected at 31 March 2024. This equates to 2.05 per cent of estimated planned spend (excluding HSCP). This is at the lower end of the 2 to 4 per cent required by Council policy for uncommitted general reserves and therefore the action outlined in 4.1.3 above is required to address this situation.

**Table 4 – General Services accumulated surplus**

	<b>£m</b>
Unaudited opening surplus	47.744
Commitments (per Appendix 2)	(40.302)
<b>Uncommitted surplus brought forward</b>	<b>7.442</b>
Directorate 2023/24 projections (per table 2 above)	(3.762)
In year approved general reserve commitments	(744)
Proposed draw from Inflation reserve (per para 4.1.5)	1.926
<b>Projected accumulated surplus</b>	<b>4.862</b>

#### 4.3 **Housing Revenue Account Balance**

- 4.3.1 **Summary of Current Financial Position** – as outlined in Appendix 1e the current projected ‘in year’ overspend as at 31 March 2024 is £0.509m. When the in-year overspend is added to the current uncommitted surplus, identified in Table 4 of Appendix 1g, this results in an overall revised projected uncommitted surplus of £0.556m for the HRA.

#### 4.4 **Common Good Funds**

- 4.4.1 **Summary of Current Financial Position** – the current projected accumulated revenue surplus for each individual fund is outlined in Appendix 1h. Overall, at 31 March 2024, a combined projected accumulated revenue surplus of £0.214 is anticipated together with a projected combined capital reserve of £0.596m.

### 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 An accumulated uncommitted surplus of £4.862m is currently projected for General Services, excluding HSCP.
- 6.2 A £0.556m accumulated uncommitted surplus is projected for the Housing Revenue Account and a combined £0.214m accumulated surplus is currently projected for the Common Good Funds.

## **7. Human Resources Implications**

- 7.1 There are no specific human resource implications arising directly from this report. Any indirect implications are being managed on an operational basis by the Service Directorates.

## **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 are no risks associated with rejecting the recommendations.

## **9. Equalities**

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

## **10. Sustainable Development Implications**

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **11. Options Appraisal**

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

- 12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

## **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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

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

- 14.1 If the recommendations above are approved by Members, the Head of Finance, ICT and Procurement 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Action the inflation reserve drawdown in the financial ledger as requested in 4.1.5	15 December 2023	Head of Finance, ICT and Procurement
Action the budget transfers in the financial ledger as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.6	15 December 2023	Head of Finance, ICT and Procurement

**Background Papers**    **Report to South Ayrshire Council of 1 March 2023 - [Revenue Estimates 2023/24, Capital Estimates 2023/24 to 2034/35 and Carbon Budget 2023/24](#)**

**Report to South Ayrshire Council of 1 March 2023 – [Rent Setting and Housing Revenue Account \(HRA\) – Revenue Budget 2023/24 and Capital Budget 2023/24 to 2027/28](#)**

**[Scottish Government Finance Circular 3/2023](#)**

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**Date: 22 November 2023**

# Budget Management Report to 30 September 2023 (Period 6)

## Appendix 1

Ref.	Directorate/ Account	Pages
1a	Chief Executive's Strategic Office	1 to 3
1b	Health & Social Care	4
1c	Education	5 to 7
1d	Housing, Operations and Development	8 to 13
1e	Strategic Change and Communities	14 to 17
1f	Miscellaneous Services Account	18 to 19
1g	Housing Revenue Account	20 to 21
1h	Common Good Funds	22 to 23

This appendix outlines the **key financial issues** for each directorate or account (Tables 1 to 3), together with **other financial information** (Tables 4 to 8).



## Chief Executive's

Table 1 - Objective Analysis

Actual Expenditure to 31 July £'000	Service	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
<b>200</b>	<b>Chief Executive &amp; Support</b>	<b>447</b>	<b>446</b>	<b>1</b>
	<b>Finance and ICT Services:</b>			
56	Head of Finance & ICT Services	(171)	(167)	(4)
896	Corporate Finance and Accounting	2,149	2,138	11
3,495	Revenues and Benefits	6,873	6,810	63
2,351	Information and Communication Technology	5,355	4,800	555
294	Procurement	788	788	0
<b>7,092</b>	<b>Total Finance and ICT Services</b>	<b>14,994</b>	<b>14,369</b>	<b>625</b>
	<b>Regulatory Services</b>			
56	Head of Regulatory Services	(54)	(56)	2
68	Civil Contingencies & Business Continuity	78	77	1
1,111	Democratic Governance Services	2,574	2,572	2
204	Insurance, Risk & Safety Management	580	581	(1)
289	Legal & Licensing Services	904	966	(62)
724	Trading Standards & Environmental Health	1,925	1,920	5
<b>2,452</b>	<b>Total Regulatory Services</b>	<b>6,007</b>	<b>6,060</b>	<b>(53)</b>
915	Human Resources	1,888	1,889	(1)
141	Internal Audit	352	352	0
<b>10,800</b>	<b>Total Chief Executive's Office</b>	<b>23,688</b>	<b>23,116</b>	<b>572</b>

Table 2 - Subjective Analysis

Actual Expenditure to 31 July £'000	Account	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
8,238	Employee costs	20,051	20,055	(4)
139	Property costs	236	223	13
1,500	Supplies and services costs	2,247	1,840	407
32	Transport costs	111	85	26
218	Administrative costs	576	528	48
359	Third party payments	1,459	1,295	164
12,912	Transfer payments	26,921	25,063	1,858
4	Financing costs	12	15	(3)
<b>23,402</b>	<b>Gross expenditure</b>	<b>51,613</b>	<b>49,104</b>	<b>2,509</b>
(12,602)	Gross income	(27,924)	(25,987)	(1,937)
<b>10,800</b>	<b>Net expenditure</b>	<b>23,689</b>	<b>23,117</b>	<b>572</b>

**Table 3 - Analysis of Significant Variances**

Projected Variance favourable /(adverse) £'000	Finance and ICT Services
11	<b>Corporate Finance and Accounting</b> - projected full-year underspend of £0.011m within a variety of small spend areas cross the service.
63	<b>Revenue &amp; Benefits</b> - Projected full year over recovery of income of £0.063m arising from the Scottish Water agency contract arrangement. A review of the Rent Rebate expenditure and DWP Subsidy Income budgets has been undertaken to determine the correct level of expenditure and income budget. Based on the latest spend and income projections, this review has determined that historical expenditure budgets are overstated by £1.858m. This is then compensated by an equivalent £1.858m overstated subsidy income budget. This underspend on expenditure and under recovery in income has a net nil effect therefore a budget transfer is requested (per Table 4 below) to remove the significant underspend and under recovery identified in Table 2.
555	<b>ICT</b> - projected full-year underspends of £0.326m on software maintenance contracts, £0.047m projected underspend on hardware maintenance contracts and £0.155m on other agency payments for the Oracle Fusion call off support contract. It is not anticipated that these underspends will continue in to future years.
0	<b>Procurement</b> - As part of the 2023-24 budget setting process a £0.030m saving was agreed relating to the introduction of an early invoice repayment discount system. The introduction of this system has been delayed due to staff resourcing issues that will mean that the saving will not be achieved in 2023-24 (see <b>Table 6</b> below). This shortfall is compensated by a projected over achievement of general contract rebate income received via national frameworks.
<b>625</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Regulatory Services
2	<b>Democratic Governance Services</b> Projected under recovery of income of £0.084m with Marriage Fees at £0.061m and Printing income of £0.034m. Projected underspend of £0.016m in relation to Training Courses with other Administrative underspends at £0.018m, various other Supplies & Services underspends amounting to £0.025m, Property Costs £0.012m and Transport Costs £0.010m.
(62)	<b>Legal Services</b> Projected under recovery of income of £0.062m based on actuals to date and full year 22/23
5	<b>Trading Standards and Environmental Health</b> - a full year net underspend of £0.005m is currently projected across a variety of areas of the service.
<b>(53)</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

Budget Transfer Requests:		DR £'000	CR £'000
1	<b>Revenue &amp; Benefits</b> - Transfer payments (Rent rebate public/private)		1,858
	<b>Revenue &amp; Benefits</b> - Subsidy Income	1,858	
	Being the realignment of expenditure and income budgets based on current activity and anticipated spend levels for rent rebate and subsidy recovery from the DWP.		
<b>Total</b>		<b>1,858</b>	<b>1,858</b>

**Table 5 - Earmarking Requests**

Not applicable	
<b>Total</b>	
<b>Comments:</b> No earmarking requests were identified at period 6.	

**Table 6 - Efficiency Savings**

<b>Efficiency savings:</b>	<b>Targeted £'000</b>	<b>Anticipated shortfall £'000</b>
Reduction in property costs following move of Archive Service to new build facility	49	0
Removal of vacant Archive post	11	0
Removal of vacant Information Governance post	26	0
Removal of vacant Print room post	3	0
Removal of vacant Messenger post	12	0
Review Members support team	28	0
Reduction in Registration overtime budget	7	0
Reduction in Council Officer overtime budget	5	0
Reduction in various Members Support Administration budgets	2	0
Reduction in Civic catering budget	3	0
Reduction in various Committee Support Admin budgets	3	0
Introduction of an Employee Benefit Framework Scheme	70	0
Review Applications Support team structure	28	0
Review Assets & Compliance team structure	13	0
Removal of vacant System Assistant post	34	0
Removal of various ICT hardware/software contract costs	48	0
Cease meeting medical referee costs - taxi/private hire	2	0
Reduce transport cost budget	3	0
Removal of vacant Authorised Officer post	43	0
Realign income budget based on current recovery rates and maximise various income recovery through advertising	14	0
Increase pest control fees to – Fumigations £120, Rats/Mice/Insects (domestic £81/commercial £140), Wasps: £52,	2	0
Reduce various Admin and Supplies and Services budgets	15	0
Realign income budget based on current recovery rates	6	0
Removal of vacant Procurement Information Assistant post	30	0
Introduce Early payment discount scheme via third-party supplier	30	30
Removal of vacant Web and Social Media Analyst post	28	0
<b>Total</b>	<b>515</b>	<b>30</b>
<b>Comments:</b>		

**Table 7 - Payroll Management**

<b>Payroll Management:</b>	<b>Targeted £'000</b>	<b>Achieved at period 6 £'000</b>
Payroll Management - Corporate target	610	373
<b>Total</b>	<b>610</b>	<b>373</b>
<b>Comments:</b> The Directorate's payroll management target is currently projected to be fully achieved at the end of the financial year.		

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
<b>Amount</b>		
14	Electoral Integrity Programme New Burdens Funding	Department for Levelling Up Housing Communities to fund additional burdens associated with GE 2024. (Received this year, to be c/f into next year)
<b>14</b>		
<b>Comments:</b> Additional amounts notified during the financial year, not included in the original budget.		

## Social Care

Table 1 - Objective Analysis

Actual Expenditure to 30 September £'000	Service	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
	<b>Community Care Services :</b>			
22,604	Older People	54,964	55,023	(59)
1,905	Physical Disabilities	4,361	4,313	48
<b>24,509</b>	<b>Total Community Care Services</b>	<b>59,325</b>	<b>59,336</b>	<b>(11)</b>
9,638	Children's Services	23,557	21,914	1,643
(24)	Justice Services	33	33	0
<b>9,614</b>	<b>Total Children and Justice Services</b>	<b>23,590</b>	<b>21,947</b>	<b>1,643</b>
1,480	Learning Disabilities	25,633	25,775	(142)
1,887	Mental Health	4,577	4,282	295
827	Addiction	916	916	0
<b>4,194</b>	<b>Total Mental Health Services</b>	<b>31,126</b>	<b>30,973</b>	<b>153</b>
2,111	Directorate Services	4,751	4,799	(48)
552	Other Services	1,586	1,552	34
0	Vacancy management	(1,400)	0	(1,400)
<b>2,663</b>	<b>Total Support Services</b>	<b>4,937</b>	<b>6,351</b>	<b>(1,414)</b>
144	<b>Integrated Care Fund/Delayed Discharges</b>	408	417	(9)
0	<b>Additonal Funding Repayment</b>	0	0	0
177	<b>Items Funded from Reserves</b>	277	282	(5)
(5,097)	<b>Interagency payments with Health</b>	(20,387)	(20,387)	0
(31)	<b>Covid-19 Costs</b>	700	700	0
<b>36,173</b>	<b>HSCP Sub-total</b>	<b>99,976</b>	<b>99,619</b>	<b>357</b>
0	Scheme of Assistance/Aids and Adaptations etc	689	689	0
<b>36,173</b>	<b>Final HSCP total</b>	<b>100,665</b>	<b>100,308</b>	<b>357</b>

<b>Earmarking requests</b>	<b>0</b>
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**Health & Social Care Partnership** - the above table provides an overview statement of the financial budget and projected out-turn position for the Council element of the Integration Joint Board (IJB) for 2023/24 as at 30 September (Period 6).

The table above includes £4.465m of Earmarking and £0.546m of Funds Committed for Improvement .

## Education Directorate

Table 1 - Objective Analysis

Actual Expenditure to 30 Sept £'000	Service	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
124	Directorate	(2,409)	(2,409)	0
(1,527)	Education - Early Years	10,748	10,748	0
22,917	Education - Learning and Teaching Primary	41,012	40,412	600
23,810	Education - Learning and Teaching Secondary	42,622	43,115	(493)
7,875	Education - Learning and Teaching Additional Support	16,671	16,880	(209)
11,868	Education Support Services	21,218	21,218	0
<b>65,067</b>	<b>Total Education Directorate</b>	<b>129,862</b>	<b>129,964</b>	<b>(102)</b>

Table 2 - Subjective Analysis

Actual Expenditure to 30 Sept £'000	Account	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
52,537	Employee costs	109,306	109,153	153
15,389	Property costs	25,694	25,694	0
1,016	Supplies and services costs	1,632	1,632	0
2,261	Transport costs	4,701	4,956	(255)
1,139	Administrative costs	1,724	1,724	0
3,286	Third party payments	5,752	5,752	0
376	Transfer payments	405	405	0
0	Financing costs	0	0	0
<b>76,004</b>	<b>Gross expenditure</b>	<b>149,214</b>	<b>149,316</b>	<b>(102)</b>
(10,937)	Gross income	(19,352)	(19,352)	0
<b>65,067</b>	<b>Net expenditure</b>	<b>129,862</b>	<b>129,964</b>	<b>(102)</b>

**Table 3 - Analysis of Significant Variances**

Projected FY Variance favourable /(adverse) £'000	Education
(102)	<p><b>Pupil Equity Funding</b> - underspent by £1.131m. This Scottish Government funding relates to the academic year (August 2023 - August 2024) and has permissible carry forward. Members are requested to earmark this underspend to be utilised in 2024/25 (refer to <b>Table 5</b> below).</p> <p><b>Ukraine Education</b> - projected to be £0.228m overspent, within teaching staff. South Ayrshire Council received government funding during 2022/23 to provide childcare and educational support to Ukrainian children and young people aged 2 to 18 who have entered the UK via the Homes for Ukraine Scheme. However, the UKG has advised that there will be no education tariff funding for 2023/24 – either for new arrivals or for guest Year 2.</p> <p><b>Teaching Costs</b> - projected overspend of £0.783m to maintain teacher numbers as at September 2022 census data (1164). The Cabinet Secretary's statement to Parliament on 7 February 2023, stated that the current level of teachers and support staff must be maintained. It has also been set out to each local authority the implications for local government finance settlement for 2023-24 - approximately £4m LGFS (of which £1m has been with-held) is dependant on maintaining teacher numbers. In the event of these requirements not being met, the Scottish Government will recover or withhold relevant monies allocated to individual authorities for these purposes. Due to the number of probationers (particularly fully funded SG probationers) which we received additional funding for, being significantly higher in 2022/23, than those allocated this academic year, an additional 23 teachers have been employed to ensure SAC total teacher census is maintained, at an additional cost of £0.783m.</p> <p><b>Pupil Transport</b> - projected overspend of £0.255m, primarily within ASN framework contracts.</p> <p><b>Access to Sanitary Products (Schools)</b> - projected to be underspent by £0.033m in relation to the implementation of access to free sanitary products to students in schools, colleges and universities. This underspend is primarily due to the delay in the recruitment of a Development Worker post for a period of 23 months, who will co-ordinate activity in relation to free access to sanitary products and wider work to mitigate poverty.</p>
<b>(102)</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

	DR	CR
N/A		
<b>Total</b>	<b>0</b>	<b>0</b>

**Table 5 - Earmarking Requests**

Earmarking requests:	Objective/ Subjective	Amount £'000
<b>Previously approved:-</b>		
Pupil Equity Fund	Various/Employee Costs	1,131
<b>Total</b>		<b>1,131</b>
<b>Comments:</b> Detail included above.		



**Table 6 - Efficiency Savings**

<b>Efficiency savings:</b>	<b>Target £'000</b>	<b>Anticipated shortfall £'000</b>
Remove Scholar subscription resource	21	0
Remove subjects Networks Principal Teachers allocated funding	25	0
Reduce central Newly Qualified Teachers budget	42	0
10% reduction in Devolved School Management budget	110	0
Removal of Home Link Team	195	0
10% reduction in Continuing Professional Development budget	12	0
Expand use of technology to allow the removal of the transport consortia budget	20	0
Reduce clothing grant eligibility criteria to Scottish Government level	170	0
<b>Total</b>	<b>595</b>	<b>0</b>
<b>Comments:</b> No anticipated shortfalls.		

**Table 7 - Payroll Management**

<b>Payroll Management:</b>	<b>Target £'000</b>	<b>Achieved at period 6 £'000</b>	<b>Remaining to be achieved £'000</b>
Payroll Management - Corporate target	3,023	1,182	1,841
<b>Total</b>	<b>3,023</b>	<b>1,182</b>	<b>1,841</b>
<b>Comments:</b> Further analysis will be carried out and reported at Period 9, due to September school census, SG probationer allocations yet to be received from SG, current budget profiling issues within Oracle Fusion and the implications of the 2023 Best & Final Local Government pay award offer.			

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
<b>Amount £'000</b>	<b>Grant name/ body</b>	<b>Grant purpose</b>
48	Creative Scotland	Youth Music Initiative
9,904	Scottish Government - Specific Grant	Early Years Expansion
13	Scottish Government	Gaelic
<b>9,965</b>		
<b>Comments:</b> Additional amounts notified during the financial year, not included in original budget.		

## Housing Operations &amp; Development

Table 1 - Objective Analysis

Actual Expenditure to 30 Sept £'000	Service	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
5,001	<b>Directorate</b>	9,054	9,066	(12)
506	Directorate	555	641	(86)
4,495	Ayrshire Roads Alliance/SPT	8,499	8,425	74
7,947	<b>Planning &amp; Development</b>	6,337	6,459	(122)
3,249	Asset Management and Community Asset Transfer	5,646	5,871	(225)
2,429	Planning and Building Standards	1,314	1,151	163
(8)	Professional Design Services	(623)	(563)	(60)
2,277	Special Property Projects	0	0	0
16,683	<b>Housing &amp; Operations</b>	33,413	33,904	(491)
3,008	Facilities Management	11,315	12,047	(732)
2,582	Housing Services	3,131	3,226	(95)
9,108	Neighbourhood Services	18,854	18,518	336
1,985	Property Maintenance	113	113	0
29,631	<b>Total Housing Operations &amp; Development</b>	48,804	49,429	(625)

Table 2 - Subjective Analysis

Actual Expenditure to 30 Sept £'000	Account	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
16,166	Employee costs	36,941	37,000	(59)
4,523	Property costs	6,463	6,753	(290)
11,350	Supplies and services costs	15,401	16,052	(651)
3,416	Transport costs	5,056	5,262	(206)
88	Administrative costs	803	803	0
9,578	Third party payments	18,818	18,069	749
0	Transfer payments	0	0	0
0	Financing costs	90	50	40
45,121	<b>Gross expenditure</b>	83,572	83,989	(417)
(15,490)	Gross income	(34,768)	(34,560)	(208)
29,631	<b>Net expenditure</b>	48,804	49,429	(625)

Table 3 - Analysis of Significant Variances

Projected Variance favourable /(adverse) £'000	Directorate
(86)	<b>Directorate</b> - projected overspend of £0.086m as a result of ; <b>Income</b> - projected under-recovery of £0.086m in fees & charges as a result of the increased Corporate savings allocation being unachievable.
(86)	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Ayrshire Roads Alliance/SPT
74	<b>Ayrshire Roads Alliance/SPT</b> - underspend of £0.074m mainly as a result of lower insurance premiums
74	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Asset Management & Community Asset Transfer
(225)	<p><b>Asset Management &amp; CAT</b> - projected overspend of £0.225m as a result of;</p> <p><b>Employee costs</b> - projected underspend of £0.140m as a result of current vacancies</p> <p><b>Property costs</b> - projected overspend of £0.270m. This relates to an overspend of £0.300m within the Central Repairs Account (CRA) based on the level of repairs currently required to Council buildings. The approved savings for 2023/24 of £0.300m are proving extremely challenging to achieve however Management are currently reviewing all repairs and options to minimise costs. This is offset with a projected underspend of £0.030m within Health &amp; Social Care properties.</p> <p><b>Income</b> - projected under-achievement of £0.095m in relation to property rental income based on current levels of income .</p>
<b>(225)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Planning & Building Standards
163	<p><b>Planning &amp; Building Standards</b> - projected underspend of £0.163m as a result of ;</p> <p><b>Employee costs</b> - projected underspend of £0.089m due to current vacancies within Building Standards</p> <p><b>Supplies &amp; Services costs</b> - projected overspend of £0.174m due to increased legal and consultancy costs involved in preparation for three windfarm appeals going to Public Local Inquiry under Section 36 of the Electricity Act</p> <p><b>Income</b> - projected over-recovery of £0.248m due to the fees in relation to the windfarm applications</p> <p>Members are requested to approve a Budget Transfer Request (BTR) to transfer the income over-recovery as a result of windfarm applications to fund the related consultancy costs (see <b>Table 4</b> below)</p>
<b>163</b>	

Projected Variance favourable /(adverse) £'000	Professional Design Services
(60)	<p><b>Professional Design Services</b> - projected overspend of £0.060m as a result of;</p> <p><b>Employee costs</b> - projected underspend of £0.040m as a result of current vacancies</p> <p><b>Income</b> - projected under-recovery of £0.100m in fees rechargeable to the capital programme mainly as a result of the increased number of larger capital projects delivered through Hub South West.</p>
<b>(60)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Special Property Projects
0	<b>Special Property Projects</b> - No material variance to report.
<b>0</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Facilities Management
(732)	<p><b>Facilities Management</b> - projected overspend of £0.732m as a result of;</p> <p><b>Employee costs</b> - projected overspend of £0.450m. A projected overspend of £0.320m is in relation to the delay in implementing the approved savings from the introduction of zonal cleaning in schools . Management have been focusing over the short term on other service priorities ie the opening of the new Maybole Campus and are currently reviewing options for rolling out these changes over the medium term. In addition the service has a projected overspend in relation to catering services within Health &amp; Social Care premises of £0.060m which requires agreement to be reached with both services on funding going forward and increased overtime costs of £0.070m in relation to covering lets agreed through Thriving Communities which also requires agreement to be reached on how this cost is to be met going forward</p> <p><b>Supplies &amp; Services costs</b> - projected underspend of £0.071m in food costs due to an overall reduction in the number of meals produced as outlined below</p> <p><b>Transport costs</b> - projected overspend of £0.036m due to an increase in leased and hire vehicles required for management and supervisory staff to visit sites and deliver staff support</p> <p><b>Income</b> - projected under-recovery of £0.317m in school meal income. There is a projected under-recovery of school meal income of £0.178m which is similar to the previous financial year, under-achievement of the approved saving in relation to the increased meal uptake in academies of £0.102m and under-achievement of the approved saving in relation to the price increase of teachers meals of £0.037m as this has resulted in a decrease in demand</p> <p>Members are requested to approve a Budget Transfer Request (BTR) to transfer the underspend in food costs to offset the under-recovery of school meal income (see <b>Table 4</b> below)</p>
<b>(732)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Housing Services
(95)	<p><b>Housing Services</b> - projected overspend of £0.095m as a result of;</p> <p><b>Employee Costs</b> - projected underspend of £0.010m due to current vacancies.</p> <p><b>Property Costs</b> - projected overspend of £0.020m. This relates to increased responsive repairs costs (£0.040m), as a result of the increased demand for temporary homeless accommodation. This is offset by a projected underspend in unlets (£0.020m).</p> <p><b>Supplies &amp; Services Costs</b> - projected overspend of £0.110m. This relates to increased furniture costs (£0.050m) and removal and storage costs (£0.060m) as a result of the increased demand for temporary homeless accommodation. This is offset by the corresponding over-recovery of income noted below.</p> <p><b>Third Party Payments</b> - projected overspend of £0.041m. This is due to an overspend in relation to payments to service providers (£0.046m) as a result of a reduction in the Scottish Government funding. There is also a projected underspend of £0.005m in payments to other Council services.</p> <p><b>Income</b> - projected over recovery of £0.066m. This relates to an increased number of temporary accommodation units being utilised from the HRA stock which has been necessary to meet increased demand for homeless accommodation.</p> <p>Members are requested to approve a Budget Transfer Request (see <b>Table 4</b> below) to transfer the income over-recovery of £0.066m to supplies &amp; services costs to meet the related costs for the provision of temporary homeless accommodation</p>
<b>(95)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Neighbourhood Services
336	<p><b>Neighbourhood Services</b> - projected underspend of £0.336m as a result of;</p> <p><b>Employee costs</b> - projected underspend of £0.112m as a result of current vacancies.</p> <p><b>Supplies &amp; Services costs</b> - projected overspend of £0.438m due to the increased cost of the following : street cleaning services (£0.120m), disposal charges for food waste (£0.060m), the cost of subcontractors for weedspraying and litter picking on roads and highways (£0.075m), protective clothing (£0.055m), software licences (£0.034m) and annual membership fees &amp; subscriptions costs (£0.018m). In addition we have incurred the cost to purchase domestic bins for new housing developments (£0.076m) which will be recharged to developers (see income below)</p> <p><b>Transport costs</b> - projected overspend of £0.170m mainly due to increased costs of tractor, tipper and hooklift hires (£0.105m), along with increased costs of repairs and maintenance (£0.040m) and fuel (£0.025m) for refuse vehicles as a result of price increases</p> <p><b>Third Party payments</b> - projected underspend of £0.716m within waste recycling following both the acquisition of Heathfield Waste Recycling Centre and a reduction in tonnages following the introduction of a booking system at the civic amenity sites along with the negotiation of new waste disposal contracts (£0.511m) and also a reduction in internal grounds maintenance recharges (£0.205m)</p> <p><b>Financing costs</b> - projected underspend of £0.040m due to a reduction in costs for the new cremators equipment maintenance contracts</p> <p><b>Income</b> - projected over-recovery of £0.076m mainly due to the recharge of costs of domestic bins provided for new housing developments</p>
336	<b>Total projected variance</b>
Projected Variance favourable /(adverse) £'000	Property Maintenance
0	<p><b>Property Maintenance Service</b> - projected online;</p> <p>The service is having difficulty with recruiting to vacant posts due to a shortage of skilled tradesmen and with other Councils paying higher wages. As a result the service requires to use a higher level of sub-contractors to meet the demand for repairs. This is compounded by the increased cost of materials and labour costs due to inflation that sub-contractors are charging. Members approved a Budget Transfer Request at Period 4 to transfer employee cost underspend to fund the supplies &amp; services overspend in sub-contractor costs.</p> <p>Management are reviewing this position on a monthly basis to ensure that only essential and approved work is carried out to minimise the impact of higher costs on Council housing tenants</p>
0	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

<b>Budget Transfer Requests:</b>		<b>DR £'000</b>	<b>CR £'000</b>
<b>1</b>	<b><i>Planning &amp; Building Standards - Third party payments</i></b>	174	
	<b><i>Planning &amp; Building Standards - Income</i></b>		174
	Being transfer of over-recovery of windfarm application income to fund associated consultancy costs		
<b>2</b>	<b><i>Facilities Management - Supplies &amp; services</i></b>		71
	<b><i>Facilities Management - Income</i></b>	71	
	Being transfer of the underspend in food costs to offset the under-recovery of school meal income		
<b>3</b>	<b><i>Neighbourhood Services - supplies &amp; services</i></b>	40	
	<b><i>Neighbourhood Services - property costs</i></b>	70	
	<b><i>Neighbourhood Services - transport costs</i></b>	80	
	<b><i>Neighbourhood Services - income</i></b>		190
	Being the set-up of budgets for running costs and income streams for the operation of Heathfield Waste Recycling Centre		
<b>4</b>	<b><i>Neighbourhood Services - supplies &amp; services</i></b>	76	
	<b><i>Neighbourhood Services - income</i></b>		76
	Being transfer of income budgets from the recharge of domestic bins for new housing developments to fund the associated costs to buy the bins		
<b>5</b>	<b><i>Housing Services - supplies &amp; services</i></b>	66	
	<b><i>Housing Services - income</i></b>		66
	Being the transfer of the income over-recovery from temporary homeless accomodation to meet the increased asociated costs of furniture and		
<b>Total</b>		<b>577</b>	<b>577</b>
<b>Comments:</b>			

**Table 5 - Earmarking Requests**

<b>Earmarking requests:</b>	<b>Objective/ Subjective</b>	<b>Amount £'000</b>
N/A		
<b>Total</b>		<b>0</b>
<b>Comments:</b>		



**Table 6 - Efficiency Savings**

<b>Efficiency savings:</b>	<b>Targeted £'000</b>	<b>Anticipated shortfall £'000</b>
Transforming the Estate Review - rationalise council assets and remove various property costs	200	0
Reduce the Central Repairs Account budget	300	300
Removal of free school meals for supervising of pupils teaching staff in Primary and Secondary Schools	30	0
Increase school meal price for Teaching staff by £1 plus VAT	37	37
Reduce costs resulting from the transfer of Straiton Community Centre to the Community Association in March 2023.	18	0
Closure of County Buildings canteen on a permanent basis and replace with vending operation	16	0
Reduced office cleaning from 5 days to 3 days except for toilet and kitchen areas	71	71
Reduction in the cleaning service applied to schools to a zoned cleaning operation	249	249
Increase school meal prices by 20p to £2.35 and £2.45 in Primary and Secondary	70	0
Increase paid meal uptake in academies by 4% through marketing and pupil survey	102	102
Realign Planning & Building Warrant income budget based on current recovery rates	40	0
Reduce various Planning and Building Standards admin budgets	6	0
Removal of various General Services transport budgets	3	0
Reduction in budget for overtime - anti social behaviour	1	0
Increase income target from homeless rents based on current recovery levels	85	0
HWRC Heathfield - generate an income from commercial and industrial customers.	38	0
Commercial Waste – 5% Price Increase	60	0
Bereavement – 5% Price Increases	107	0
Redesign of Winter Service through route optimisation	100	0
<b>Total</b>	<b>1,909</b>	<b>845</b>
<b>Comments:</b>		

**Table 7 - Payroll Management**

<b>Payroll Management:</b>	<b>Targeted £'000</b>	<b>Achieved at period 6 £'000</b>	<b>Remaining to be achieved £'000</b>
Payroll Management - Corporate target	1,203	550	653
<b>Total</b>	<b>1,203</b>	<b>550</b>	<b>653</b>

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
<b>Amount £'000</b>	<b>Grant name/ body</b>	<b>Grant purpose</b>
<b>0</b>		
<b>Comments:</b>		
The above grants which have been received during the financial year were not part of the approved Directorate budget.		

## Strategic Change and Communities Directorate

Table 1 - Objective Analysis

Actual Expenditure to 30 Sept £'000	Service	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
(820)	<b>Directorate</b>	757	367	390
	<b>Communities</b>			
(135)	Thriving Communities	6,162	6,212	(50)
733	Economy and Regeneration	1,943	2,030	(87)
4,099	Destination South Ayrshire	8,413	8,498	(85)
<b>4,697</b>	<b>Total Communities</b>	<b>16,518</b>	<b>16,740</b>	<b>(222)</b>
	<b>Strategic Change</b>			
845	Perf. Policy and Community Planning	1,419	1,585	(166)
1,217	Organisational Development & Customer Services	3,440	3,440	0
<b>2,062</b>	<b>Total Strategic Change</b>	<b>4,859</b>	<b>5,025</b>	<b>(166)</b>
<b>5,939</b>	<b>Total Strategic Change &amp; Communities Directorate</b>	<b>22,134</b>	<b>22,132</b>	<b>2</b>

Table 2 - Subjective Analysis

Actual Expenditure to 30 Sept £'000	Account	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
9,102	Employee costs	20,874	20,479	395
2,030	Property costs	2,632	2,632	0
2,154	Supplies and services costs	1,528	1,553	(25)
200	Transport costs	615	615	0
160	Administrative costs	625	791	(166)
643	Third party payments	3,107	3,107	0
4	Transfer payments	10	10	0
0	Financing costs	0	0	0
<b>14,293</b>	<b>Gross expenditure</b>	<b>29,391</b>	<b>29,187</b>	<b>204</b>
(8,354)	Gross income	(7,257)	(7,055)	(202)
<b>5,939</b>	<b>Net expenditure</b>	<b>22,134</b>	<b>22,132</b>	<b>2</b>

Table 3 - Analysis of Significant Variances

Projected FY Variance favourable /(adverse) £'000	Directorate
390	<b>Service</b> - projected over-recovery in payroll management target of £0.350m, primarily due delays in filling vacancies.
	<b>Access to Sanitary Products (non-schools)</b> - underspent by £0.040m in relation to the funding allocation of from Scottish Government. This underspend is primarily due to the delay in the recruitment of a Development Worker post a period of 23 months, who will co-ordinate activity in relation to free access to sanitary products and wider work to mitigate poverty.
<b>390</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Communities
(50)	<p><b>Thriving Communities</b> - projected underspend in <b>Employability &amp; Skills</b> of £0.200m. This is due to employee costs, which meet the terms and conditions of the grant criteria, being utilised against SG No-one Left Behind (NOLB) funding.</p> <p><b>Modern Apprentices</b> - projected overspend of £0.250m. The COVID pandemic and restrictions had an impact on Modern Apprentices completing their apprenticeship and qualifications within the 12 months. To ensure they were given the same opportunities as previous MAs, contracts were extended to allow them to gain the relevant experience and complete their qualification. This has had an impact on the MA budget, as well as an increase in MA salaries and Training Provider costs. The £0.050m approved saving (refer to <b>Table 6</b>) is included within this projection.</p>
(87)	<p><b>Economy &amp; Regeneration</b> - projected overspend of £0.025m due to the late approval and payment of Advanced Digital Visualisation Suite equipment costs rendering the subsequent claim late and ineligible for ERDF grant funding.</p> <p>Ayrshire Growth Deal - projected overspend of £0.062m as a result of unbudgeted post diverted on to other duties and no longer recoverable from AGD (refer to <b>Table 6</b> below).</p>
(85)	<b>Destination South Ayrshire</b> - projected £0.202m shortfall in income, primarily due to approved increases to income targets (refer to <b>Table 6</b> below).
	<b>Maybole Leisure Club (Carrick Campus)</b> - projected underspend within employee costs of £0.117m, due to employees not starting until November 2023. .
<b>(222)</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Strategic Change
(166)	Strategic Change - projected overspend of £0.166m due to short term unachievable savings targets (refer to <b>Table 6</b> below).
<b>(166)</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

Budget Transfer Requests:	DR £'000	CR £'000
<b>Total</b>	<b>0</b>	<b>0</b>

**Table 5 - Earmarking Requests**

Earmarking requests:	Objective/ Subjective	Amount £'000
<b>Total</b>		<b>0</b>
<b>Comments:</b> Detail included above.		

**Table 6 - Efficiency Savings**

	£'000	shortfall
Review of current Access to Leisure Scheme and consideration of future	100	0
Partial Year 1 reduction in Quay Zone Access to Leisure financial support following review of the scheme	20	0
Removal of core budget for Marr Educational Resource Centre	28	0
Removal of Ayr Bids legacy budget	20	0
Increase in income target for gymnastics programme	15	0
Remove Customer Services administration and supplies and services budgets (2023/24 only)	5	0
Close building formerly used for Customer Services following co-locating in Thriving Communities building next door	13	0
Remove various Admin and Supplies & Services budgets in Economy and Regeneration	15	0
Economy and Regeneration team service review	200	0
Reduction in grant funding to businesses	32	0
Organisational Development and Strategic Change teams service review	100	0
Introduce a Strategic Change team savings target	200	166
Increase recharge of staffing costs to capital and Ayrshire Growth Deal projects based on current programme of activity	120	62
Reduce various admin, supplies and services, property cost budgets across Thriving Communities teams	14	0
Thriving Communities service review	300	0
Removal of the budget for participatory budgeting	14	0
Reduction in the budget for Performing Rights Society	3	0
Reduction in the budget for sessional staffing for CLD	6	0
Increase in fees for Dolphin House	20	0
Removal of budget for Positive Attitudes to Alcohol	3	0
Reduce Modern Apprenticeship budget	50	50
Removal of post that supports Social Enterprises	55	0
Reduce budget for Duke of Edinburgh	5	0
Removal of supplies and services legacy budget in Community Services and Facilities	3	0
Reduction in the budget for grants to voluntary organisations	7	0
Reduction in third party payments to other agencies	10	0
Community Halls review - net cost reduction	27	0
Increase all applicable fees and charges by 5%	183	183
<b>Total</b>	<b>1,568</b>	<b>461</b>
<b>Comments:</b> Anticipated shortfalls in approved efficiencies have been included in the projections above.		

**Table 7 - Payroll Management**

Payroll Management:	Target £'000	Achieved at period 6 £'000	Remaining to be achieved £'000
Payroll Management - Corporate target	503	413	90
<b>Total</b>	<b>503</b>	<b>413</b>	<b>90</b>
<b>Comments:</b> Currently projected to be £0.350m over-recovered.			

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
<b>Amount £'000</b>	<b>Grant name/ body</b>	<b>Grant purpose</b>
27	Ayr College	ESOL Funding
4	ADP Contribution	Targeted Activities for Young People
1,534	Scottish Government	Homes for Ukraine
134	Scottish Government	Ukraine Refugee Support
100	Scottish Government	Ukraine Education
46	Scottish Government	Ukraine Temporary Accommodation
23	Scottish Enterprise	Modern Apprentice Grant
<b>1,868</b>		
<b>Comments:</b> Additional amounts notified during the financial year, not included in original budget.		

## Miscellaneous Services

Table 1 - Objective Analysis

Actual Expenditure to 30 September '£000	Service	Full Year Budget 2022/23 '£000	Projected Full Year Actual to 31 March '£000	Year End Variance Fav / (Adv) '£000
3,669	Miscellaneous Services	13,225	15,453	(2,228)
<b>3,669</b>	<b>Total Miscellaneous Services</b>	<b>13,225</b>	<b>15,453</b>	<b>(2,228)</b>

Table 2 - Subjective Analysis

Actual Expenditure to 30 September '£000	Account	Full Year Budget 2022/23 '£000	Projected Full Year Actual to 31 March '£000	Year End Variance Fav / (Adv) '£000
0	Debt management charges	14,826	16,274	(1,448)
0	Investment income	(965)	(1,656)	691
0	Recharges to other services	(1,688)	(1,688)	0
430	Requisitions and other initiatives	859	859	0
0	Contributions to/ from Funds	(2,576)	(2,576)	0
440	Employee provision	706	706	0
(9)	Fees and subscriptions	452	452	0
2,761	Other payments	3,718	5,189	(1,471)
47	Covid-19 Costs	0	0	0
0	PPP flexibility adjustment	(2,077)	(2,077)	0
0	Pension Fund contribution - net revenue charge	0	0	0
<b>3,669</b>	<b>Gross expenditure</b>	<b>13,256</b>	<b>15,484</b>	<b>(2,228)</b>
0	Gross income	(31)	(31)	0
<b>3,669</b>	<b>Net expenditure</b>	<b>13,225</b>	<b>15,453</b>	<b>(2,228)</b>

Table 3 - Analysis of Significant Variances

Year End Variance Fav / (Adv) '£000	Miscellaneous Services
(1,448)	Debt management charges - budget comprises £6.271m for loan principal repayments, £8.371m for interest charges and £0.184m for loans fund expenses, all based on significant levels of planned capital expenditure during the financial year. A full-year projected overspend of £1.448m is due to an increase in the Bank of England base rate and its consequential impact on external borrowing rates available to the Council. This position will be monitored closely during the remainder of the year and appropriate action will be taken to try to reduce the projected overspend.
691	Investment income - a full year projected over-recovery of £0.691m, again due to sustained increase in interest rates.
(1,471)	Other payments - A projected full year overspend of £1.471m is currently projected for General Services energy costs across Council services, which is being reported collectively within Miscellaneous Services. This includes a projected overspend of £1.169m for energy costs and electricity in particular. This area remains very challenging for all local authorities and the position will continue to be monitored closely during the remainder of the financial year. A projected full year overspend of £0.302m relates to unachievable efficiency targets; refer to Table 6 (Efficiency Savings) below.
<b>(2,228)</b>	<b>Total projected variance</b>

Table 4 - Budget Transfer Requests

Budget Transfer Requests:	DR '£000



<b>Total</b>	<b>0</b>
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**Table 5 - Earmarking Requests**

Description	Service/ Account
<b>Total</b>	
<b>Comments:</b> No earmarking	

**Table 6 - Efficiency Savings**

Efficiency savings:	Targeted £'000	Shortfall £'000
Procurement (prior year saving): work remains ongoing to identify relevant contracts to which savings target can be applied.	177	77
Purchase of additional leave: target to be allocated across services	200	50
Additional AVCs: on-cost savings	48	0
Future Operating Model: target to be allocated across services	175	175
<b>Total</b>	<b>600</b>	<b>302</b>
<b>Comments:</b> Work remains ongoing to identify permanent procurement efficiencies, with a shortfall of £0.077m currently projected. Fewer employees have purchased additional leave due to the impact of home-working arrangements. Consequently, a shortfall of £0.050m is currently projected. Pressures on service budgets has made it difficult to allocate Future Operating Model savings across directorates, as underspends arising from new ways of working have been utilised to offset overspends due to inflationary pressures and contractual increases. A shortfall of £0.175m is currently projected although a fresh review of options will be undertaken.		

**Table 7 - Payroll Management**

Payroll Management:	Targeted £'000	Achieved £'000
	0	0
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Comments:</b> No payroll management target allocated		

**Table 8 - Grant Income**

New Grants Received:		
Amount £'000	Grant name/ body	Grant purpose
0		
<b>Comments:</b>		

## Housing Revenue Account

Table 1 - Objective Analysis

Actual Expenditure to 30 Sept £'000	Service	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
(2,628)	Housing Revenue Account	0	509	(509)
<b>(2,628)</b>		<b>0</b>	<b>509</b>	<b>(509)</b>

Table 2 - Subjective Analysis

Actual Expenditure to 30 Sept £'000	Service	Full Year Budget 2023/24 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
2,172	Employee costs	5,231	5,017	214
7,747	Property costs	12,824	14,901	(2,077)
163	Supplies and services costs	327	298	29
31	Transport costs	70	50	20
107	Administrative costs	1,339	1,037	302
104	Support services costs	1,801	1,761	40
0	Third party payments	29	17	12
53	Transfer payments	115	115	0
0	Financing costs	4,277	4,336	(59)
7,510	CFCR	7,510	7,510	0
<b>17,887</b>	<b>Gross expenditure</b>	<b>33,523</b>	<b>35,042</b>	<b>(1,519)</b>
<b>(20,515)</b>	<b>Income</b>	<b>(33,523)</b>	<b>(34,533)</b>	<b>1,010</b>
<b>(2,628)</b>	<b>Net expenditure</b>	<b>0</b>	<b>509</b>	<b>(509)</b>

Table 3 - Financial Variance Analysis

Projected Variance favourable /(adverse) £'000	Housing Revenue Account
214	<b>Employee costs</b> - projected underspend of £0.214m due to current vacancies.
(2,077)	<b>Property Costs</b> - projected overspend of £2.077m. This is mainly due to; Repairs costs are projected to overspend by £1.760m due to current economic conditions where labour, materials and sub-contractor costs have all increased significantly. Additionally there has been an increased level of Unlet costs due to a higher than anticipated turnover of properties of £0.170m. There is also a projected overspend of £0.147 in gas & electricity costs due to price increases.
29	<b>Supplies &amp; Services</b> - projected underspend of £0.029m. This is due to underspends in removal and storage costs (£0.010m), legal fees (£0.020m), ICT costs (£0.020m) and other small underspends totalling £0.009m. These underspends are offset with an overspend on furniture costs of £0.030m.
20	<b>Transport Costs</b> - projected underspend of £0.020m due to a reduction in travel
302	<b>Administrative costs</b> - projected underspend of £0.302m. There are underspends on Telecomms charges (£0.030m), photocopying stationery and printing (£0.030m), subscriptions (£0.010m), training (£0.030m) as well as less Feasibility & Design Costs for capital projects being charged to revenue (£0.092m). There is also a projected underspend of £0.110m in bad debts based on the current level of arrears of council house rental income.
40	<b>Support service costs</b> - projected underspend of £0.040m, due to less staff overheads being charged from other services.
12	<b>Third Party Payments and Transfer Payments</b> - projected underspend of £0.012m. This relates to an underspend of £0.012m in charges received from other Council services.

(59)	<b>Financing costs</b> - projected net overspend of £0.059m comprising: - Principal, Interest payments and expenses - projected overspend of £0.386m on principal, interest and expenses, which relates to the timing of loan payments and an increase in interest rates of temporary loan debt. - Interest income on revenue balances - £0.327m over recovery as a result of the Loans Fund exceeding the originally estimated rate of interest on investments.
0	<b>CFCR</b> - projected online
1,010	<b>Income</b> - projected over recovery of £1.010m in rental income. A review of the HRA Business Plan rental units and new build profile will be carried out to determine if the budget requires to be realigned and a corresponding increase made to CFCR which will lead to reduced borrowing costs
<b>(509)</b>	<b>Total projected variance</b>
<b>Comments:</b>	

**Table 4 - Accumulated Surplus**

Accumulated Surplus	£'000	Amount £'000
HRA accumulated surplus as at 1 April 2023	3,278	
Current year projected surplus	(509)	
Minimum working balance	(2,000)	
<b>Projected surplus for the year ended 31 March 2024</b>		<b>769</b>
<b>Current commitments:</b>		
<b>Revenue:</b>		
Transformation within Housing - support costs		(44)
Costs associated with Home Loss Payments at Riverside High Flats and provision for Disturbance Allowance approved by Leadership Panel 26 November 2019		(169)
2020/21 CFCR underspend to be used for repairs costs in 23/24 (£1m used 2023/24)		0
<b>Total current commitments</b>		<b>(213)</b>
<b>Projected uncommitted surplus as at 31 March 2024</b>		<b>556</b>
<b>Comments:</b>		
<b>Uncommitted Surplus</b> - Tenant Priorities - South Ayrshire Council (Special) of 20 January 2021 approved that tenant priorities for investment of any identified uncommitted reserves within the HRA be incorporated in future reports to Cabinet.		

**Table 5 - Rent Arrears**

Rent Arrears	As at 31 Sept 2022	As at 31 Sept 2023	Movement
Current Tenants – Mainstream	1,422	1,393	-2%
Current Tenants – Homeless	48	36	-25%
Former Tenants – Mainstream	582	673	16%
Former Tenants – Homeless	298	371	24%
<b>Total</b>	<b>2,350</b>	<b>2,473</b>	<b>5%</b>
<b>Comments:</b>			
Performance in this area was strong when benchmarked against other Scottish Local Authorities for 2021/22. Rent arrears is an area of focused activity with a dedicated team managing rent accounts and supporting tenants in arrears. Following Covid-19, the Council took the decision to suspend recovery action for the initial three-month period from 1 April – 30 June 2020, and the Council has provided support to affected tenants via funding from the Tenant Hardship Grant. Officers are maintaining contact with tenants to provide ongoing advice and support to those who are experiencing hardship. Every effort is being made to maximise personal contact with tenants and to secure repayment arrangements as an alternative to formal recovery action, taking account of the temporary legislative changes introduced by the Scottish Government to provide additional protection to tenants. This temporary legislation restricts formal recovery action in some instances, placing additional duties on the team and extending the recovery process. Consequently, the level of outstanding debt has increased while support and advice is being provided to help tenants reach a repayment plan, resulting in debts being higher on accounts for longer periods of time and reducing at a slower rate.			
The current increase in rent arrears has been factored into the Bad Debt Provision out-turn figure noted above in Table 3.			

## Common Good Funds

Table 1 - Objective Analysis

Actual Net Expenditure/ (Income) to 31 July £'000	Common Good Fund	Full Year Budget 2023/24 £'000	Projected Full Year Actual to 31 March 2024 £'000	Projected Full Year Variance favourable /(adverse) £'000
368	Ayr Common Good Fund	0	3	(3)
19	Prestwick Common Good Fund	0	(1)	1
0	Troon Common Good Fund	0	0	0
0	Maybole Common Good Fund	0	0	0
46	Girvan Common Good Fund	0	0	0
<b>433</b>		<b>0</b>	<b>2</b>	<b>(2)</b>

Table 3 - Financial Variance Analysis

Projected Full Year Variance favourable /(adverse) £'000	Common Good Fund
(3)	<p><b><u>Ayr Common Good Fund:</u></b> A full-year overspend of £0.003m is currently projected, primarily due to the impact of increased utility costs (£0.017m) for Common Good properties. This projected overspend is partly offset by smaller projected underspends for both grounds maintenance (£0.002m) and equipment (£0.002m), and a £0.010m projected over-recovery of income, due to additional interest income as a result of interest rate increases (£0.005m) and unbudgeted income (£0.005m). All property costs will continue to be closely monitored during the remainder of the financial year.</p>
1	<p><b><u>Prestwick Common Good Fund:</u></b> A favourable variance of £0.001m at the year-end is currently projected, due to additional interest income as a result of interest rate increases.</p>
<b>(2)</b>	<b>Total projected variance</b>

**Table 4 - Accumulated Revenue Reserves**

<b>Common Good Fund</b>	<b>Reserves as at 31 March 2023 £'000</b>	<b>Reserves as at 30 Sept 2023 £'000</b>	<b>Projected Reserves as at 31 March 2024 £'000</b>
Ayr Common Good Fund	(65)	(433)	(68)
Prestwick Common Good Fund	234	215	235
Troon Common Good Fund	36	36	36
Maybole Common Good Fund	2	2	2
Girvan Common Good Fund	9	(37)	9
<b>Total</b>	<b>216</b>	<b>(217)</b>	<b>214</b>

**Comments:**

Work is ongoing to assess the impact of repairs and maintenance costs on Ayr Common Good Fund revenue reserve, alongside a review of Common Good properties and an assessment of income generation opportunities. A report will be brought before Members in due course outlining options.

**Table 5 - Accumulated Capital Reserves**

<b>Common Good Fund</b>	<b>Reserves as at 31 March 2023 £'000</b>	<b>Reserves as at 30 Sept 2023 £'000</b>	<b>Projected Reserves as at 31 March 2024 £'000</b>
Ayr Common Good Fund	701	701	561
Prestwick Common Good Fund	35	35	35
<b>Total</b>	<b>736</b>	<b>736</b>	<b>596</b>

**Comments:**

Approximately £0.150m is expected to be incurred during 2023/24 on the conclusion of an approved external fabric project at Rozelle House.

**Summary of Current General Services Financial Position  
as at 30 September 2023**

	<i>£m</i>	<i>£m</i>
<b>1) Accumulated surplus brought forward from 2022/23</b>		<b>47.744</b>
<b>Funds set aside for specific purposes</b>		
2023/24 budget contribution	1.120	
Affordable homes	1.182	
Workforce change fund	5.931	
Efficiency and Improvement fund	1.278	
Local election fund	0.028	
Invest in South Ayrshire	0.200	
Community Halls Fund	0.573	
Ayrshire Growth Deal	0.195	
Civil Contingency (3 Ayrshire reserve commitment)	0.097	
Supported Employment/ESF funding	0.469	
Corporate Support Capacity issues	0.506	
Levelling Up - additional capacity funding to be drawn only if required	0.125	
Golf Strategy - to address initial priority and health and safety issues	0.455	
Station Hotel – encapsulation costs	0.500	
Ash Tree Die back	0.543	
Additional public holiday (Coronation)	0.083	
PPP Reserve commitment to 2023/24 to 2026/27 budgets	14.000	



	<i>£m</i>	<i>£m</i>
Inflation reserve	2.500	
Council Covid-19 earmarking	5.912	
General Service earmarking	4.604	<b>40.302</b>
<b>Uncommitted Council surplus brought forward as at 31 March 2023</b>		<b>7.442</b>
<b>2) Movement in 2023/24</b>		
<b>i) Directorate budget projections:</b>		
Service projections (per Appendix 1)	(2.631)	
Period 4 approved earmarking requests	(1.131)	(3.762)
<b>ii) In year approved general reserve commitments</b>		
Station Hotel encapsulation and traffic management costs		(0.744)
<b>Total in year surplus/(deficit)</b>		<b>2.936</b>
<b>iii) Drawdown from Inflation reserve (subject to Cabinet approval)</b>		<b>1.926</b>
<b>Projected uncommitted reserves at 31 March 2024</b>		<b>4.862</b>

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

## 1. Policy details

Policy Title	Budget Management – Revenue Budgetary Control 2023/24 – Position at 30 September 2023
Lead Officer (Name/Position/Email)	Tim Baulk, Head of Finance, ICT and Procurement – <a href="mailto:tim.baulk@south-ayrshire.gov.uk">tim.baulk@south-ayrshire.gov.uk</a>

**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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Community or Groups of People	Negative Impacts	Positive impacts
Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low



**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject: General Services Capital Programme 2023/24:  
Monitoring Report as at 30 September 2023**

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**1. Purpose**

- 1.1 The purpose of this report is to update Cabinet on the actual capital expenditure and income, together with progress made on the General Services Capital Programme projects as at 30 September 2023 (Period 6), and to agree the changes to budgets in 2023/24, 2024/25 and 2025/26.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 notes the progress made on the delivery of the General Services Capital Programme to 30 September, resulting in spend of £26,192,735 or 26.28%, as detailed in Appendix 1 attached;**
- 2.1.2 approves the adjustments contained in Appendix 2 attached; and**
- 2.1.3 approves the revised budget for 2023/24 at £73,634,117, and in-year adjustments in 2024/25 and 2025/26 as highlighted in Appendix 2 attached.**

**3. Background**

- 3.1 The General Services Capital Programme for 2023/24 to 2034/35 was approved by South Ayrshire Council of 1 March, 2023 through the paper 'Revenue Estimates 2023/24, Capital Estimates 2023/23 to 2034/35 and Carbon Budgets 2023/24'.
- 3.2 Adjustments were approved by Cabinet of 30 August, 2023 and incorporated into the Programme.
- 3.3 The current approved budget for 2023/24 is £99,661,460.

**4/**

## **4. Proposals**

### **4.1 Works Completed**

4.1.1 Since the last update report to Cabinet in August, a number of projects have completed on site, including Bridge Street Depot, Girvan - New Build Welfare Building, Carrick Academy (Maybole Campus – school only), Struthers Primary School – Nursery Conversion, Girvan Academy - Refurbishment of Classroom 4, Doonfoot Primary School – Classroom Extension, the Refurbishment of Library, ICT Suite & Entrance Foyer at Kyle Academy, the River Ayr, Water Sports - Floating Pontoon and the Demolition - Annbank - Cabin (Brocklehill Ave).

### **4.2 Works Ongoing**

4.2.1 A number of new programmes of works have started on site for 2023/24 and are progressing well, including Ayrshire Roads Alliance - Road Reconstruction and Improvement and Universal Free School Meals Kitchen Upgrades – Various.

4.2.2 The contract has been awarded for Troon Outdoor Adult Exercise Equipment Trail and works have commenced at Lochgreen Golf Course - Drainage Upgrade.

4.2.3 Design works are being undertaken on a range of projects, including the new build Girvan Primary School, Troon Early Years Centre and Girvan Library Relocation.

4.3 There are no plans to spend the Hanger Space – GPA project budget at this time so £600,000 has been utilised for the Girvan 3G Pitch project. This allows the previous budget transfer from the Girvan Regeneration Projects budget to be refunded.

4.4 The project information contained in Appendix 1 has been broken down over the Council wards and a document showing this has been made available to Members in the Members' area (Hub) on Re-Wired (see background papers).

4.5 Appendix 2 details budget adjustments being put forward for approval by Cabinet as part of the Period 6 report. These adjustments include (i) recognition of new funding awards made; (ii) adjustments approved through Capital Asset Management Group; (iii) internal re-allocations of budgets between projects in 2023/24 and 2024/25; (iv) advance of budgets from 2024/25 to 2023/24 to reflect current profiled spend for projects; and (v) carry forward of budgets from 2023/24 to 2024/25 and future years.

## **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 Per Table 1 of Appendix 1, at the end of P6, actual expenditure stood at £26,192,735. Income for this period stood at £26,192,735. Based on the budget of



£99,661,460, actual expenditure of £26,192,735 equates to an overall spend of 26.28% at the end of Period 3.

6.2 Proposals contained in this report, if approved, would lead to a revised 2023/24 programme of £73,634,117, 2024/25 programme of £77,314,406 and 2025/26 programme of £58,191,423.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 The risk associated with rejecting the recommendations are that insufficient funds would exist in financial years 2023/24, 2024/25 and 2025/26 in relevant budget lines to complete planned General Services capital projects.

## **9. Equalities**

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant / potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **11. Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to Priority 1 of the Council Plan: Spaces and Places.

## **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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT 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 Depute Chief Executive and Director of Housing, Operations and Development 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
Process adjustments to the General Services Capital Programme	12 December 2023	Corporate Accounting - Treasury / Capital Function

**Background Papers**    **Report to Cabinet of 20 June 2023 – [General Services Capital Programme 2022/23: Monitoring Report as at 31 March 2023](#)**  
**Report to Cabinet of 29 August 2023 – [General Services Capital Monitoring Report 2023/24: Monitoring Report as at 30 June 2023](#)**  
**[General Services Capital Programme 2022/23 – Period 12 – Ward Analysis](#) (Members Only)**

**Person to Contact**    **Pauline Bradley, Service Lead - Professional Design Services  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612858  
E-mail [pauline.bradley@south-ayrshire.gov.uk](mailto:pauline.bradley@south-ayrshire.gov.uk)**

**Date: 21 November 2023**

**GENERAL SERVICES CAPITAL MONITORING REPORT  
PERIOD 6 2023/24**

Key Strategic Objective	Approved Budget 2023/24	Projected to 31st March, 2024	Actual at P6	Variance	Section	2024/25 Approved Budget	2025/26 Approved Budget
	£	£	£	£		£	£
Our Children and Families	24,636,768	22,262,413	13,139,510	11,497,258	See Section on 'Our Children and Families'	15,236,226	8,676,226
Our Adults and Older People	722,362	722,362	219,715	502,647	See Section on 'Adults and Older People'	500,000	600,000
Our Communities	29,485,110	30,585,375	5,283,883	24,201,227	See Section on 'Our Communities'	19,830,180	11,414,000
Other Investment in Buildings, Information Technology & Other	44,817,220	20,063,967	7,549,626	37,267,594	See Section on 'Other Investment in Buildings, Information Technology and Other'	41,748,000	37,501,197
<b>TOTAL PROGRAMME EXPENDITURE</b>	<b>99,661,460</b>	<b>73,634,117</b>	<b>26,192,735</b>	<b>73,468,725</b>		<b>77,314,406</b>	<b>58,191,423</b>
General / Specific Capital Grant	14,746,000	14,746,000	6,062,874	8,683,126	See Section on 'General / Specific Capital Grant'	8,600,000	8,600,000
Additional Funding Identified	27,062,493	9,692,507	3,037,357	24,025,136	See Section on 'Additional Funding Identified'	34,211,472	19,753,633
Borrowing	57,852,967	49,195,610	17,092,504	40,760,463	See Section on 'Borrowing'	34,502,934	29,837,790
<b>TOTAL PROGRAMME INCOME</b>	<b>99,661,460</b>	<b>73,634,117</b>	<b>26,192,735</b>	<b>73,468,725</b>		<b>77,314,406</b>	<b>58,191,423</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>		<b>0</b>	<b>0</b>

**Children and Families**

Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
------------------------------------	------------------------------------

<b>Project Budgets Approved 2023/24: - - Updated Per Cabinet of 20th June, 2023</b>
Archive and Registration Centre and Ayr Grammar School Project
Maybole Community Campus
<i>Early Learning and Childcare - Multi Year Capital Allocations</i>
Dailly Primary School Surplus Plot - Car Park
Girvan All Weather Pitch

163	163	163	Complete
13,505,719	14,823,274	11,128,227	On Site
3,703,293	1,385,738	346,940	See Expanded Section
108,053	108,053	7,165	Design and Tender
1,415,717	1,415,717	32,985	Design and Tender

0	0
0	0
0	0
0	0
0	0

<b>Children and Families</b>
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Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
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Girvan Primary School
ICT Replacement in Schools
Sacred Heart Primary
<i>School Refurbishment Programme - Various Projects</i>
Shared Campus Project (Glenburn and St Ninian's Primary Schools)
Queen Margaret Academy - New Build and Upgrade Works
<i>Window and Roof Replacement - Various Projects</i>

3,000,000	1,500,000	195,745	Design and Tender
6,111	6,111	3,568	On Site
25,273	25,273	1,769	Complete
1,695,207	1,720,207	1,175,363	See Expanded Section
527,483	527,483	2,750	Complete
2,361	2,361	2,361	Complete
312,164	312,164	28,720	See Expanded Section

13,000,000	6,440,000
0	0
0	0
2,086,226	2,086,226
0	0
0	0
150,000	150,000

**Children and Families**

Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
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Phased Expansion of Free School Meals to Primary School Children 2022/23
Inspiring School Age Children Spaces Programme (ISACS) 2023/24
Investment in the Education Estate - New Build Projects
<b>TOTALS</b>

335,224	335,224	213,754	On Site
	100,645		Concept
0	0	0	Concept
<b>24,636,768</b>	<b>22,262,413</b>	<b>13,139,510</b>	

0	0
0	0
0	0
<b>15,236,226</b>	<b>8,676,226</b>

G21214-Girvan Academy - Upgrade of Support and Wellbeing Department
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	389	389	Complete
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Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
<b>Project Budgets Approved 2023/24: - - Updated Per Cabinet of 20th June, 2023</b>						
Hourstons Development	4,242,794	4,095,794	57,506	Legally Committed	0	0
Ayrshire Roads Alliance - Bridge Works	278,000	278,000	3,334	Concept	362,000	200,000
Victoria Bridge Upgrade Works (including Joint Replacement, Bridge Deck Waterproofing, Corrosion Protection and Concrete Repair Work)	440,638	440,638	2,596	Design and Tender	0	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Ayrshire Roads Alliance - Girvan Harbour Jetty Repairs	587,380	587,380	3,277	Design and Tender	0	0
Ayrshire Roads Alliance - Girvan South Pier Repairs	140,182	140,182	1,242	Design and Tender	0	0
Ayrshire Roads Alliance - LED Replacement	81,742	81,742	0	On Site	0	0
Ayrshire Roads Alliance - Local Flood Risk Plan	187,627	100,000	23,909	On Site	64,000	64,000
Ayrshire Roads Alliance - Road Reconstruction and Improvement	2,709,388	2,709,388	1,173,538	On Site	3,500,000	2,500,000
Ayrshire Roads Alliance - Street Lighting	174,685	174,685	60,992	On Site	250,000	250,000
Ayrshire Roads Alliance - Traffic Signals Renewals Programme	88,449	88,449	10,760	On Site	0	0
Ayrshire Roads Alliance - EV Charging Infrastructure	171,482	171,482	0	Design and Tender	120,430	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Ayrshire Roads Alliance - C12 Dunure Slope Stabilisation	90,079	90,079	0	Design and Tender	0	0
Ayrshire Roads Alliance - U49 Littleton Farm Slope Stabilisation Work	11,054	11,054	0	Design and Tender	0	0
Ayrshire Roads Alliance - Facilities to assist with tourist and visitor facilities	40,296	40,296	0	On Site	0	0
Belleisle Park - Additional Works	674,079	74,079	0	Design and Tender	0	0
CCTV Public Space Infrastructure	122,101	21,021	(140,669)	Complete	0	0
<i>Cemetery Infrastructure Project</i>	2,509,708	2,509,708	828,418	See Expanded Section	250,000	100,000

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Craigie Additional Sporting Facility	264,894	364,894	194,623	Complete	0	0
Cycling Walking Safer Routes 2023-24	718,000	718,000	93,571	Design and Tender	0	0
<i>Girvan Regeneration Projects</i>	900,000	1,500,000	0	See <i>Expanded Section</i>	1,500,000	0
Golf Strategy - Health and Safety Works	455,350	355,350	277,356	On Site	0	0
Green Waste / Household Recycling and Waste Transfer Station	1,696,710	1,696,710	408,886	Design and Tender	6,533,750	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Gypsy Traveller Transit Site - Feasibility Study	0	0	0	Concept	0	0
Masonhill Crematorium Upgrade of Drainage (2021/22 and 2022/23)	0	0	0	Complete	0	0
Maybole Town Centre Regeneration - Town Hall	689,183	682,432	398,499	Complete	0	0



Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Maybole Town Centre Regeneration - Public Realm Improvements to the High Street	378,250	110,000	0	Design and Tender	0	0
Maybole Regeneration – Project Team	90,225	96,976	96,976	On Site	0	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Maybole Regeneration – Small Grants Scheme	181,000	181,000	0	Legally Committed	0	0
Maybole Regeneration – Development Grant Scheme	0	0	0	Other	0	0
Nature Restoration Fund 2022/23	19,590	301,833	301,833	Complete	0	0
Nature Restoration Fund - Edinburgh Process Strand 2023/24	189,000	189,000	0	Concept	0	0

0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Northfield Bowling Centre Refurbishment	25,000	29,634	29,634	Complete	0	0
Place Plans	866,810	754,810	5,150	On Site	0	0
<i>Place Planning and Community Led Projects</i>	1,750,000	2,440,647	57,537	<i>See Expanded Section</i>	1,750,000	1,750,000
<i>Place Planning and Ayr Ward West/Ayr Town Centre projects</i>	1,000,000	1,000,000	0	<i>See Expanded Section</i>	1,000,000	1,000,000

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
- Renewal of Play Parks 2023-24	189,000	189,000	0	Concept	0	0
<i>Public Conveniences - Various Projects</i>	380,574	380,574	9,096	<i>See Expanded Section</i>	0	0
Rozelle House (Grant Funded Works)	50,000	40,302	14,579	Complete	0	0
<i>SPT/Transport Scotland Projects</i>	2,322,844	3,144,105	622,736	<i>See Expanded Section</i>	0	0
Ayr Town Centre Projects	12,612	22,310	22,310	Complete	0	0
Scottish Government - Place Based Investment Programme 2021/22	212,060	212,060	10,227	On Site	0	0
Scottish Government - Place Based Investment Programme 2022/23	469,904	469,904	236,047	On Site	0	0
Scottish Government - Place Based Investment Programme 2023/24	481,000	481,000	0	Design and Tender	0	0
<i>VAT Recovery Projects</i>	639,713	639,713	331,695	<i>See Expanded Section</i>	0	0
Craigie Park Sport for All facility Development	51,351	50,967	8,443	Complete	0	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Refurbishment & Extension to King George V Changing Facilities		384	384			
Promenade and Shorefront Improvement Scheme	871,630	871,630	25,978	On Site	500,000	500,000
Floating Pontoons @ River Ayr	40,428	139,028	112,339	Complete	0	0

Our Communities	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Mixed Tenure Grant	200,000	200,000	0	Design and Tender	0	0
Wetland Creation and Pollinator Corridors Belleisle Golf Course	114,300	32,057	0	On Site	0	0
Coastal Change Adaptations	156,000	156,000	0	On Site	0	0
Golf Courses - Enhancements	0	0	0	Concept	1,500,000	2,500,000
Citadel Refurbishment	1,519,998	1,519,998	0	Design and Tender	2,500,000	2,500,000
Adapting To Climate Change - St Ninian's Park	0	0	0	Concept	0	50,000
Citadel Enhancement						0
	<b>29,485,110</b>	<b>30,585,375</b>	<b>5,283,883</b>		<b>19,830,180</b>	<b>11,414,000</b>



**Other Investment in Buildings, Information and Technology**

Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
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**Project Budgets Approved 2023/24: -  
- Updated Per Cabinet of 20th June, 2023**

**Buildings**

*Developers' Contributions*

*Equalities Act Budget - Various Projects*

Office Accommodation and Riverside Project

Office and Welfare Facilities at Bridge Street, Girvan

1,949,805	1,949,805	676,920	See Expanded Section	0	0
404,052	399,418	62,448	See Expanded Section	300,000	300,000
0	127,000	125,352	Complete	0	0
1,261,828	1,281,828	1,221,452	Complete	0	0

Other Investment in Buildings, Information and Technology	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Net Zero Carbon Retrofit	582,300	582,300	327,601	On Site	0	0
<i>Property Refurbishment - Various Projects</i>	1,078,537	1,078,537	361,891	<i>See Expanded Section</i>	1,250,000	1,250,000
<i>Rewiring Programme (Including Residual Decoration Work, Etc.) - Various Projects</i>	322,955	322,955	182,102	<i>See Expanded Section</i>	200,000	200,000
<i>Works to Facilitate Property Rationalisation - Various Projects</i>	180,954	134,954	3,900	<i>See Expanded Section</i>	100,000	100,000

**Other Investment in Buildings, Information and Technology**

Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
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Fire Damage Reinstatement Works - 17-21 High Street, Ayr

0	0	0	Other
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0	0
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**Information Technology**

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Other Investment in Buildings, Information and Technology	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
<i>Business Systems</i>	1,871,752	1,871,752	1,692,298	See Expanded Section	1,013,000	1,000,000
<i>End User Computing</i>	2,871,283	2,871,283	484,061	See Expanded Section	4,006,000	1,594,000
<i>Information and Data</i>	749,179	1,499,179	963,494	See Expanded Section	300,000	450,000
<i>ICT Infrastructure</i>	1,185,820	1,185,820	908	See Expanded Section	130,000	130,000
<b>Other</b>						
Facilitate Introduction of Flexible Working	280,000	269,975	0	Concept	100,000	100,000
Initial Work on Projects For Future Years	47,375	47,375	46,098	Design and Tender	100,000	100,000

Other Investment in Buildings, Information and Technology	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone	2024/25 Approved Budget £	2025/26 Approved Budget £
Project Management Costs	4,877	14,877	10,793	Other	0	0
<i>Repairs and Renewal (Works Funded by Contribution)</i>	432,643	545,561	77,148	<i>See Expanded Section</i>	0	0
<b><u>Economic and Regeneration</u></b>						
<i>Ayrshire Growth Deal</i>	26,172,750	2,560,213	1,305,974	<i>See Expanded Section</i>	34,249,000	32,277,197
Hanger Space (GPA)	2,786,019	686,019	0	Concept	0	0
<b><u>Projects Brought Forward from 2020/21</u></b>						

**Other Investment in Buildings, Information and Technology**

Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actual at P6 £	Key Project Milestone
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2024/25 Approved Budget £	2025/26 Approved Budget £
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Sale of Land and Buildings
Social Work Client Database (Carefirst)
Local Government Pay Deal

7,159	7,184	7,184	Other
51,932	51,932	0	Complete
2,576,000	2,576,000	0	Other
<b>44,817,220</b>	<b>20,063,967</b>	<b>7,549,626</b>	

0	0
0	0
0	0
<b>41,748,000</b>	<b>37,501,197</b>



Income
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Approved Income Budget 2023/24	Projected to 31st March, 2024	Actual at P6	Variance	Key Project Milestone
£	£	£	£	

2024/25 Approved Budget	2025/26 Approved Budget
£	£

<b>Project Budgets Approved 2023/24: - - Updated Per Cabinet of 20th June, 2023</b>
<b>Funding Type</b>
General Capital Grant
Free School Meals
Flooding Funds
Nature Restoration Fund - Edinburgh Process Strand
Nature Restoration Fund 2022/23
Estimated Capital Grant In Future Years
LG pay - transfer to revenue
Coastal Change Adaptations
Cycling, Walking & Safer Streets 23-24
<b>Specific Grants</b>
Cycling, Walking & Safer Streets
Cycling, Walking & Safer Streets 2020-21
<b>Total Grant Funding</b>
<b>Additional Funding Identified</b>
Capital Receipts
Ayrshire Growth Deal
Spaceport Infrastructure (plus further adjustments 2024/25 to 2025/26);
Aerospace and Space Innovation Centre (plus further adjustments 2024/25 to 2029/30);
Commercial Space - Prestwick - Industrial Units (plus further adjustments 2024/25 to 2029/30);
Prestwick Infrastructure - Roads (plus further adjustments 2024/25 to 2025/26);
Digital Subsea Cabling (plus further adjustments 2024/25).
Digital Infrastructure (plus further adjustments 2024/25); and

11,157,000	11,157,000	5,968,000	5,189,000	Income
0	0	0	0	
0	0	0	0	
189,000	189,000	0	189,000	
0	0	0	0	Income
0	0	0	0	Income
2,576,000	2,576,000	0	2,576,000	
106,000	106,000	0	106,000	
718,000	718,000	93,571	624,429	
			0	
0	0	1,303	(1,303)	Income
0	0	0	0	Income
<b>14,746,000</b>	<b>14,746,000</b>	<b>6,062,874</b>	<b>8,683,126</b>	
250,000	250,000	305,000	(55,000)	Income
0	0	0	0	Income
2,855,331	0	0	2,855,331	Income
0	0	0	0	Income
17,689,939	1,363,213	729,981	16,959,958	Income
0	0	0	0	Income
0	0	0	0	Income
0	0	0	0	Income

0	0
0	0
8,600,000	8,600,000
0	
0	
0	
<b>8,600,000</b>	<b>8,600,000</b>
250,000	250,000
0	0
16,511,876	3,632,793
0	3,835,000
3,428,000	57,436
6,964,000	5,036,000
0	0
0	0

Digital Projects				0		7,057,596	6,942,404
				0			
Citadel Funding Brought Forward From Previous Years	0	0	0	0	Income	0	0
Developers Contributions Unallocated - Greenan	56,857	56,857	(22,327)	79,184	Income	0	0
Doonfoot Upper School - 2 Classroom Extension	718,669	718,669	0	718,669	Income	0	0
Doonfoot Primary - Formation of New Entrance;	7,400	7,400	0	7,400	Income		
Struthers Primary - Upgrade and Extension	0	0	0	0	Income	0	0
Developers Contributions Unallocated - North East Troon	86,310	86,310	210,685	(124,375)			
Developers Contributions - North East Troon - MUGA Next to Struthers PS	399,054	399,054	0	399,054	Income	0	0
Developers Contributions - North East Troon - Struthers Access and Community Facilities	0	0	0	0	Income	0	0
Struthers Primary School - New Play Area (Developers Contributions)	40,617	40,617	0	40,617	Income		
Struthers Primary School - Nursery Conversion.	227,547	227,547		227,547			
Struthers Primary School - Outdoor Adult Exercise Equipment Trail.	150,000	150,000		150,000			
Barassie Public Transport Improvements(dc)	0	0	0	0	Income	0	0
Developers Contributions - Troon Esplanade Wheeled-Sports Zone Facility	155,000	155,000	0	155,000			
Developer Contributions - Symington - Transport	0	0	0	0	Income	0	0
Developer Contributions - Symington - Education	0	0	0	0	Income	0	0
Developer Contributions - Symington Main Street - Unallocated Education	108,351	108,351	0	108,351	Income	0	0
Developers Contributions - Monkton Section 75 - Monkton Cross Traffic Signals and Other Improvements	0	0	0	0	Income	0	0
Developers Contributions - Monkton - Educational Cont.	0	0	152,171	(152,171)	Income	0	0
<i>Other Contributions - Grants / CFCR / CRA</i>	<i>4,317,418</i>	<i>6,129,489</i>	<i>1,661,847</i>	<i>2,655,571</i>	<i>Various</i>	<i>0</i>	<i>0</i>
<b>Total Additional Funding</b>	<b>27,062,493</b>	<b>9,692,507</b>	<b>3,037,357</b>	<b>24,025,136</b>		<b>34,211,472</b>	<b>19,753,633</b>
<b>Cash Funding Available</b>	<b>41,808,493</b>	<b>24,438,507</b>	<b>9,100,231</b>	<b>32,708,262</b>		<b>42,811,472</b>	<b>28,353,633</b>
Tracked Borrowing - Ayrshire Growth Deal	5,247,480	817,000	0	5,247,480	Income	-1,712,472	2,773,564
Tracked Borrowing - Ayrshire Growth Deal Regeneration Build	380,000	380,000		380,000		2,000,000	10,000,000
Tracked Borrowing - Early Years	0	0	0	0	Income	0	0

Borrowing
<b>Total Borrowing</b>
<b>TOTAL FUNDING REQUIREMENT</b>

52,225,487	47,998,610	17,092,504	35,132,983	Income
<b>57,852,967</b>	<b>49,195,610</b>	<b>17,092,504</b>	<b>40,760,463</b>	
<b>99,661,460</b>	<b>73,634,117</b>	<b>26,192,735</b>	<b>73,468,725</b>	

34,215,406	17,064,226
<b>34,502,934</b>	<b>29,837,790</b>
<b>77,314,406</b>	<b>58,191,423</b>

<b>Scottish Government</b>
CO2 Monitors - Council Properties; and
CO2 Monitors - Private and Third Sector Properties.
Renewing Every Play Park in Scotland 2021/22;
Renewal of Play Parks 2023-24.
Computing Science Hardware For Schools
Support Further Ventilation in Schools
Local Authority Resource Funding 2022/23.
Local Authority Resource Funding 2023/24.
Playpark Renewal Programme 2022/23
Inspiring School Age Children (ISAC) 23/24
Community Bus Fund
Road Safety Improvement Fund
Coastal Change Adaptation Fund

0	0	0	0	Income
0	0	0	0	Income
0	0	0	0	Income
0	0	0	0	Income
189,000	189,000	0	189,000	
0	0	0	0	Income
0	0	0	0	Income
0	0	0	0	Income
50,000	50,000	0	50,000	
0	0	0	0	Income
	100,645	0	0	
	171,000			
	219,261			
	106,000			
			0	
			0	

0	0
0	0
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0	0
0	0

<b>Contingency Fund</b>
Commercial Property Portfolio
<b>Repairs and Renewals</b>
Raith Reservoir
Masonhill Crematorium Cremator Re-lining
Surfacing Ground Adjacent to Prosoccer
Mobile Compactor Replacement HWRC Troon (New Bid).
Collenan Reservoir
Girvan Harbour WC's Wind Shelter;
Cunningham Place Children's House - Independent Living Flat; and
Cunningham Place Children's House - Garden Room.
Communal Bin Infrastructure
Belleisle Resurfacing

0	0	0	0	Income
0	0	0	0	Income
	112,918			
0	0	0	0	Income
20,764	20,764	0	20,764	Income
0	0	0	0	Income
25,000	25,000	0	25,000	Income
23,645	23,645	0	23,645	Income
0	0	0	0	Income
68,063	68,063	0	68,063	Income
0	0	0	0	Income
36,473	36,473	0	36,473	Income

0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0



SUSTRANS - Loans To Troon Phase 3
SUSTRANS - Coylton
SUSTRANS - Loans to Troon Railway Station 2019/20
SUSTRANS - Folow on From Alloway To Burton Cyclepath
SUSTRANS - Loans to Troon Construction Element
Places for Everyone - 4095 Prestwick to Barassie Stages 0 - 2
Places for Everyone - 4044 Ayr to Prestwick Stages 0 - 2
Places for Everyone - 4077 Girvan Active Travel Routes - Stages 0-2
- National Cycle Network Development Fund - Alloway to Burton Landscaping 23-24.
NCN Development Fund - Culzean Way
<b>SPT</b>
SPT - Local Cycle Network Improvements (10337) 2021/22.
SPT - Ayrshire / Prestwick SQP Infrastructure Programme 21/22
- SPT - Ayrshire / Prestwick SQP Infrastructure Improvements (10121) 2022/23
- SPT - Local Cycle Network Improvements (10337) 2022/23
- SPT - Alloway to Burton Underpass Links - Regional Active Travel Grant Fund 22/23
- Local Cycle Network Improvements 2023/24 (GF1786/10377)
- Bus Infrastructure Improvements 2023/23 (GF1785/10121)
- SPT Doon Valley Active Travel Route (10618) 23-24.
<b>Transport Scotland</b>
Public Electric Vehicle Charging Strategy & Infrastructure Expansion Plan 2022/23

		0	0	
		0	0	
0	0	0	0	Income
0	0	3	(3)	Income
0	0	0	0	Income
0	0	0	0	Income
60,000	60,000	59,892	108	Income
55,000	55,000	55,000	0	Income
400,000	400,000	400,000	0	
	275,000			
			0	
			0	
0	0	0	0	Income
0	0	0	0	Income
(7,265)	(7,265)	-7,265	(0)	Income
0	0	-93	93	Income
(1,616)	(1,616)	0	(1,616)	Income
700,000	700,000	0	700,000	
100,000	100,000	0	100,000	
800,000	800,000	0	800,000	
			0	
0	0	0	0	Income

0	0
0	0
0	0
0	0
0	0
0	0
0	0
0	0

Ayrshire Roads Alliance - EV Charging Infrastructure 2021-22			0	0		
<b>Energy Savings Trust</b>				0		
Switched On Fleet.	0	0	1	(1)	Income	0
				0		
<b>Other</b>				0		
River Ayr Pontoon - Contribution from revenue ( Covid Reserve)		86,600				
Prestwick Pool - Additional Gym Facilities - contribution from revenue	0	0	0	0	Income	0
Maybole Town Centre Regeneration - Town Hall - Contribution from Revenue (HES)	128,291	128,291	207,594	(79,303)	Income	0
Maybole Town Centre Regeneration - Town Hall - Contribution from Revenue(NLHF)	57,666	57,666	0	57,666		
Maybole Town Centre Regeneration - Town Hall - Contribution from Revenue(RCGF)	252,594	252,594	220,000	32,594		
Scheme of Assistance	0	0	0	0	Income	0
VAT Recovery Fund Projects - VAT income recovered	182,403	182,403	0	182,403	Income	0
VAT Recovery Fund Projects - Developer Contribution	0	0	0	0	Income	0
Various Properties Tar Works Boundary Walls	0	0	40	(40)	Income	0
Barr Primary Extension	0	0	0	0	Income	0
Maybole Community - Carrick campus	0	0	-45	45	Income	0
EV Infrastructure 2022/23	0	0	25,021	(25,021)	Income	0
Tarbolton Net Zero - Business Case	0	0	0	0	Income	0
Crosshill Primary School Net Zero - Business Case	0	0	0	0	Income	0
Early Years (Contribution from revenue)	0	0	0	0	Income	0
Golf Strategy - Health and Safety Works	455,350	455,350	0	455,350	Income	0
	<b>4,317,418</b>	<b>6,129,489</b>	<b>1,661,847</b>	<b>2,655,571</b>	<b>0</b>	<b>0</b>

			0	0		
				0		
	0	0	1	(1)	Income	0
				0		
				0		
		86,600				
	0	0	0	0	Income	0
	128,291	128,291	207,594	(79,303)	Income	0
	57,666	57,666	0	57,666		
	252,594	252,594	220,000	32,594		
	0	0	0	0	Income	0
	182,403	182,403	0	182,403	Income	0
	0	0	0	0	Income	0
	0	0	40	(40)	Income	0
	0	0	0	0	Income	0
	0	0	-45	45	Income	0
	0	0	25,021	(25,021)	Income	0
	0	0	0	0	Income	0
	0	0	0	0	Income	0
	0	0	0	0	Income	0
	455,350	455,350	0	455,350	Income	0
	<b>4,317,418</b>	<b>6,129,489</b>	<b>1,661,847</b>	<b>2,655,571</b>	<b>0</b>	<b>0</b>

	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	0	0				0
	<b>0</b>	<b>0</b>				<b>0</b>





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Request For Budget Adjustments		Advanced/ (Carry Forward) from/to Future Years £	Release Back 2023-24 £	In Year Budget Amendments 2023-24 £	Additional Budget 2023-24 £	Proposed Revised 2023-24 Budget £	Proposed Revised 2024-25 Budget £	Proposed Revised 2025-26 Budget £
<b>Capital Budget approved by Cabinet 29th August 2023</b>						<b>99,661,460</b>	<b>77,314,406</b>	<b>58,191,423</b>
1	<p>South Ayrshire Council on the 1st March, 2023, approved the paper 'Revenue Estimates 2023/24, Capital Estimates 2023/24 to 2034/35, and Carbon Budget 2023/24' which set the Capital Programme for the twelve years 2023/24 to 2034/35.</p> <p>Budget adjustments to the programme have been approved through: -</p> <ul style="list-style-type: none"> <li>- P12 Capital Monitoring report, approved by Cabinet of the 20th June, 2023.</li> <li>- P3 Capital Monitoring report, approved by Cabinet of the 29th August, 2023.</li> </ul> <p>All adjustments approved have been incorporated into the P6 report.</p>							
2	<p>Additional funding has been awarded to projects which requires to be captured within the Programme as detailed below.</p> <p>(i) Scottish Government have awarded funding from the Inspiring School Age Children Spaces Programme (ISACS) 2023/24 and it is requested that that expenditure and income budgets be added as below: -</p> <ul style="list-style-type: none"> <li>- ISACS</li> </ul> <p>(ii) Transport Scotland have awarded funding from the Community Bus Fund and it is requested that expenditure and income budgets be added as follows: -</p> <ul style="list-style-type: none"> <li>- Community Bus Fund 2023/24</li> </ul> <p>(iii) An award has been made by the Scottish Government from the Road Safety Improvement Fund 2023-2024 and it is requested that expenditure and income budgets be created for: -</p> <ul style="list-style-type: none"> <li>- Road Safety Improvement Fund</li> </ul> <p>(iv) Scottish Government have awarded funding for Coastal Change Adaptation and it is requested that expenditure and income budgets be added as below: -</p> <ul style="list-style-type: none"> <li>- Coastal Change Adaptation Fund 2023-24</li> </ul> <p>(v) It is requested that income and expenditure budgets be created for Sustrans - NCN Development Fund - Culzean Way grant which has been received as detailed below:</p> <ul style="list-style-type: none"> <li>- NCN Development Fund - Culzean Way (G24516)</li> </ul>				<p>100,645</p> <p>171,000</p> <p>219,261</p> <p>106,000</p> <p>275,000</p>	<p>100,645</p> <p>171,000</p> <p>219,261</p> <p>106,000</p> <p>275,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>

	(vi) Approval has been given for the transfer of funds from the Covid Reserve budget (22/23 & 23/24) and it is requested that expenditure and income budgets be added as below:- - River Ayr Pontoon (G22965)				86,600	86,600 0	0	0
3	Adjustments have been approved to the Capital Programme which require to be reflected as detailed below: - (i) Capital Asset Management Group have approved the following Repairs and Renewals Fund bids and it is requested expenditure and income budgets be added as detailed as follow: - - Raith Reservoir				112,918	112,918 0 0	0 0 0	0 0 0
4	A number of adjustments are required where budgets are required to be advanced from 2024/25 back to 2023/24 to reflect current profiling patterns for projects. These are as detailed below: - - Place Planning and Community Led Projects - Funding to be Allocated 2023/24 & Future Years - Girvan Regeneration Projects - Funding to be Allocated 2023/24 & Future Years	690,647				690,647 0 0 0	(690,647) 0 0 0	0 0 0 0
5	A number of adjustments are required where budgets are required to be carried from 2023/24 back to 2024/25 to reflect current profiling patterns for projects. These are as detailed below: - - Troon Early Years Centre (G19220) - Girvan Primary School (G24201) - Maybole Town Centre Regeneration - Public Realm Improvements to the High Street - Ayrshire Roads Alliance - Local Flood Risk Plan (G24502) - Belleisle Park - Additional Works (G20907) - Hangar Space - GPA (G20305)	(1,000,000) (1,500,000) (268,250) (87,627) (600,000) (1,500,000)				(1,000,000) (1,500,000) (268,250) (87,627) (600,000) (1,500,000) 0 0	1,000,000 1,500,000 268,250 87,627 600,000 1,500,000 0 0	0 0 0 0 0 0 0 0
6	A number of adjustments are requested as (a) there are projects where budgets are no longer required as final accounts have been settled and projects completed; and (b) other projects where additional funds are required to complete works. Adjustments requested are as detailed below:- - Hourstons Development - Office Accommodation and Riverside Development				(147,000) 127,000	(147,000) 127,000	0 0	0 0

	- Office and Welfare Facilities at Bridge Street, Girvan		20,000	20,000	0	0
	- Cairn and Gardenrose - Early Years Centre		(1,317,555)	(1,317,555)	0	0
	- Maybole Community Campus		1,317,555	1,317,555	0	0
	- CCTV - Public Space Infrastructure		(101,080)	(101,080)	0	0
	- Craigie Additional Sporting Facility		100,000	100,000	0	0
	- Dolphin House		1,080	1,080	0	0
	- Maybole Town Centre Regeneration - Town Hall		(6,751)	(6,751)	0	0
	- Maybole Regeneration – Project Team		6,751	6,751	0	0
	- Golf Strategy - Health and Safety Works		(100,000)	(100,000)	0	0
	- Place Plans		(112,000)	(112,000)	0	0
	- Wetland Creation and Pollinator Corridors Belleisle Golf Course		(82,243)	(82,243)	0	0
	- Nature Restoration Fund 2022/23		282,243	282,243	0	0
	Floating pontoons @ River Ayr		12,000	12,000	0	0
	- Equalities Act Budget - Various Projects - Unallocated Budget 2023/24 & Future Years		(4,634)	(4,634)	0	0
	- Northfield Bowling Centre Refurbishment		4,634	4,634	0	0
	- Rozelle House		(9,698)	(9,698)	0	0
	- Ayr Town Centre projects		9,698	9,698	0	0
	- Craigie Park Sport for All facility Development		(384)	(384)	0	0
	- Refurbishment and Extension to King George V Changing Facilities		384	384	0	0
	- Raith Reservoir		(112,918)	(112,918)	0	0
	- Collenan Reservoir		112,918	112,918	0	0
	- Facilitate Introduction of Flexible Working		(10,025)	(10,025)	0	0
	- Project Management Costs		10,000	10,000	0	0
	- Sale of Land and Buildings		25	25	0	0
	- Hanger Space (GPA)		(600,000)	(600,000)	0	0
	- Girvan Regeneration Projects - Funding to be Allocated 2023/24 & Future Years;		600,000	600,000	0	0
				0	0	0
				0	0	0
7	A number of adjustments re required to <b>Cemeteries Infrastructure</b> section of the programme as detailed below:-			0	0	0
	- Cemetery Infrastructure Projects - Funding to be Allocated 2023/24 & Future Years;		(445,009)	(445,009)	0	0
	- Ayr Cemetery - Remedial Works to Burial Chambers		250,000	250,000	0	0
	- Ayr Cemetery - Extension to Cremated Remains Section		100,000	100,000	0	0
	- Masonhill Crematorium - Book of Remembrance		30,000	30,000	0	0
	- Pointing Works at Prestwick Old as per HERS Inspection		1,384	1,384	0	0
	- Troon Cemetery - Remedial Works to Burial Chambers		50,000	50,000	0	0
	- Troon Cemetery - New Tarmac Paths		13,625	13,625	0	0
				0	0	0
				0	0	0

8	<p>Adjustments are required to the <b>School Refurbishment</b> section of the programme as detailed below: -</p> <ul style="list-style-type: none"> <li>- Kyle Academy - Refurbishment Works 2021/22 (Science Department Upgrade) - G20223</li> <li>- Sacred Heart Primary School - Installation of Heat Recovery Units (G24203)</li> <li>- School Refurbishment Budget - Various Projects - Unallocated Budget 2023/24 &amp; Future Years.</li> <li>- School Refurbishment Budget - Various Projects - Unallocated Budget 2023/24 &amp; Future Years.</li> <li>- Girvan Academy - Refurbishment of Classroom 4</li> <li>- Coylton Primary - Reconfiguration of Main Entrance and Reception</li> <li>- Reconfiguration/ Upgrade RO87 Doonfoot Primary School</li> <li>- G21214 - Girvan Academy - Upgrade of Support and Wellbeing Department</li> <li>- Girvan Academy - New Sports Surface (former Tennis Courts)</li> </ul>	25,000						
				(67,348)		(67,348)	0	0
				67,348		67,348	0	0
				(25,000)		(25,000)	(25,000)	0
				25,000		25,000	0	0
				(8,331)		(8,331)	0	0
				1,100		1,100	0	0
				389		389	0	0
				6,842		6,842	0	0
						0	0	0
						0	0	0
9	<p>A number of adjustments are required to the <b>Early Years</b> sections of the programme as detailed below.</p> <p>(i) <b>Early Learning and Childcare - Multi Year Capital Allocations</b></p> <ul style="list-style-type: none"> <li>- Troon Early Years Centre (G19220);</li> <li>- Braehead EYC - External Door and Play Area Upgrade (G22215);</li> </ul>							
						0	0	0
				(460)		(460)	0	0
				460		460	0	0
						0	0	0
						0	0	0
10	<p>A number of adjustments are required to the <b>Girvan Regeneration Projects</b> section of the programme as detailed below: -</p> <ul style="list-style-type: none"> <li>- Girvan Regeneration Projects - Funding to be Allocated 2023/24 &amp; Future Years;</li> <li>- Girvan and South Carrick - Upgrade to the Former Bingo Site at Dalrymple Street</li> <li>- Girvan and South Carrick - Stumpy Tower Corner Public Realm Upgrade</li> <li>- Girvan and South Carrick - Upgrade the use of the Boating Pond in Girvan</li> <li>- Girvan and South Carrick - New Merchant Navy and Seafarers Memorial at Girvan Harbour</li> <li>- Girvan and South Carrick - Install a New Power Source in the Promenade Performance Area</li> </ul>							
				(1,212,000)		(1,212,000)		
				160,000		160,000	0	0
				400,000		400,000	0	0
				175,000		175,000	0	0
				15,000		15,000	0	0
				40,000		40,000	0	0

	- Girvan and South Carrick - Upgrade the Bird Aviary in the Knockcushan Street Community Gardens			120,000		120,000		
	- Girvan and South Carrick - New Deer Proof Fence at Bynehill Cemetery, Girvan			96,000		96,000		
	- Girvan and South Carrick - Upgrades to Ardstinchar Bridge			40,000		40,000	0	0
	- Girvan and South Carrick - Lion of Carrick Statue Proposals			100,000		100,000		
	- Girvan and South Carrick - Walking Trail Information Boards			11,000		11,000	0	0
	- Girvan and South Carrick - New Car at the Rear of Dailly Primary School			55,000		55,000		
<b>11</b>	A number of adjustments are required to the <b>Public Conveniences</b> section of the programme as detailed below: -							
	- St Meddan's, Troon			(100,000)		(100,000)	0	0
	- Ainsley Park Public Conveniences, Girvan			100,000		100,000	0	0
	- Upgrading of Various Public Conveniences (Phase 2) - Unallocated Balance 2022/23 & Future Years			(51,152)		(51,152)	0	0
	- Church Street, Troon			1,152		1,152	0	0
	- The Flushes Public Conveniences, Girvan			50,000		50,000	0	0
<b>12</b>	A number of adjustments are required to the <b>Ayrshire Roads Alliance</b> managed projects section of the programme as follows.							
	(i) It is requested that additional expenditure and income budgets be added to match the recent notification of grant approval for 2023/24 by SUSTRANS in relation to the Follow on From Accessible Ayr project as detailed below: -							
	- SUSTRANS - Follow on From Accessible Ayr.				50,000	50,000	0	0
						0	0	0
<b>13</b>	A number of adjustments are required to the <b>Place Planning and Community Led Projects</b> section of the programme as detailed below: -							
	- Place Planning and Community Led Projects - Funding to be Allocated 2023/24 & Future Years;			(2,440,647)		(2,440,647)	0	0
	<b>Ward 1: Troon</b>							
	- Troon - Civic Spaces around the Walker Hall (Power Source)			5,000		5,000	0	0
	- Troon - Town Centre Recycling Bins			84,000		84,000	0	0
	- Troon - Walker Hall Outdoor Stage or Bandstand			50,000		50,000	0	0
	- Troon - New Play Areas Within Communities (Various Locations)			50,000		50,000	0	0
	- Troon - Refurbishment Works to Hosiery Park Pavilion (possible match funding)			82,000		82,000	0	0
	- Troon - Resurfacing of Troon Esplanade with Red Tarmacadam			80,000		80,000	0	0



- Troon - Traditional community noticeboards to promote events and activities in the town	5,000	5,000	0	0
- Troon - Digital community noticeboards to promote events and activities in the town	20,000	20,000	0	0
Troon - Create a BBQ area on the Promenade	10,000	10,000	0	0
		0	0	0
<b>Ward 2: Prestwick</b>				
- Prestwick - Reconfiguration of Adamton Road North near former St Ninians Primary	5,000	5,000	0	0
- Prestwick - Illumination of Salt Pan Buildings at Prestwick St Nicholas Golf Club	30,000	30,000	0	0
- Prestwick - Installation of Power Supply to Former Lido Swimming Pool	40,000	40,000	0	0
- Prestwick - Upgrade the Surface of the Carpark Area to the North of Kidz Play	135,000	135,000	0	0
- Prestwick - Installation of a 'World Destination' Sign on Promenade	5,000	5,000	0	0
- Prestwick - Provision of 2Nr Steel Park Benches at the New Promenade Play Park Area	2,000	2,000	0	0
- Prestwick - Provision of 4Nr Steel Picnic Benches on the Promenade	6,000	6,000	0	0
- Prestwick - Promenade Surfacing Works with Red Tarmacadam to Upgrade and Reconfigure	200,000	200,000	0	0
		0	0	0
<b>Ward 3: Ayr North</b>				
- Ayr North - Provision of Benches Along Newton Shore Promenade	5,000	5,000	0	0
- Ayr North - Heathfield and Northfield; Playing Field Area Upgrade	20,000	20,000	0	0
- Ayr North - More trees planted in the Kings Park open grass area	10,000	10,000	0	0
- Ayr North - Upgrade Footpath at Newton Shore Promenade with Red Tarmacadam	100,000	100,000	0	0
- Ayr North - Provision of a Bike Shelter at Lochside Community Centre	5,000	5,000	0	0
- Ayr North - Upgrade On-Street Parking Provision at Lochside Community Centre	15,000	15,000	0	0
- Ayr North - Upgrade of Council Owned Area at Dalmilling Shops on Westwood Avenue	25,000	25,000	0	0
- Ayr North - Upgrade of Former Play Park Area at the Junction of Westwood Avenue and Dalmilling Drive	3,000	3,000	0	0
- Ayr North - Upgrading of the Carriageway of Newton Shore Promenade	210,000	210,000	0	0
- Ayr North - Newton Multi Use Games Area (MUGA)	150,000	150,000	0	0
- Ayr North - River Ayr Access	175,400	175,400	0	0
		0	0	0
<b>Ward 6: Kyle</b>				
- Kyle - Benches, Picnic Tables and Upgrade Footpath within Annbank Park	5,000	5,000	0	0
- Kyle - Construction of New Footpath on the Southern Edge of Collenan Reservoir	22,000	22,000	0	0
- Kyle - Investment in an Upgraded Location for the War Memorial in Mossblown	80,000	80,000	0	0
- Kyle - Community Cinema at Carvick Webster Memorial Hall, Monkton	40,000	40,000	0	0

	- Kyle - Formal Road Access & Parking Provision at Dundonald Field			20,000	20,000	0	0
	- Kyle - Road and Footpath Upgrades at Dundonald, Mossblown, Symington and Loans			69,000	69,000	0	0
	- Kyle - Install seating for the elderly and more dog bins in Annbank			5,000	5,000	0	0
	- Kyle - Install more benches and bins in Dundonald			5,000	5,000	0	0
	- Kyle - Create Walking Routes, Install Benches and Pathways in Monkton			5,000	5,000	0	0
					0	0	0
	<b>Ward 7: Maybole, North Carrick and Coylton</b>						
	- Maybole, North Carrick & Coylton - Support the overall cost of new windows at Straiton Community Hall			10,000	10,000	0	0
	- Maybole, North Carrick & Coylton - New Curtains with Maybole Coat of Arms for Maybole Town Hall Stage Area and completion of other ancillary works within the Town Hall			50,000	50,000	0	0
	- Maybole, North Carrick & Coylton - Provision of a new Safety Boat for Dunure Harbour			51,247	51,247	0	0
	- Maybole, North Carrick & Coylton - Construction of a new permanent Car Park adjacent to Miller Park Play Area, Maybole			65,000	65,000	0	0
	- Maybole, North Carrick & Coylton - Roads and Footpath Upgrades in Maybole and Dunure			66,000	66,000	0	0
	- Maybole, North Carrick & Coylton - Install Decorative lighting at Dunure Castle			40,000	40,000	0	0
	- Maybole, North Carrick & Coylton - Improve access from the Harbour to Kennedy Park and the Castle with a new Viewpoint bridge			230,000	230,000	0	0
	- Maybole, North Carrick & Coylton - Multi Use Games Area for Coylton (MUGA)			150,000	150,000	0	0
<b>14</b>	A number of adjustments are required to the <b>Place Planning and Ayr Ward West/Ayr Town Centre Projects</b> section of the programme as detailed below: -						
	- Place Planning and Ayr Ward West/Ayr Town Centre Projects - Funding to be Allocated 2023/24 & Future Years;			(991,000)	(991,000)	0	0
	- Ayr West - Footbridge Over the Slipway			100,000	100,000	0	0
	- Ayr West - Loudon Hall Investment in New Lighting Installations			10,000	10,000	0	0
	- Ayr West - Town Hall Gardens			40,000	40,000	0	0
	- Ayr West - Resurfacing of Ayr Promenade with Red Tarmacadm and Upgrade Blackburn Carpark			245,000	245,000	0	0
	- Ayr West - Illumination of the Auld and New Bridges			101,000	101,000	0	0
	- Ayr West - Road Upgrade Works to All Main Arterial Routes into Ayr			405,000	405,000	0	0
	- Ayr West - Ayr Town Centre - Strategy			90,000	90,000	0	0
					0	0	0
					0	0	0
<b>15</b>	A number of adjustments are required to the <b>Equalities Act</b> section of the programme as detailed below: -						

	- Equalities Act Budget - Various Projects - Unallocated Budget 2023/24 & Future Years. <b>2022/23</b> - Doonfoot PS - Creation of Accessible Ramps (G24804)			(4,534)		(4,534)	0	0
				4,534		4,534	0	0
						0	0	0
						0	0	0
<b>16</b>	A number of adjustments are required to the <b>Property Refurbishment</b> section of the programme as detailed below: - - Property Refurbishment - Various Projects - Unallocated Budget Future Years; - Girvan Library - Replace Fascia (G22909) - Doonfoot Primary School - Replacement Exit Doors (G23917) - Minishant Primary School - Exterior Refurbishment of IFE Building(G23921)  - McKechnie Institute, Girvan - High Level Roof Works (G24966) - Troon Concert Hall - Works to External Windows (G24914) - Heathfield Primary - Works to Rear Roof at Stairwell and Staff Room (G24913) - Heathfield Primary School - Replacement of Suspended Ceiling in Ground Floor / First floor Corridor (G24916) - South Lodge - Restoration of Front Elevation (G24917) - Doonfoot Primary - Exterior Brickwork Replacement (Inc. Replacement of Brickwork Sections Including Wall Tie Upgrading) - G24923 Troon Town Hall - Flat Roof Replacement 23-24 (G24948) - Property Refurbishment - Various Projects - Unallocated Budget 2023/24 and Future Years - Ayr Town Hall - Alterations to Car Park Barriers (G24964) - Coylton Primary School – Replacement Ceiling in Gym Hall (G23905) - Crosshill Primary School - Ceiling and Lighting Replacement (G24935) - Carnegie Library, Maybole - Refurbishment of Building Exterior Including Stonework - Fire and Intruder Alarms - Various Properties 23-24			(10,000) (22,500) (7,136)  39,636 1,125 1,125 152 900 5,452  112 (25,377) 5,000 37 11,474 (30,000) 30,000		(10,000) (22,500) (7,136)  39,636 1,125 1,125 152 900 5,452  112 (25,377) 5,000 37 11,474 (30,000) 30,000	0 0 0  0 0 0 0 0 0 0  0 0 0 0 0 0 0 0 0 0 0 0	0 0 0  0 0 0 0 0 0 0  0 0 0 0 0 0 0 0 0 0 0 0
<b>17</b>	Adjustments are required to the <b>Rewiring Programme (Including Residual Decoration Work, Etc) - Various Properties</b> section of the programme as detailed below: - - Rewiring Programme (Including Residual Decoration Work, Etc.) - Various Projects - Unallocated Budget 2023/24 & Future Years; and - Dalmilling Golf Club - Rewire Clubhouse (G23856) - Girvan Academy-Replacement of Distribution Boards (G24961)			(657) 257 400		(657) 257 400	0 0 0	0 0 0

						0	0	0
<b>18</b>	A number of adjustments are required to the <b>Property Rationalisation</b> section of the programme as detailed below: - - Works to Facilitate Property Rationalisation - Various Projects - Unallocated Budget 2023/24 & Future Years. - St Ninians Primary Site - Soft Strip Prior to Demolition (G24949) - Demolition - Annbank - Cabin (Brocklehill Ave) - G23995			(14,420)		(14,420)		
				14,420		0	0	0
						0	0	0
						0	0	0
<b>19</b>	A number of adjustments are required to the <b>Information Technology</b> section of the programme as detailed below:- <b>ICT Infrastructure</b> <b>Business Systems</b> - Business Systems - Unallocated Funding 2023/24 & Future Years - Oracle eBusiness Suite Programme - Cyber Resilience Programme - Online School Payments and Cashless Catering - Idox Uniform Hosting Renewal <b>Information and Data</b> - Information and Data - Unallocated Funding 2023/24 & Future Years - Remote Cabinet Upgrades - Azure Migration Project <b>End User Computing</b> - End User Computing - Unallocated Funding 2023/24 & Future Years - Tech Refresh - Interactive Whiteboards for Schools - MFD Renewal			(832,179)		(832,179)		
				490,682		490,682		
				146,585		146,585		
				2,562		2,562		
				192,350		192,350		
						0		
				(56,073)		(56,073)		
				56,073		56,073		
					750,000	750,000		
						0		
				(50,247)		(50,247)		
				247		247		
				50,000		50,000		
						0		
<b>20</b>	A number of adjustments are required to the <b>VAT Recovery Fund</b> section of the programme as detailed below:- - Upgrade Play Area in Conjunction With Skate Park (Craigie) - Additional Gym Facilities Prestwick			(248)		(248)		
				248		248		
						0		
						0		
<b>21</b>	A number of adjustments are required to both expenditure and income budgets within the <b>Ayrshire Growth Deal</b> section of the programme as detailed below, reflecting the current project profiling: - - Spaceport Infrastructure (further adjustments -£13.3M in 2024/25, £9,367,207 in 2025/26 and £5,144,338 in 2026/27) - Commercial Space - Prestwick Industrial Units (further adjustments £14,646,200 in 2024/25 and £7,754,792 in 2025/26)	(1,211,545)				(1,211,545)	(13,300,000)	9,367,207
		(22,400,992)				(22,400,992)	14,646,200	7,754,792

	- Prestwick Infrastructure - Roads (further adjustments -£5M in 2024/25, £2M in 2025/26 and £3M in 2026/27)	0				0	(5,000,000)	2,000,000
						0	0	0
						0	0	0
<b>22</b>	Adjustments are required to release budget from General Services to the HRA as detailed below:- - St Ninian's Primary Site - Soft Strip Prior to Demolition (G24949)		(46,000)			0	0	0
						(46,000)	0	0
						0	0	0
						0	0	0
<b>TOTAL ADJUSTMENTS</b>		<b>(27,852,767)</b>	<b>(46,000)</b>	<b>0</b>	<b>1,871,424</b>	<b>(26,027,343)</b>	<b>586,430</b>	<b>19,121,999</b>
<b>TOTAL REVISED BUDGET</b>		<b>(27,852,767)</b>	<b>(46,000)</b>	<b>0</b>	<b>1,871,424</b>	<b>73,634,117</b>	<b>77,900,836</b>	<b>77,313,422</b>

## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Monitoring of General Services Capital Programme
Lead Officer (Name/Position/Email)	Pauline Bradley, Service Lead, Professional Design Service pauline.bradley@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

Community or Groups of People	Negative Impacts	Positive impacts
Sex – (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 i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	No
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	No	No
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	No	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	No
Socio-economic Background – social class i.e. parent’s education, employment and income	No	No

**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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	No impact
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low



<b>General Duty and other Equality Themes</b> <b>Consider the ‘Three Key Needs’ of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact</b> <b>(High, Medium or Low)</b>
<b>Foster good relations</b> 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 impact
Increase participation of particular communities or groups in public life	No impact
Improve the health and wellbeing of particular communities or groups	No impact
Promote the human rights of particular communities or groups	No impact
Tackle deprivation faced by particular communities or groups	No impact

## 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<input checked="" type="checkbox"/> <b>YES</b>  <input type="checkbox"/> <b>NO</b>
<b>Rationale for decision:</b>  <b>This is an update report with no implication in relation to equalities</b>	
<b>Signed :</b> Pauline Bradley  <b>Date:</b> 17 November 2023	<b>Service Lead</b>

**South Ayrshire Council**

**Report by Head of Finance, ICT and Procurement  
to Cabinet  
of 28 November 2023**

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**Subject: ICT Support and Maintenance Contracts**

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**1. Purpose**

- 1.1 The purpose of this report is to request that the Cabinet reviews and agrees the ongoing contractual obligations in respect of the support and maintenance of key ICT systems for the 2024/25 financial year.

**2. Recommendation**

- 2.1 **It is recommended that the Cabinet, in accordance with paragraph 22.1 of the Standing Orders relating to Contracts, approves the annual renewal of the support and maintenance contracts for 2024/25 which are necessary to access support, maintenance and in some instances, system upgrades of ICT systems, as detailed in [Appendix 1](#).**

**3. Background**

- 3.1 The Council owns and operates a diverse range of key ICT systems, hardware and databases to support the operation of services, schools, and customer interaction.
- 3.2 A number of these business applications have been in use for a considerable period of time and are routinely updated by the vendor in line with legislative requirements, cyber-security patching, enhancements, additional features and upgrades throughout the life of their operation.
- 3.3 The Council is obliged to pay an annual support and maintenance fees to enable it to legally operate these business applications and to ensure access to vital security patches, upgrades and support as necessary.
- 3.4 The support service contracts have been determined as not readily obtainable from anywhere other than the contracted vendor, as no equivalent is available due to the specific technical, intellectual property and licensing nature of the service.
- 3.5 Unlike other contractual arrangements that the Council has in place, there may be no contracted end date for these arrangements and the service is renewed on an annual basis. As such, the support and maintenance costs will continue to be levied each year until the Council no longer requires to run the ICT systems to which the payments relate.

3.6 Standing Orders relating to Contracts (Section 22.1) specifies that contracts falling under either the Procurement Reform (Scotland) Act or the Public Contracts (Scotland) Regulations, and requiring negotiation without prior advertisement and competition, must obtain approval from Cabinet before negotiation and award.

3.7 This report addresses contracts which are above the Standing Order (Section 22.1) threshold value of £50,000 per year, with the remaining larger volume covered via delegated powers.

#### **4. Proposals**

4.1 The ICT revenue contracts listed in [Appendix 1](#) have been identified as only being able to be supplied by the specified providers, and due to their value, are also subject to the Procurement Reform (Scotland) Act and the Public Contracts (Scotland) Regulations.

4.2 Approval is sought from Cabinet in accordance with Section 22.1 of Standing Orders Relating to Contracts to renew these contracts over the coming year (2024/25) without prior advertisement and competition.

#### **5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 Renewal of the contracts listed in [Appendix 1](#) is required in order for the Council to continue to utilise a variety of ICT systems, hardware and databases currently in operation within services. In accordance with paragraph 22.1 of Standing Orders relating to Contracts and Section 6 (1) (b) (ii) of the Procurement (Scotland) Regulations 2016, this renewal can be progressed without the need for prior advertisement and competition.

#### **6. Financial Implications**

6.1 ICT contract support arrangements will continue to be funded from the existing ICT service revenue budget on an ongoing annual basis with required contractual increases included as part of the 2024/25 budget setting process.

#### **7. Human Resources Implications**

7.1 Not applicable.

#### **8. Risk**

##### ***8.1 Risk Implications of Adopting the Recommendations***

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

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

8.2.1 If the recommendations are not agreed and the contracts are not renewed, business continuity and reputational damage may result from the Council being unable to use or support/upgrade the systems currently in operation throughout the organisation.

## 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 2](#).

## 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 Priority 4 of the Council Plan: Efficient and effective enabling services.

## 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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT 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 Head of Finance, ICT and Procurement 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
Request that Procurement and ICT officers ensure renewal of the contracts listed in <a href="#">Appendix 1</a> at each contractual renewal date	8 December 2023	Service Lead – ICT Operations

**Background Papers**    [Standing Orders Relating to Contracts](#)

**Person to Contact**    **Tim Baulk, Head of Finance, ICT and Procurement**  
**County Buildings, Wellington Square, Ayr KA7 1DR**  
**Phone 01292 612620**  
**E-mail [tim.baulk@south-ayrshire.gov.uk](mailto:tim.baulk@south-ayrshire.gov.uk)**

**Kev Mullen, Service Lead - ICT Operations**  
**County Buildings, Wellington Square, Ayr KA7 1DR**  
**Phone 01292 616635**  
**E-mail [kevin.mullen@south-ayrshire.gov.uk](mailto:kevin.mullen@south-ayrshire.gov.uk)**

**Date: 17 November 2023**

### ICT Contracts for Approval

Description	Supplier	Service	Annual Amount
Application - Revs & Bens (Main)	Northgate	Finance & ICT	£79,811
Application - Housing System (Main)	Northgate	Finance & ICT	£61,354
Application – Uniform (Planning)	IDOX	Finance & ICT	£50,000
Application - Service Desk	Sysaid	Finance & ICT	£64,539
Digital Services Platform	GOSS Interactive	Finance & ICT	£57,712
Oracle Fusion Licence Costs	Oracle Corporation UK Ltd	Finance & ICT	£598,150
Oracle Fusion Support Costs	Mastek	Finance & ICT	£248,000
Oracle Cloud Infrastructure	Oracle Corporation UK Ltd	Finance & ICT	£52,800
Zscaler	Softcat	Finance & ICT	£176,731

## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	ICT Support and Maintenance Contracts
Lead Officer (Name/Position/Email)	Kev Mullen, Service Lead – ICT Operations - kevin.mullen@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-



Community or Groups of People	Negative Impacts	Positive impacts
Thematic Groups: Health, Human Rights & Children's Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low



**South Ayrshire Council**

**Report by Head of Finance, ICT and Procurement  
to Cabinet  
of 28 November 2023**

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**Subject: Medium Term Financial Plan 2024-25 to 2028-29**

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**1. Purpose**

1.1 The purpose of this report is to seek approval of the Council's updated Medium Term Financial Plan.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 considers and approves the Medium-Term Financial Plan (MTFP), attached as Appendix 1;**

**2.1.2 notes the potential cumulative five-year budget gap based on the assumptions contained in the plan is £45.9m; and**

**2.1.3 notes the budget strategy as contained in Section 4 of Appendix 1, developed to address the anticipated cumulative budget gap.**

**3. Background**

3.1 At its meeting on 29 November 2022, Cabinet approved the Council's three-year Medium Term Financial Plan (MTFP) 2023-24 to 2025-26 and three-year revenue budget strategy.

3.2 At that time the Cabinet noted the potential cumulative three-year budget gap based on the then current assumptions contained in three possible scenarios identified, ranged from £28.7m and £49.5m.

3.3 This years MTFP has been extended from the previous three-year timeframe to a five-year timeframe covering the period 2024-25 to 2028-29 following discussions with Audit Scotland, the Councils external auditors. This approach introduces the new methodology of maintaining one extended medium term financial plan rather than the previous approach of having a three-year MTFP alongside a ten-year Long Term Financial Outlook.

4/

## 4. Proposals

- 4.1 As is the case across all local authorities, this Council faces significant financial challenges due to the increased inflationary environment and will be required to operate within even tighter fiscal constraints for the foreseeable future alongside which the continuing difficult national economic outlook and increased demand for services is increasing the pressure on Council activity.
- 4.2 The purpose of the MTFP, contained in Appendix 1, is to provide a clear understanding of the expected resources that will be available in the short and medium term to deliver Council Priorities. It plays a vital part of decision-making and forms the basis of the Council's stewardship over taxpayers' funds
- 4.3 The primary source of funding for the delivery of Council Services is the Scottish Government through the allocation of Aggregate External Finance (General Revenue Grant and Non-Domestic Rates income) which accounts for 78% of the Council's funding. The expectation is that future Scottish Government funding will be severely limited or more likely flatline. This means that current service provision will become unaffordable within the estimated funding envelope, therefore decisions are required to increase income through other means (council tax or fees and charges) or to contract council service provision by reducing or ceasing certain non-priority service provision areas.
- 4.4 The anticipated budget gap position of the Council over the next five years, drawn from the MTFP, is provided in the Fig 1 below. Further work continues to refine the underlying assumptions and final savings requirements will be determined following the Local Government Financial Settlement due to be announced in December 2023.

**Fig 1 – five-year budget gap**

2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Cumulative total £m
3.5	4.2	21.0	9.7	7.5	49.5

- 4.5 Fig 1 above indicates relatively low budget gaps in 2024-25 and 2025-26 followed by a significant increase in 2026-27. As explained in the MTFP, this is primarily being driven by the significantly reduced pension contribution rates attributable to 2024-25 and 2025-26. The pension rate applicable in 2026-27 reverts to a much higher rate again going forward, hence the significant increase in the budget gap for that year. Recognising this future significant budget gap, it is essential and prudent for the Council to take steps to address the significant increase in the anticipated budget gap.
- 4.6 Contained within the MTFP is a budget strategy that sets out the key principles to ensure a robust and strategic approach to financial planning is progressed.
- 4.7 This Budget Strategy will be key to ensuring that the achievement of the Council's Strategic Priorities identified in the new Council Plan are confined within the resources available to support the delivery of key outcomes.
- 4.8 The years through to 2029 will be challenging financially, given the available funding anticipated. Managing the financial pressures whilst seeking to deliver the Council's priorities will be difficult and will require a comprehensive review of the revenue

budget, planned costs and performance as well as a review of the capital plans and aspirations in order to ensure that the Council remains financially resilient.

## **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 anticipated funding gap over the period 2024-25 to 2028-29, based on key assumptions, is £49.5m. The Council will require to set a balanced budget for 2024-25 and future years.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There is a risk that the Council, on adopting the recommendations, fails to take the necessary actions to address the anticipated funding gap.

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

8.2.1 There is a risk that Council fails to recognise the potential financial climate and does not take appropriate steps to manage the situation accordingly resulting in service interruption and reputational damage to the Council.

## **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 2.

## **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 although various options have been considered as part of the key assumptions when assessing future possible financial outcomes.

**12/**

## 12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

## 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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, 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 Head of Finance, ICT and Procurement 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:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Publish on the Council's website	8 December 2023	Head of Finance, ICT and Procurement
Budget strategy to be implemented as part of the 2024-25 budget setting process	31 March 2024	Head of Finance, ICT and Procurement

**Background Papers**     **Report to Cabinet of 29 November 2022 – [Medium Term Financial Plan Update](#)**

**Person to Contact**     **Tim Baulk, Head of Finance, ICT and Procurement  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612620  
E-mail [tim.baulk@south-ayrshire.gov.uk](mailto:tim.baulk@south-ayrshire.gov.uk)**

**Date:**    **17 November 2023**

# Medium Term Financial Plan 2024-25 to 2028-29 (5 years)

Appendix 1

November 2023







**South Ayrshire Council**  
**Medium Term Financial Plan 2024-25 to 2028-29**

**Contents**

1.	Introduction	Page 1
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3	Summary of five-year Financial Position	Page 14
4	Budget Strategy 2024-25 to 2028-29	Page 15



# 1. Introduction

The purpose of the Medium-Term Financial Plan (MTFP) 2024-25 to 2028-29, is to provide a clear direction on how the Council will manage its financial resources in the medium term to ensure they are deployed effectively to achieve Council Priorities and outcomes and should be seen in the context of the Council Plan and various other strategies and plans in place across the Council. The MTFP plays a vital part of decision-making and forms the basis of the Council’s stewardship over taxpayer’s funds.

## The Council Plan

The Council plan focuses on three Key Priorities and Outcomes within the context of Our Purpose, Vision and Values:



## Priorities and Outcomes:

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.

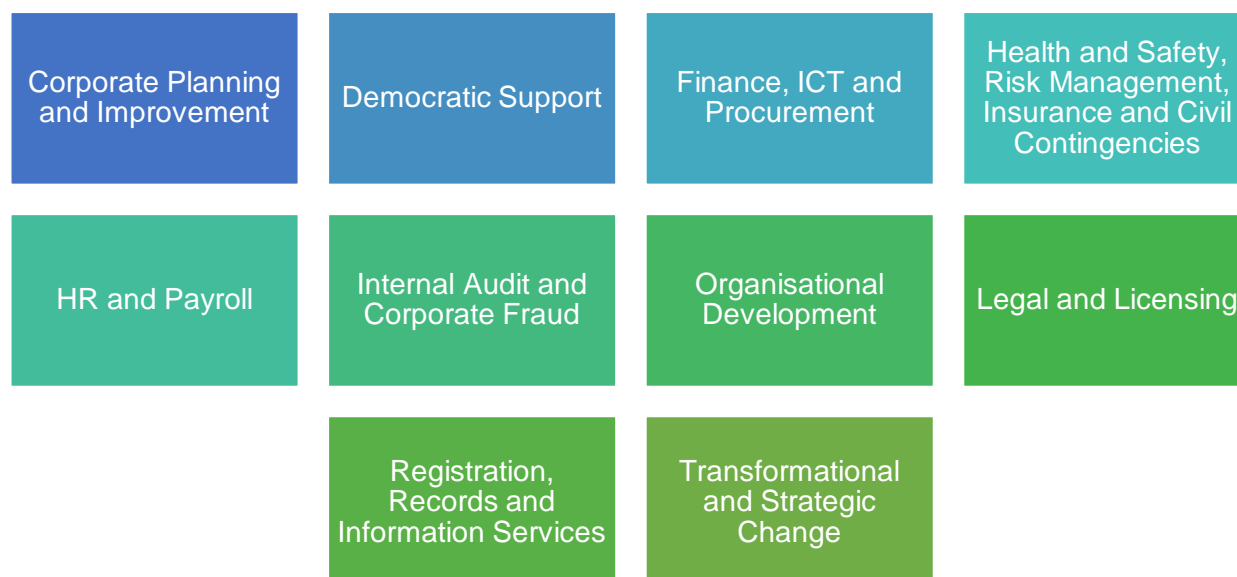
**Priority One - Spaces and Places**

**Priority Two - Live, Work, Learn**

**Priority Three - Civic and Community Pride**

## 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:



## Medium Term Financial Plan

Given the extent of financial challenges ahead, it is essential that the MTFP enables the Council to develop a better understanding of the wider policy and financial environment within which it operates and ensure that it can identify and respond flexibly to opportunities and threats and manage and mitigate risks whilst ensuring that financial resources are contributing to achieving Council priorities and outcomes. The principal objectives of the Financial Plan are to:

- Outline the Council's high level financial position over the years 2024-2029 based on a range of assumptions.
- Identify the key influential issues that have been considered in developing the plan.
- Ensure that limited available resources are focused on delivery of the Council's three priorities.
- Provide a financial planning platform for a sustainable revenue budget and capital investment programme which will support the Council's priorities.
- Ensure that the Council is fully aware of the financial challenges and uncertainties that it faces and is in the strongest possible position to deliver the best possible quality and range of services within available resources.
- Increase both organisational awareness and wider community understanding of the Council's financial position and the challenges it is facing over the medium term in balancing and delivering against its budget.

## Financial Forecast risk

The plan is prepared at a point in time and relies on a series of assumptions and estimates. During 2022, the economy shifted dramatically from a period of relative stability, low inflation and interest rates to a period of extreme volatility, cost of living pressures and increasing interest rates. 2022 demonstrated how global events, such as the conflict in Ukraine, can have a massive impact at a local and individual level. At a UK level, the focus has been on reducing inflation, mainly through increases to the bank base

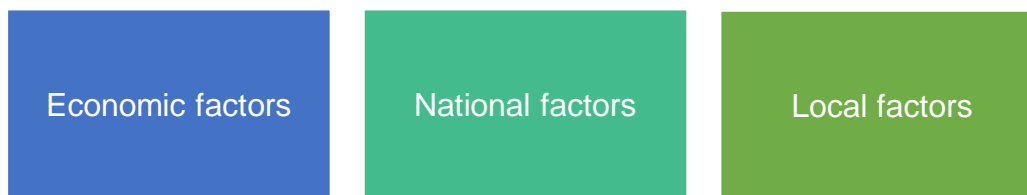
rate. Whilst inflation is starting to slow, it remains well above the target level, with the Bank of England expecting a return to 2% inflation in early 2024. All of this demonstrates the uncertainty that remains within the global economy,

The assumptions on which the financial projections are built upon are the best estimate of the likely future movement in the financial environment. The actual outcome will no doubt differ from the various assumptions however they will continue to be kept under review and updated as appropriate.

## 2. Financial Outlook – Key factors and assumptions

There are several key factors affecting the financial position and financial sustainability of the Council over the medium term as shown in Fig 1 below.

**Fig 1 – key contributing factors**



### **Economic factors**

2020 to 2022 will undoubtedly be seen as the years when everything changed. An unprecedented government intervention in response to the Coronavirus pandemic brought about global changes in how we live our lives and the corresponding consequences on business and the economy. Following closely behind this saw the conflict in Ukraine impact significantly on inflationary pressures especially around electricity and gas prices, contributing to the ongoing cost of living crisis which is increasing the demand on council services.

The economic outlook is exceptionally challenging with UK government borrowing at its highest level since the mid-1940s. The rise in borrowing costs means that the cost of servicing the government debt is at its highest since the 1980s. In addition, the UK Government faces the same rising demand for services and associated costs, alongside pressures to tackle climate change. The combination of these pressures may have a negative impact on all public sector spending and in recent years, most of the pressure has fallen to “unprotected budgets” which includes local government.

In May 2023 the Scottish Government published its latest Medium Term Financial Strategy (MTFS) along with the Scottish Fiscal Commission’s forecasts. The main points arising from the MTFS were:

**Fig 2 – Scottish Government MTFS main points**



The Scottish Government recognises that difficult spending decisions lie ahead. With a focus on tackling poverty, areas like childcare and social security are likely to be prioritised which could have a negative impact on ‘unprotected’ areas within local government. Further detail on the potential impact on Local Government funding is provided in the ‘Other Factors’ section below.

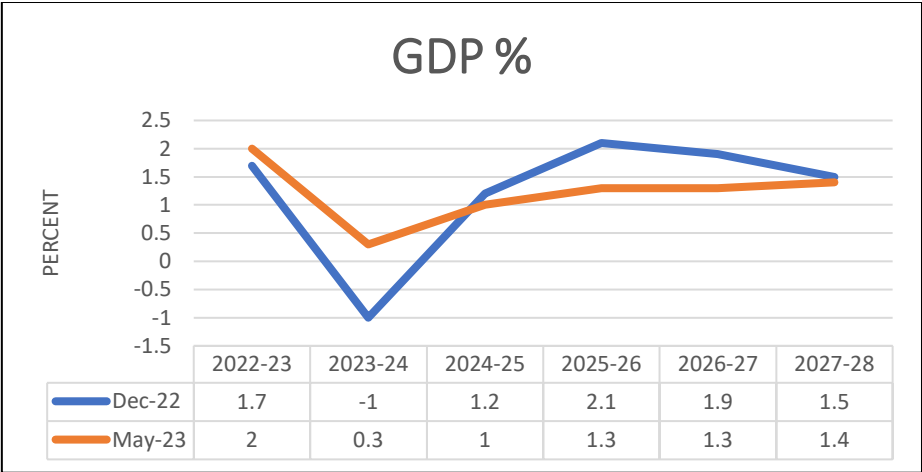
The Scottish Fiscal commission published their economic and fiscal forecast in May 2023 (updated June 23). The headline message from the forecast was that economic growth (measured by Gross Domestic Product) for 2023-24 is expected to be higher than



forecast in December 2022 but thereafter growth will be slightly slower than previously predicted as highlighted in Fig 3 below.

Higher living costs affect everyone, but there are particular pressures on lower-income households, as they spend a larger share of income on essentials such as energy and food. Higher interest rates add to the costs of mortgages and other forms of debt for some households. However, Scotland has lower average house prices and lower average household debt as a share of income than the UK as a whole, so higher interest rates will tend to have a smaller effect in Scotland.

**Fig 3 – GDP %**

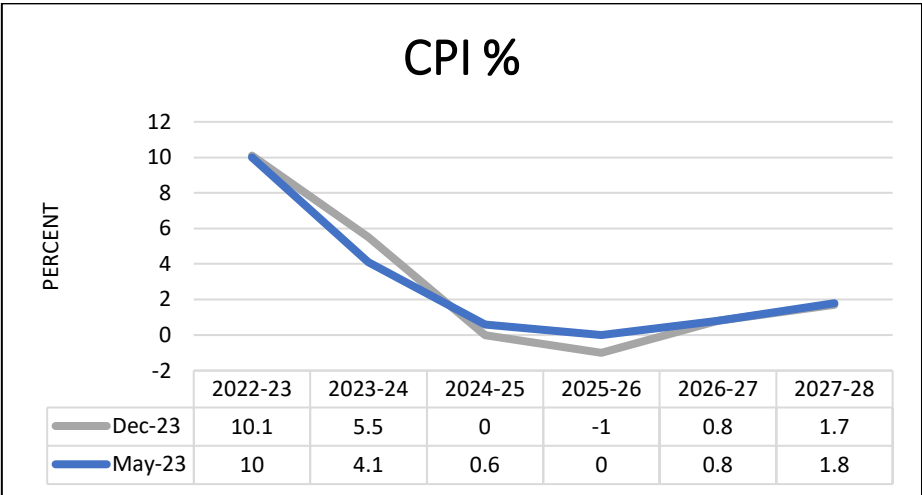


Economic (GDP) growth in the current financial year (2023-24) is higher, and +ve rather than -ve, than was forecast last December, but thereafter is a little slower than previously projected.

Source: The Scottish Fiscal commission – Scotland’s Economic and Fiscal Forecasts – May 2023

Energy prices have fallen back more quickly than expected, leading to slightly lower expectations for inflation and interest rates in the near term. This contributes to the marginally improved forecast for short-run GDP. Living standards, however, are still likely to fall this year because the overall rate of inflation – now reflecting a broader range of price rises than just energy – will continue to outpace growth in nominal household disposable incomes. Latest CPI projections are shown on Fig 4 below.

**Fig 4 – CPI %**



Annual Consumer Price Index (CPI) inflation has come down from its peak of around 11 per cent in 2022 Q4 and is still expected to drop sharply over the course of this year, broadly on track with predictions from December 2022.

Source: The Scottish Fiscal commission – Scotland’s Economic and Fiscal Forecasts – May 2023

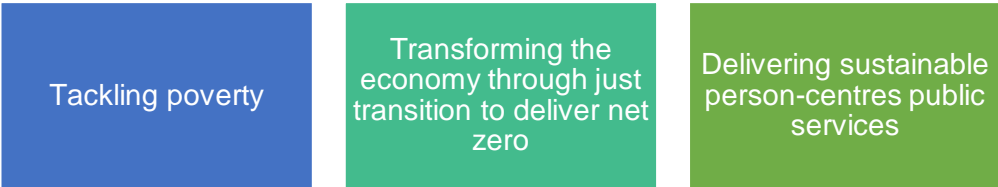
Economic Growth and tax receipts have a direct effect on the amount of funding that the Government has available to spend. The relatively low growth projected suggests challenging settlements for the public sector.

## **National Factors**

### **The Verity House Agreement**

The Scottish Government and CoSLA (Convention of Scottish Local Authorities) signed the Verity House Agreement on 30 June 2023. This Partnership Agreement is a high-level framework document that sets out a shared vision for a more collaborative approach to delivering shared priorities, with a focus on:

**Fig 5 – shared priorities**



The document emphasises the need for regular and meaningful engagement between local authorities and the Scottish Government and respect for each other’s democratic mandate.

The agreement states that “powers and funding for Local Government will be reviewed regularly to ensure adequacy and alignment with effective delivery of outcomes”. The agreement also states that “from this point onwards, the default position will be no ringfencing or direction of funding, unless there is a clear joint understanding for a rationale for such arrangements for example where quantum needs to be assessed over a transitional period to ensure the costs are accurately understood. Additionally, current funding lines and in-year transfers will be reviewed ahead of the draft 2024-25 Budget Bill, with a view to merging into General Revenue Grant funding (more details will be set out in the Fiscal Framework)”.

It is anticipated that the Fiscal Framework will be available in late 2023, but it is not available at the time of writing.

### **Local Government Funding**

The primary source of funding for the delivery of Council Services is the Scottish Government through the allocation of general revenue and capital grants, and the distribution of national non-domestic rates income. Fig 6 shows the breakdown of funding sources for South Ayrshire in 2023-24. Aggregate external finance (General Revenue Grant and Non-Domestic Rates income) accounted for 78% in 2023-24, leaving the balance funded from local Council Tax income and the utilisation of Council reserves.

**Fig 6 – Council funding sources 2023-24**



With over four fifths of the Council’s net revenue funding being received in this way it is simple to see why UK and Scottish Government policies and economic forecasts impact on the level of Council funding.

The funding of Local Government in Scotland is one that is driven strongly by the impact of national policy and commitments. Ring-fencing (or Directed Funding), national policy initiatives and protections in education and health and social care continue to grow creating increasing protection. As a result, more and more must be delivered from an ever- decreasing portion of the budget.

The Scottish Governments Medium-Term Financial Strategy (MTFS) published in May 2023 demonstrates that the fiscal environment has become even more challenging than when the Resource Spending Review (RSR) was published (May 2022).

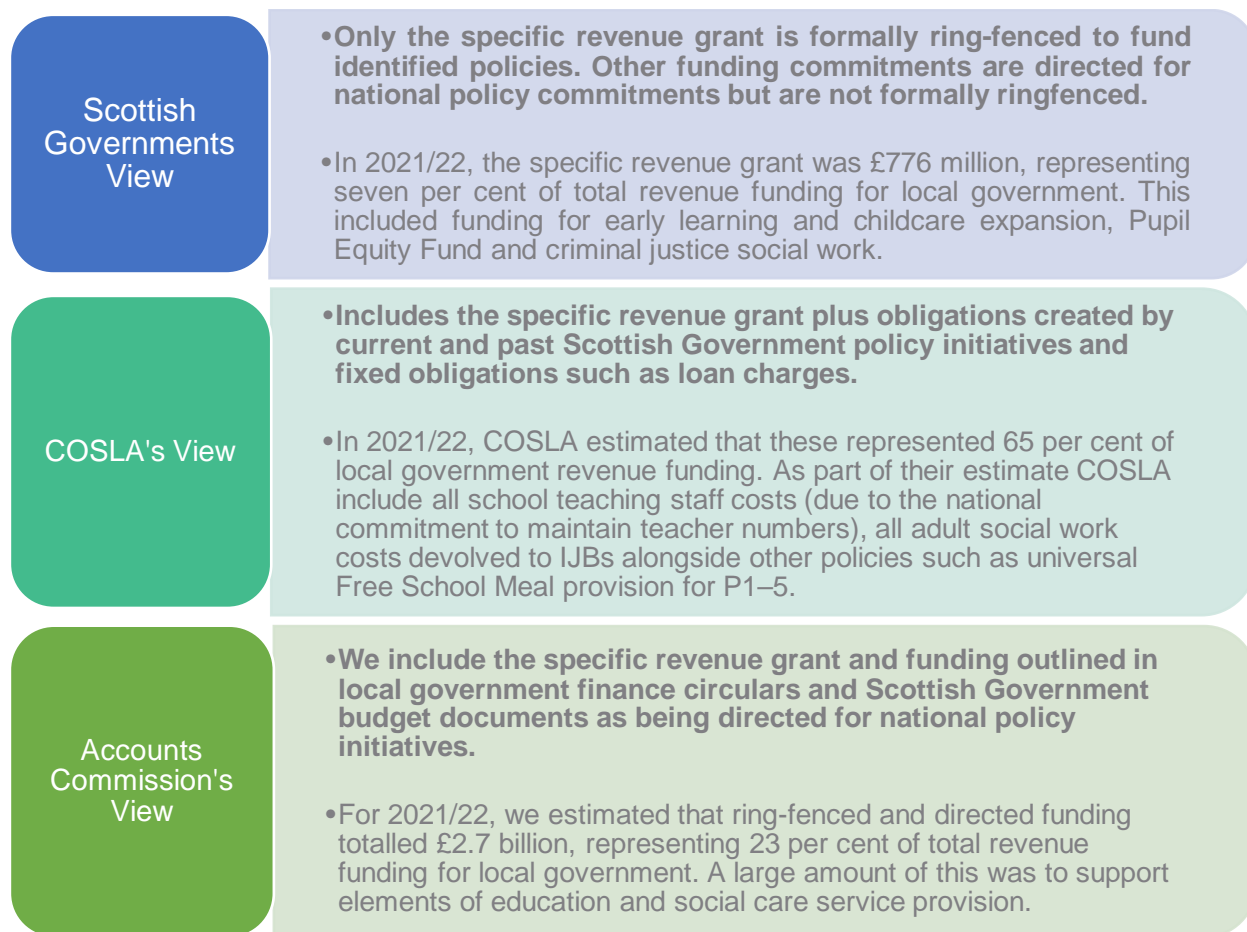
***Key Assumption1: For planning purposes a flat cash approach has been assumed for Scottish Government grant funding for all years of the plan, plus or minus any confirmed or anticipated funding changes.***

**Directed Funding**

As local authorities have faced a progressively challenging financial position, the nature of Scottish Government funding has come under increasing scrutiny. A key area of focus has been on ring-fenced or directed support, i.e., directed funding, where funding is provided for a specific purpose set out by the Scottish Government. There are conflicting views of the amount of funding that is directed, as illustrated in Audit Scotland’s Local Government in Scotland Overview 2023:

**Fig 7/**

**Fig 7 – Directed spending views**



Source: Accounts Commission - Local Government in Scotland Overview 2023

CoSLA have been seeking changes to the Scottish Government approach to funding local authorities, noting that each year a higher proportion of funding is 'directed', reducing Local Government flexibility. It is anticipated that the Fiscal Framework will start to address this issue. However, it must be understood that where flexibility is granted, local authorities will still have to take difficult decisions to cease or reduce existing services which have, up till now, been funded through directed funding.

### **Scottish Government Consultation on Council Tax**

The Scottish Government has undertaken a consultation on Council Tax changes. The consultation closed on 20 September 2023. The proposal under consultation would see those houses in bands E to H paying a higher level of Council Tax than is currently the case. The aim of this is to try and make Council Tax more progressive, i.e., taking a higher percentage of tax from people who have higher incomes. The proposals contained in the consultation have not been incorporated into the projections contained within this Medium-Term Financial Plan.

In addition to this consultation the First Minister, in his speech at the recent SNP Party conference in October 2023, announced a Council Tax freeze for 2024-25 with the aim of the intervention being to support all households in the face of the ongoing cost of living crisis. There was no prior engagement with COSLA before the announcement. COSLA has a well-established position on Council Tax; that it is a local tax and should be set locally.

Council tax was frozen between 2007-08 and 2016-17 and then again in 2021-22. Over this period, it is estimated that the successive years of freezes mean that the Council Tax base is significantly smaller (around £600m) across Scotland than it could have been, had the decision been left to Councils.

The gearing effect of the smaller tax base means that each subsequent increase in Council Tax raises less income than would have been the case without the freeze. A revenue substitute into General Revenue Grant at year one of a freeze still results in a long-term reduction.

Discussions held after the announcement between the Scottish Government and COSLA have confirmed that the intention of the Scottish Government is to fully fund the compensation that would be required to implement such a freeze and further that if Leaders agreed to the freeze, then a figure would be negotiated between COSLA and the Scottish Government.

Further details on the potential implications of this announcement at a local South Ayrshire Council level, is provided in the Local Factors Section on Council tax income below.

### **Public Sector Pay Settlements**

Pay-related costs are a major component of the Council's overall expenditure and represents 49% of Council net spend each year. The Council's financial planning requires to take account of likely future pay settlements and other pay-related costs.

Pay increases for employees are negotiated at a national level. Public sector pay will be a significant risk going forward and, while inflation is expected to fall back to 2% over time, this will not mitigate the risk that now exists in local government.

Employees of South Ayrshire Council are members of the Strathclyde Pension Fund or the Scottish Public Pension Agency. Both pension schemes routinely review employer pension contributions. The most recent triennial review of the Strathclyde pension Fund has resulted in a significant planned reduction from the current contribution rate of 19.3% to 6.5% for both 2024-25 and 2025-26, followed by a subsequent increase up to 17.5% for 2026-27, with the assumption that this final 2026-27 rate will be maintained during the remaining lifetime of the strategy.

This temporary reduction in contribution rate is projected to result in significant savings for the Council in 2024-25 and 2025-26, however this will only be a temporary effect until the contribution rate reverts to more normal levels in 2026-27.

***Key Assumption 2: For planning purposes, a rate of 3% over the lifetime of the plan has been assumed in relation to pay uplifts.***

***Key Assumption 3: For planning purposes estimated savings in pension contributions will be spread over a two-year period, 2024-25 and 2025-26, until the contribution rate reverts back to 17.5% in 2026-27.***

## **Local Factors**

### **Council Plan Priorities**

It can be challenging to align funding and priorities during a period of financial constraint. Funding is targeted at core services, for example provision of schools, and essential works such as roads maintenance and a clear link to Council priorities is not always obvious. In addition, service savings must be identified, and no service area can be fully protected from budget reductions, making it sometimes difficult to demonstrate the link between decisions and priorities.

Future budget decisions require to balance the Council Plan priorities with the challenges around financial sustainability and the needs of the local communities.

### **Council Tax Income**

This is the main fiscal lever that local authorities have, setting the Council Tax.

Councils have discretion to increase Council Tax levels however this has been capped or severely limited on a number of occasions through conditions contained in the annual local government settlement. The cap on Council Tax increases was introduced in 2017-18, following a nine-year Council Tax freeze, from 2008-09. The initial cap condition was absolute in cash terms at 3%. Councils were then given the flexibility to increase their Council Tax for 2019-20 and 2020-21 by 3% in real terms, which equated to increases of 4.79% and 4.84% respectively however this was followed with a further freeze on Council Tax increases in 2021-22, funded through additional Council Tax freeze funding. Council Tax levels were increased in 2022-23 by 2.9% and then by 5% in 2023-24.

As outlined in the National Section above, it is likely that the combination of the potential outcome of the recent Council Tax consultation and the recent Scottish Government announcement of a freeze on Council Tax increase for 2024-25, will inevitably impact on the potential income that can be raised through Council Tax sources.

For each 1% increase in Council Tax rates, the Council can raise approximately £0.680m in income. This ability to raise income through Council Tax is important as any increase is mainlined into the base income for the following year and has a compound effect on future years income levels. Various Council tax uplifts have been modelled in the Section 4 (budget Strategy) to demonstrate the impact that different decisions may have on Council finances.

***Key Assumption 4: For planning purposes Council Tax rates will be uplifted by 5% for each year in the plan.***

### **Inflationary/Contractual Pressures**

Budgets have traditionally not been routinely increased to reflect inflationary pressure as pressure of this type remained at a relatively low risk levels, however recent national and international events, such as the war in Ukraine, gas and electricity price increases, the general cost of living crisis have all created an unprecedented level of uncertainty which has resulted in levels of inflation not seen for many decades.



Many of the Council's contracts, such as the Schools PPP contract, have direct links to inflation indices and will require to continue to be funded. However, the lack of certainty in future years forecasts, due to the recent economic uncertainty means that attempting to model inflation rates is challenging.

Inflation has in recent months begun to ease, with the Bank of England expecting a return to 2% inflation in early 2024 as demonstrated in Fig 4 CPI % in the Economic Outlook Section above.

The impact of inflation, particularly at such recent high levels, means that significant pressure is placed on service budgets as goods and services cost more and the purchasing power of existing budgets is diminished. Moreover, the need to provide inflationary uplifts for specific contracts, will inevitably lead to further budgetary pressures in 2024-25 and beyond.

***Key Assumption 5: For planning purposes an estimate of inflationary uplift for 2024-25 has been calculated based on latest information, followed by inclusion of 75% of the 2024-25 uplift amount for the remained of the years of the plan. The reduced amount in later years of the plan is to account for the anticipated reducing inflationary pressure.***

## Revenue Implications of Capital Investment Decisions

The Council's Capital Investment Plan is considered by Council at the same time as both the revenue budget. This is to ensure there is a clear linkage between the longer-term capital investment decision making and the associated revenue impact for the Council; the resultant debt charges estimated for the period of the approved capital investment programme require to be incorporated into future financial considerations.

Consequently, when there is sustained pressure on the revenue budget this in turn causes pressure in capital finance and in the management of the capital programme and the debt and borrowing requirement that arises from it.

The current Capital Investment Programme was approved by Council in March 2023 with General Fund expenditure of around £447m planned from 2023-24 through to 2034-35. The programme contains a range of projects including new and refurbished schools, Information Technology expenditure, roads and infrastructure expenditure and planned expenditure as part of the Council's Ayrshire Growth deal agreement.

Given the scale of the financial challenges that lie ahead for the public sector it is prudent to review the overall quantum of the capital programme and the ability of the council to identify recurring debt charge budget increases.

The affordability of the capital programme will be assessed as part of the 2024-25 budget process and will inform the next iteration of the capital programme that will be presented to Members for consideration in March 2024.

***Key Assumption 6: For planning purposes the latest 2024-25 Period 6 monitoring report projections in relation to debt charges has been extrapolated across the period of the plan.***



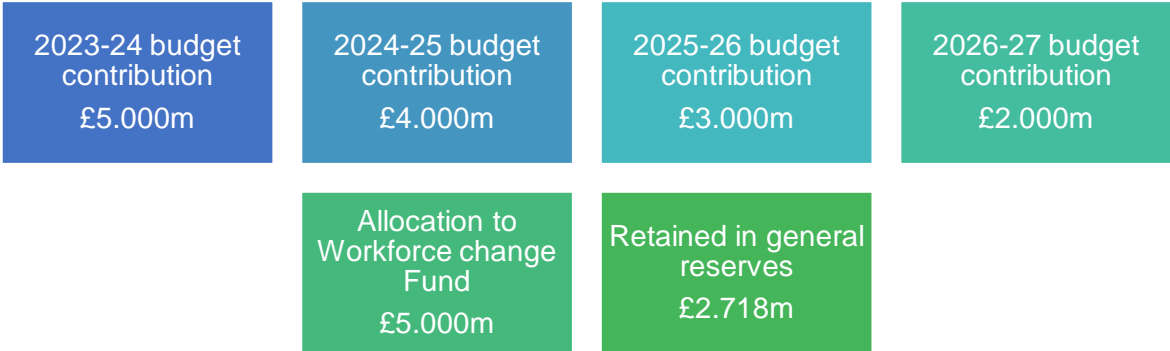
**Service Concession Arrangements Flexibility**

The Scottish Government’s 2022 Resource Spending Review contained details of a Service Concession Arrangement flexibility that related to the Council’s PPP schools.

The flexibility permitted councils to undertake internal accounting changes that extend the period over which the principal repayment of the unitary charge can be made which results in a one-off credit to the Council and ongoing annual savings for a period of time. In the remaining years following the end of the SCAs, the rescheduled debt repayments continue until the debt liability has been extinguished.

The Statutory Regulation was published and issued to councils in September 2023 and implementation of the flexibility was agreed in a report to Full Council December 2022. Council agreed that the one-off retrospective saving of £21.718m would be utilised as follows:

**Fig 8 – Use of retrospective saving**



Applying £14.000m of the retrospective saving to help balance the budget over the four-year period 2023-24 to 2026-27 provides the opportunity to buy some time for the Council during which the Council needs to refocus and redesign services to achieve permanent savings to reduce the overall revenue cost base of the council.

Furthermore, given the significant budget gaps projected it is inevitable that service reductions will be required in the short to medium term and, noting that 49% of Council annual spend is on employee costs, it is likely that less staff will be required to operate the reduced levels of service being provided. Therefore, a further £5.000m of the identified retrospective saving has been earmarked as a contribution to the Councils Workforce Change Fund with the purpose of providing funding to meet any severance and other employee-related costs arising from any service reduction measures undertaken.

**Key Assumption 7: For planning purposes the agreed use of the PPP retrospective savings will remain in place for the period of the plan.**

**Health and Social Care Partnership (HSCP) contribution**

The Integration Scheme sets out the Integrated Joint Board’s (IJB) responsibility for financial planning and management of the HSCP’s resources. The IJB operates its own Budget Working Group that considers information on anticipated pressures and proposed savings options to inform the allocation of resources delegated to the IJB. Many of the

cost pressures experienced by the partnership are similar to those of the Council, such as contract inflation and pay inflation but with the added demographic pressure of an ageing population.

In 2023-24 the Council is contributing £96.3m for delegated services to the HSCP.

In recent years the local government financial settlement has included additional funding for social care with the caveat that the funding should be passported through to the partnership by Councils.

As noted in the Public Sector pay settlement section above, the HSCP will also benefit from the reduced pension contribution rate (down from 19.3% to 6.5%) for all council employees in the partnership, with the cost base for the partnership reducing accordingly. The Council can reduce its planned contribution by an appropriate amount in 2024-25 and 2025-26 with no detrimental effect on service provision. The Council's contribution will require to increase in 2026-27 when the pension contribution reverts to new 17.5% level.

***Key Assumption 8: For planning purposes the Council's contribution to the HSCP will continue on a flat cash basis, subject to any Scottish Government directed spend, but will be reduced by an appropriate amount for 2024-25 and 2025-26 to compensate for reduced pension contribution rates. In 2026-27 the contribution will be increased accordingly when the pension rate increases to 17.5%.***

## Fees & Charges

The Council raises income by charging for some of the services it provides. There is a degree of flexibility for the Council as to what level many charges are set at. However, any increases in charges for services need to recognise the relationship between price and demand and the resultant impact on the local economy.

The net budget for 2023-24 included income from external fees and charges (excluding Social Care) of £13.9m. Some elements of this relate to charges that are set at a national level through statutory or regulatory measures such as Planning and Licensing fees however many of the remaining charges such as cremation fees, swimming charges, school meal charges etc are set at a local level by the Council.

The Council has traditionally included the requirement to increase locally set charges by at least the consumer price index rate each year. Recent evidence suggests that this approach is impacting on the demand for services in certain areas, therefore a more flexible approach is now suggested, where each Service determines the most appropriate change to pricing structures in order to maximise demand for its service provision. It is anticipated that specific budget recommendations will be brought forward as part of the budget setting process each year. The potential to raise additional income will come from increasing current charges or through the introduction of new charges.

***Key Assumption 9: For planning purposes any increase income to be included in the budget through changes to pricing or the introduction of new charges will be included as part of the savings or efficiency measures rather than assuming a flat increase for all locally set charges.***

### 3. Summary of five-year financial position

The previous MTFP approved in November 2022 highlighted that, for the three-year period, 2023-24 to 2026-27, a cumulative budget gap was estimated of between £28.7m for the best-case risk scenario, £37.8m for the mid-case risk scenario and £49.5m for the worst-case risk scenario.

This new MTFP has been extended to cover a five-year period and, based on the 9 Key Assumptions contained in Section 2 which are collectively detailed in appendix 1, the budget gap forecast for the five-year period, 2024-25 to 2028-29, is shown below:

**Figure 9 – Five-year budget gap (scenario based)**

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Total gap £m
Income (based on 5% CT increase each year)	344.3	347.0	350.0	352.2	356.7	
Expenditure	347.8	351.2	371.0	361.9	364.2	
<b>Budget gap</b>	<b>3.5</b>	<b>4.2</b>	<b>21.0</b>	<b>9.7</b>	<b>7.5</b>	<b>45.9</b>

The budget gap is the difference between the anticipated income and expenditure of the Council. Further detail on the factors that make up the projected Income and expenditure can be found in Appendix 2.

The relatively small budget gaps in the first two years of the plan (compared to later years) are predominantly based on the fact that the pension contribution rate for the Strathclyde Pension Scheme, is being reduced significantly from 19.3% to 6.5% in 2024-25, however as previously explained, this reduction is only temporary for a two-year period, thereafter the rate will increase to 17.5%, significantly increasing costs in year three, resulting in a much larger budget gap than in the two preceding years.

Given the significant requirement for savings over the next five years it is essential that a budget strategy is agreed that recognises the fluctuating levels of the projected budget gaps and establishes appropriate plans and associated actions needed to meet the required savings targets.

## 4. Budget Strategy 2024-25 to 2028-29

The scale of uncertainty and the need for significant savings means that the Council will require to address the situation and consider options for budget savings over the short, medium, and long-term timescale if a balanced budget is to be maintained.

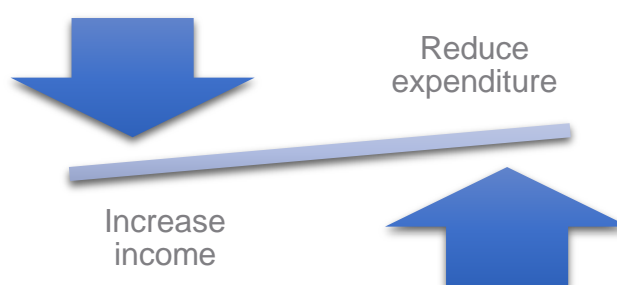
Should nothing change then future Service demands and cost pressures will significantly outstrip the resources available. The Council will need to continue to improve its productivity and efficiency in order to maintain and improve the Services provided, as well as continue to prioritise its spending. Decisions will have to be taken that will lead to funding reductions in lower priority areas to enable funding to be maintained elsewhere.

Whilst projections of Scottish Government core funding for local government are at best stagnant in cash terms, and reducing in real terms, councils still must meet ongoing and increasing cost commitments.

### Bridging the Budget Gap

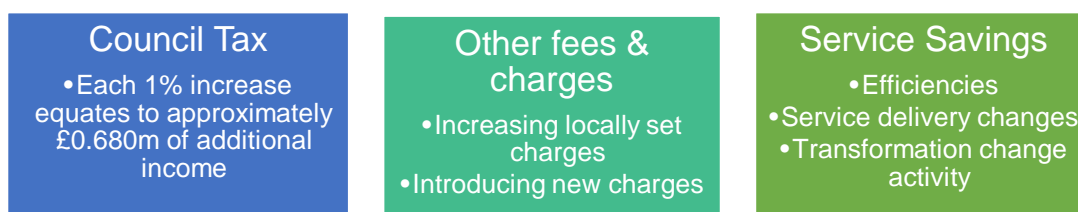
Section 3 of the report identifies a budget gap of £45.9m over the five-year period 2024-25 to 2028-29. Effectively there are only two ways to bridge this gap.

**Fig 10 – bridging the budget gap**



In reality the Council will have to do both and there are three main variables that impact on the budget gap.

**Fig 11 – budget variables**



### Council Tax Strategy

Council Tax income equates to approximately 20% of the councils funding each year. It is therefore an extremely important lever for raising additional funding and an important consideration for the budget strategy.

As part of this MTFP, the impact of a 3%, 5% and 7% increase has been modelled to understand the impact of increasing Council Tax as opposed to finding savings through

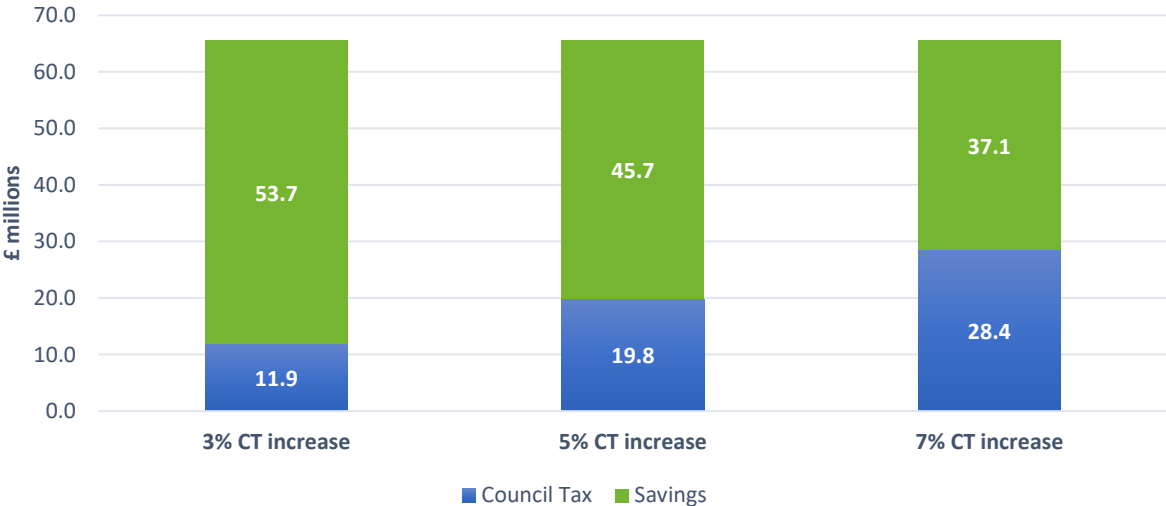
reduced service delivery. Fig 11 below shows the different levels of income that could be received dependant on which rates is applied across each year of the plan.

**Fig 12 – Council Income options**

Year	3% increase		5% increase		7% increase	
	Estimated CT income £m	Year on Year increase £m	Estimated CT income £m	Year on Year increase £m	Estimated CT income £m	Year on Year increase £m
<i>Base 2023-24</i>	67.2	-	67.2	-	67.2	-
2024-25	69.3	2.1	70.6	3.4	72.0	4.8
2025-26	71.6	2.3	74.4	3.8	77.3	5.3
2026-27	74.0	2.4	78.4	4.0	83.0	5.7
2027-28	76.5	2.5	82.6	4.2	89.1	6.1
2028-29	79.1	2.6	87.0	4.4	95.7	6.6
<b>Total Income</b>		<b>11.9</b>		<b>19.8</b>		<b>28.5</b>

The five-year budget gap information provided in Section 3 of the MTFP is based on a 5% increase each year of the plan. Should the uplift be varied to either 3% or 7% it would have the effect of either increasing (by £7.9m) or decreasing (by £8.7m) the projected five-year budget gap of £45.9m as shown in Fig 13 below.

**Fig 13 Council Tax increase compared to level of savings required**



When the Council Tax charge is increased, more households become eligible for Council Tax Reduction (CTR). At the end of financial year 2022-23 approximately 13.8% or 7,536 of chargeable properties were eligible for CTR. Of these the majority (93.4%) were in relation to Bands A to D.

The increase applied for 2024-25 and beyond is subject to Council approval however any decision regarding the level of increase in Council Tax will have direct impact on the level

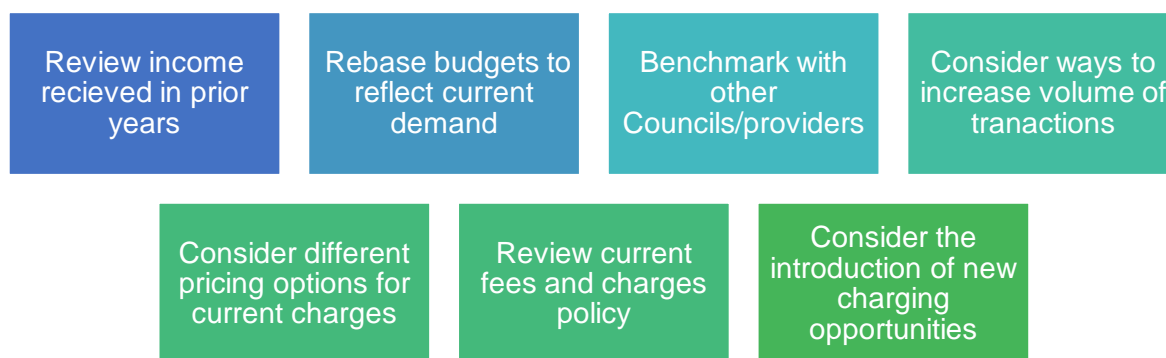
of savings needed to bridge the anticipated budget gap. Savings in whatever form they are agreed will inevitably impact on the level of service provided to the public.

### Fees & Charges Strategy

The Council receives income of around £13.9m (excluding HSCP) from fees and charges. Some of these charges are set on a statutory basis where the Council has no ability to change the rates set, however most fees and charges are set by the Council.

In order to maximise income generation opportunities available to the Council a review of current charges should be instigated alongside consideration of areas where new charges could be introduced. The review should initially focus on the most significant income streams and include the elements identified in Fig 14. This will include the exploration of new opportunities for income generation where possible where none are currently in place.

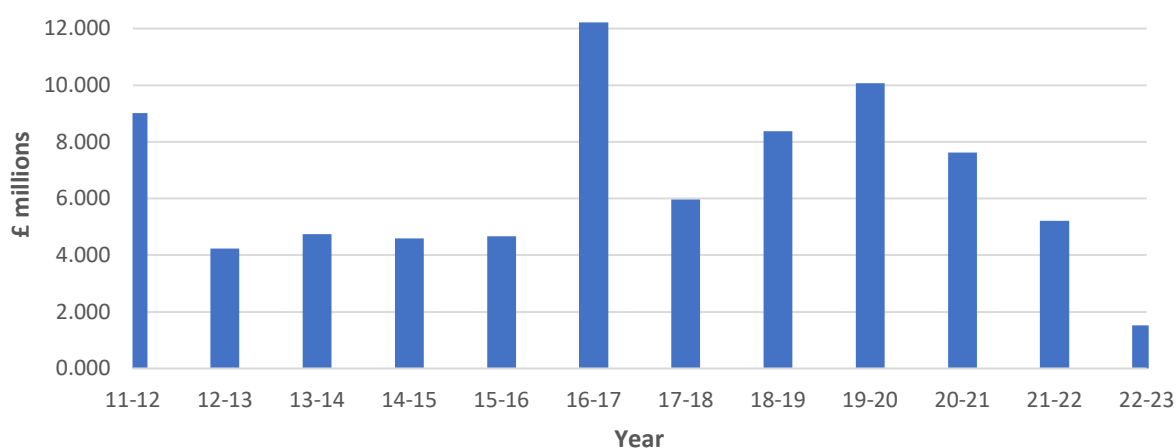
**Fig 14 - Income review considerations**



### Service Savings Strategy

The modelled funding gap of £45.9m represents around 13% of the current 2023-24 net budget. This is a significant level of savings that need to be achieved. The Council has a proven track record in achieving annual savings delivering just over £78.2 million in the period since 2011-12 (inclusive of HSCP savings).

**Fig 15 – savings achieved since 2011-12**



Further savings of £7.5m have also been included in the 2023-24 budget (inclusive of HSCP) and work is ongoing to ensure the targeted savings are achieved.

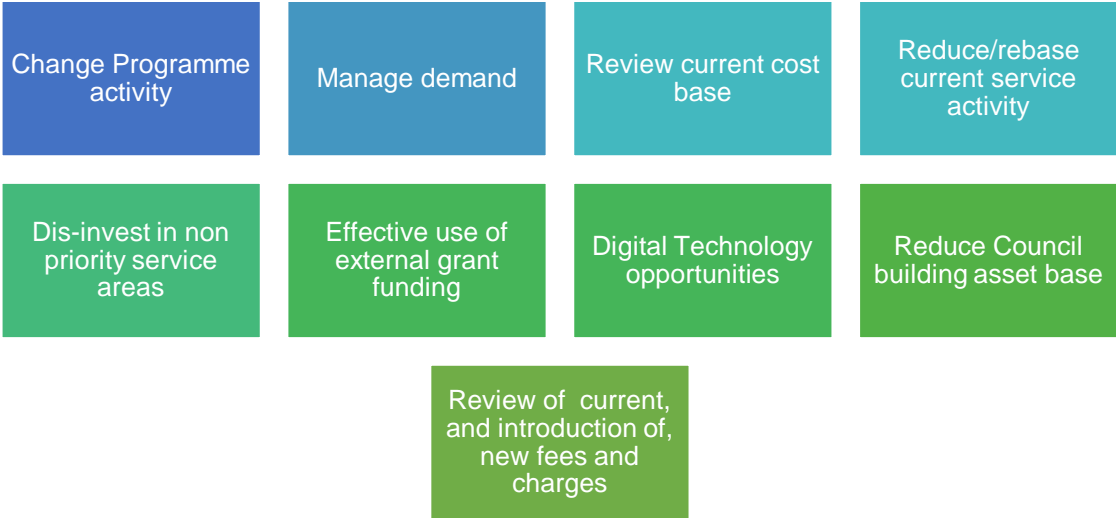
In addition to achieving savings of £78.2 million, a total of £17.2 million of useable reserves have been applied up to the end of 2022-23 to support the achievement of a balanced budget each year. A further £6,1m is being utilised in 2023-24.

In recent years, Enabling Services i.e., those that generally don't provide front line services, have been significantly reduced through budget savings and efficiencies. It is becoming evident that there is now limited scope to reduce these areas further without a significant negative impact on the services they provide to the frontline service providers.

Education Services, the largest service in the Council has in recent years been relatively protected from significant budget reductions either through local priorities or more recently through Scottish Government policy requirements, enforced through the threat of financial sanctions. Given the scale of the expenditure in Education Service, £126.4m in 2023-24 or 55% of the Councils overall net budget, excluding HSCP (39% if HSCP is included), it is not possible to get to a financially sustainable position without significant savings in this area of spend. The ability to achieve savings in this area will be dependent on Scottish Government decisions, particularly in relation to teacher numbers.

As identified in Section 3, the level of savings to be achieved in 2024-25 and 2025-26, £3.5m and £4.2m respectively, is relatively low compared to the £21.0m required in 2026-27. It is therefore essential that Members agree as part of the 2024-25 budget, not only a package of savings proposals that can be achieved in the short term in 2024-25 but also agree a Programme of Activity that identifies areas of work that the Council commits to commencing now to ensure the savings are available in later years. This Programme of Activity could include, but is not limited to the following:

**Fig 16 – Programme of Activity**



Any future decision made in relation to this activity should be clearly linked to the achievement of Council Priorities, with the foundation for this being to support the Council's duty to set a prudent, sustainable budget and to maintain appropriate levels of service provision to the public in line with the Council's legal obligations and agreed priorities.

Whilst acknowledging the likelihood of continued limitations in funding settlements and increasing cost pressures, the Council needs to continue to strive to achieve its key financial objectives including delivering a robust, sustainable, and balanced budget.



Although the Budget Strategy covers the five-year period until 2028-29, given the uncertainty around the financial planning landscape within which the Council operates, the Strategy will be subject to an annual refresh to ensure that it remains appropriate and relevant and enables the Council to respond to any future financial challenge.

## Appendix 1 – Key Assumptions

The following key assumptions have been used to establish the estimated budget gap for the five-year period 2024-25 to 2028-29.

Key assumption	Detail
1 – Scottish Government grant funding	A flat cash approach has been assumed for Scottish Government grant funding for all years of the plan, plus or minus any confirmed or anticipated funding changes.
2- Pay uplifts	A rate of 3% over the lifetime of the plan has been assumed in relation to pay uplifts.
3 – Pension contributions	Estimated savings in pension contributions will be spread over a two-year period, 2024-25 and 2025-26, until the contribution rate reverts back to the higher rate of 17.5% in 2026-27.
4 – Council tax	Council Tax rates will be uplifted by 5% for each year in the plan.
5 – Inflationary pressure	An estimate of inflationary uplift for 2024-25 has been calculated based on latest information, followed by inclusion of 75% of the 2024-25 uplift amount for the remainder of the years of the plan. The reduced amount in later years of the plan is to account for the anticipated reducing inflationary pressure.
6 – Debt Charges	The latest 2024-25 Period 6 monitoring report projections in relation to debt charges has been extrapolated across the period of the plan.
7 – PPP service concession retrospective saving	The agreed use of the PPP retrospective savings will remain in place for the period of the plan.
8 – HSCP contribution rate	The Council's contribution to the HSCP will continue on a flat cash basis, subject to any Scottish Government directed spend, but will be reduced by an appropriate amount for 2024-25 and 2025-26 to compensate for reduced pension contribution rates. In 2026-27 the contribution will be increased accordingly when the pension rate increases to 17.5%.
9 – Fees & Charges	Increase in income to be included in the budget through changes to pricing or the introduction of new charges will be included as part of the savings or efficiency measures rather than assuming a flat increase for all locally set charges.

## Appendix 2 – Budget gap - Income and Expenditure breakdown

The table below incorporates the various Key Assumptions provided in Appendix 1.

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Key Assumption ref.
Income						
Scottish government funding	269.6	269.6	269.6	269.6	269.6	<b>1</b>
Council Tax (5% uplift each year)	70.6	74.4	78.4	82.6	87.0	<b>4</b>
Use of PPP retrospective saving	4.0	3.0	3.0	-	-	<b>7</b>
<b>Total Income</b>	<b>344.3</b>	<b>347.0</b>	<b>350.0</b>	<b>352.2</b>	<b>356.7</b>	
Expenditure						
Base expenditure (assumes prior year saving achieved)	342.0	343.3	347.3	350.1	352.7	
Pay movement	(3.1)	2.6	18.6	6.2	6.3	<b>2 &amp; 3</b>
Inflationary pressure/Contract increase	6.0	4.5	4.5	4.5	4.5	<b>5</b>
Debt charge increase	2.9	0.8	0.6	1.1	0.7	<b>6</b>
<b>Total Expenditure</b>	<b>347.8</b>	<b>351.2</b>	<b>371.0</b>	<b>361.9</b>	<b>364.2</b>	
<b>Budget gap</b>	<b>3.5</b>	<b>4.2</b>	<b>21.0</b>	<b>9.7</b>	<b>7.5</b>	



**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Medium Term Financial Plan Update
Lead Officer (Name/Position/Email)	Tim Baulk, Head of Finance, ICT and Procurement – tim.baulk@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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-

Community or Groups of People	Negative Impacts	Positive impacts
Sex – (issues specific to women & men or girls & boys)	-	-
Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	Low
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Low





**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Organisations Development – Review of Staffing Arrangements**

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**1. Purpose**

1.1 The purpose of this report is to provide information on the work of the Organisations Development Team (OD) and to seek approval to create an additional Level 7 OD Assistant.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 notes the work and focus of the Organisations Development Team; and**

**2.1.2 approves the creation of 1 x Level 7 OD Assistant post.**

**3. Background**

3.1 The OD team carries out a range of activities to drive and support online learning and development; management and employee development; employee engagement; employee reward and recognition; workforce planning and digital skills. The delivery of a range of these projects is essential to the delivery of the corporate workforce plan. Details of work carried out by the team can be found at [Appendix 1](#).

3.2 In recent years the OD team has been impacted by a number of staff abstractions, including working in Covid response from 2020-2022, followed by the abstraction of 3 FTE in 2022 to bolster the Ukraine Support Team. The team has been almost fully re-established in recent months to focus on substantive OD work.

3.3 At its meeting of 1 March 2023, Council agreed to a saving of £100k from the OD Team and the Strategic Change Team budgets. To meet this saving, £50k was achieved from the OD budget by deleting a vacant Level 10 OD Advisor post.

3.4 Deleting the Level 10 post did not have a significant impact on the work or output of the OD team, as the former postholder had led on work to establish, write, design and deliver the South Ayrshire Magazine, to set up and manage external corporate social media channels and to carry out a range of activities related to internal and

external communications. This work transferred to the communications team in 2019. The post had remained vacant during the Covid period and to date.

- 3.5 The OD structure now consists of 3 x Level 10 Advisors; 2 x Assistants and 1 x Admin Assistant. In June 2023, ELT approved a temporary responsibility payment for the OD Admin Assistant to work at OD Assistant level (Level 7) for 12 months to support the delivery of OD projects, including workforce planning which was highlighted as an area for improvement by the Best Value Assurance Report in October 2021.
- 3.6 The postholder has played a key role in supporting a wide range of OD activities including supporting work to embed workforce planning within services in line with feedback from Audit Scotland, support for digital skills, staff development, online learning and COAST development. Administrative tasks have been subsumed and shared across the three OD Assistant roles and form a small part of their day-to-day work, with the focus of assistant roles being on supporting a range of OD projects. This staffing model has been working effectively and offers more flexibility and capacity in terms of the delivery of key projects.
- 3.7 The remaining £50,000 saving has been realised through the deletion of a vacant Project Implementation Officer post in the Strategic Change team. This follows the refocussing of the strategic change programme from 33 projects down to 14, agreed by Cabinet in June 2023.

#### **4. Proposals**

- 4.1 It is proposed that 1 x Level 7 OD Assistant post is created and funded by deleting 1 x OD Administrative Assistant post and using £7,972 from existing budgets within the service. The interview for the new Level 7 post will be ringfenced for the postholder of the deleted Level 5 admin post as per the Managing Change policy.

#### **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 proposal can be funded from existing budget within the service by deleting 1 x OD Administrative Assistant post (£34,109) and using £7,972 from an existing service staff development budget.

#### **7. Human Resources Implications**

- 7.1 The OD Assistant post will be created partly by deleting a Level 5 OD Admin post. The additional assistant post will therefore be ringfenced at interview for the substantive postholder of the Level 5 OD Admin Assistant role in line with the Council's policy on Managing Change.

#### **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 The risks associated with rejecting the recommendations are that there is reduced capacity and less flexibility in the substantive structure.

## 9. **Equalities**

9.1 The proposal contained in this report affects one postholder and a full EQIA is not required as the Managing Change policy (which was equality impact assessed at time of approval) will apply. Furthermore, an EQIA related to one postholder would reveal personal data.

## 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 Organisational Development is an enabling service.

## 13. **Results of Consultation**

13.1 Consultation has taken place with staff and Trade Unions and the contents of this report reflect any feedback provided.

13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, 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:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed By</i></b>
Carry out ring fenced recruitment for Level 7 post	31 December 2023	Service Lead - Organisational Development and Customer Services

**Background Papers**    **None**

**Person to Contact**      **Gillian Farrell, Service Lead - Organisational Development and Customer Services.**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 612712**  
**E-mail [gillian.farrell@south-ayrshire.gov.uk](mailto:gillian.farrell@south-ayrshire.gov.uk)**

**Date: 17 November 2023**

Organisational Development Staffing Proposals– Current and Planned Activity

Table 1 below provides a summary of activity carried out by the OD team.

Project	Key Activities	Coordinator	OD Advisor	OD Assistant
<b>Online Learning and Development</b>	In conjunction with subject matter experts, design and develop online learning modules. (COAST currently hosts 126 live online modules)		✓	✓
	Administer the corporate e-learning platform including initial account setup; password resets; data cleansing and liaising with Learn-Pro regarding any issues. (support for 2000 accounts May-Sept 2023)			✓
	Review, evaluate and report on online learning activities and feedback	✓	✓	✓
	Provide support and development to services in the use of the Manager's Scorecard and Course Booking system to record all learning activities. (sessions delivered to 23 services July- September 2023)		✓	✓
<b>Learning and Development</b>	Develop a range of targeted interventions using tools such as MBTI to support services as required.	✓	✓	
	Coordinate the Course Booking System for non-digital corporate learning events including creating and scheduling courses.			✓
	Work with services to coordinate the development and delivery of a corporate leadership development programme aimed at newly appointed Service Leads and Coordinators.	✓	✓	
	Coordinate and support the development of leadership development activities including Leadership Engagement Events and workshops.	✓	✓	✓
	Liaise with services to develop and deliver as appropriate service specific management/ employee development programmes.	✓	✓	✓
	Coordinate and administer the workforce development fund, liaising with internal services, ELT and Ayrshire College.		✓	✓
<b>Employee Engagement</b>	Develop and implement employee engagement surveys, analysing and reporting on findings. ( corporate survey developed for launch late 2023/ early 2024)	✓	✓	✓
	Facilitate focus groups corporately and at service level as appropriate to obtain targeted employee engagement feedback as required.		✓	✓
<b>Employee Reward and Recognition</b>	Coordinate and administer nominations for a range of external awards including APSE; COSLA and SPSA.		✓	✓
	Coordinate, design, deliver and run The Outstanding People Awards including coordinating the nomination process, communications, event management, speechwriting, filming and video creation.	✓	✓	✓
	Coordinate, design and deliver employee long service award ceremony.	✓	✓	✓

<b>Project</b>	<b>Key Activities</b>	<b>Coordinator</b>	<b>OD Advisor</b>	<b>OD Assistant</b>
	Coordinate/ support a range of targeted employee engagement activities.	✓	✓	✓
<b>Workforce Planning</b>	Develop the Council and HSCP 3- year workforce plans and associated action plans.	✓		
	Co-ordinate annual updates and associated reporting (Council – Panel and Cabinet, HSCP – IJB and SG).	✓		
	Represent the Council and HSCP at national workforce planning forums (SPDS/ SG etc.).	✓		
	Provide OD input into corporate change/review project teams and working groups.	✓		
	Develop, co-ordinate and deliver workforce and succession planning training and toolkits.	✓		
	Develop directorate workforce planning reports and workforce profiles.	✓		✓
	Develop and oversee exit and starter survey process.	✓		✓
	Support Council and HSCP services in completing templates and matrixes.			✓
	Undertake information gathering and data analysis.			✓
	Complete and issue workforce profiles.			✓
	Develop reporting/Excel dashboards for exit and starter surveys and the Employee Opinion Survey.			✓
	Support Services to identify and develop internal career pathways.	✓	✓	✓
		Develop annual workforce equality monitoring report.	✓	✓
	Develop and implement the corporate digital skills survey and assist services to complete the competency framework and identify digital skills gaps.	✓	✓	✓
	Develop and implement the corporate digital skills competency framework.	✓		
	Develop training solutions with services, focused on supporting frontline and operational employees.	✓	✓	✓
<b>Graduate Internships</b>	Coordinate graduate internship programmes,	✓	✓	

**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Financial Inclusion Strategic Development**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval to advance work for the progression of activity supporting Financial Inclusion, culminating in a Financial Inclusion Strategy.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 agrees that the unallocated funds from the Covid 19 Recovery project (£1.055m) and LACER funding are utilised to support Financial inclusion activity across a range of Council Service Departments and key partners via the Financial Inclusion Strategic Development Partnership;**
- 2.1.2 agrees that the Council's financial inclusion work is strategically aligned to the new Local Outcomes Improvement Plan and delivered through the Financial Inclusion and Growth Strategic Delivery Partnership; and**
- 2.1.3 agrees that, subject to meeting the assessment criteria, identified projects considered for support under Financial Inclusion be brought back to the Cabinet for final approval and endorsement.**

**3. Background**

- 3.1 At its meeting on 29 August 2023, Cabinet agreed that £1.055m of Covid 19 reserves are remitted to the Financial Inclusion Member/ Officer Working Group (MOWG) to support the wider agenda of sustainable financial Inclusion.
- 3.2 South Ayrshire Council and its partners recognise the importance of ensuring that all of our citizens have the skills, knowledge and support to help make the most of their money and share in the region's growth. Critical to any developing strategy on Financial Inclusion will be working in partnership through our Community Planning partnerships, to provide access to good quality advice and affordable financial products and services that can support people across our wider communities.
- 3.3 Key considerations in developing our strategic approach will be:



- Breaking the cycle of debt and dependency;
- Reducing Child Poverty across South Ayrshire;
- A reduction in the number of people in crisis through early intervention.
- Preparing people for employment, training, education and volunteering opportunities and creating opportunities, that will assist our communities to thrive through economic development and local wealth building activity.

3.4 In April 2023 the Community Planning Partnership Board agreed a new structure that recognised the importance of locality-based service delivery but also acknowledged that some issues remain ‘population wide’ and require a collaborative multi-agency approach.

3.5 These population wide issues are addressed by five Strategic Delivery Partnerships (SDPs) who report directly to the Community Planning Board and are chaired by representatives from the Council and other partner agencies. One of the SDPs is focused on Financial Inclusion and Growth and is chaired by the Service Lead for Thriving Communities.

3.6 The Community Planning Partnership is in the process of refreshing it’s Local Outcome Improvement Plan (LOIP) and financial inclusion has been identified as a key priority. The draft LOIP priorities are due to be considered by the CP Executive in November with public consultation planned early in 2024.

3.7 Work is also taking place within the CPP to develop a new Child Poverty Strategy (supported by Public Health Scotland) – once developed and approved, reporting on the strategy will take place via the Financial Inclusion and Growth SDP, ensuring alignment of the strategy and ongoing Financial Inclusion work and the Children’s Service Plan.

#### **4. Proposals**

4.1 To assist with the ongoing cost of living and support with financial inclusion, it is proposed that Service Leads are asked to consider and submit proposals for review by the Director of Strategic Change and Communities, that support financial inclusion, by utilising the Financial Inclusion funding (formerly Covid Recovery monies).

4.2 SAC proposals will be initially assessed by Assistant Directors and the Financial Inclusion MOWG will be consulted for their views on these proposals. The Director of Strategic Change and Communities will then bring back a report to the Cabinet confirming the final proposals it is proposed the Council supports from the Financial Inclusion funding for approval. An assessment matrix has been developed in order to consider proposals.

4.3 The Council has an important role to play in increasing financial inclusion but it is recognised that collaboration with partners on agreed priorities will be vital in reducing inequalities and improving outcomes for the residents of South Ayrshire. It is therefore proposed that the Financial Inclusion and Growth (SDP) will also be invited to identify areas of work or projects that align to the LOIP priorities and can be delivered in collaboration with partners including the 3<sup>rd</sup> sector. Projects will be assessed by the members from the Financial Inclusion and Growth SDP and

progress will be monitored by the SDP and reported to the CPP Board and the MOWG.

- 4.4 It is therefore proposed that the Council collaborates with CP partners to develop shared strategic priorities and associated actions through the LOIP development process in support of any Financial Inclusion Strategy.

## **5. Legal and Procurement Implications**

- 5.1 Legal will draft any agreements with third parties or grant agreements where provided with instructions by the service to do so.
- 5.2 There are no procurement implications arising from this report

## **6. Financial Implications**

- 6.1 Work supporting projects supporting Financial Inclusion will be funded through £1.055m of Covid 19 reserves as agreed by Cabinet in August 2023.

## **7. Human Resources Implications**

- 7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

- 8.1.1 There are no risks associated with adopting the recommendations

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

- 8.2.1 There is a risk that if the recommendations are rejected then the uncommitted Covid 19 reserves will remain unused in the support of the wider financial inclusion agenda.

## **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 1](#).

## **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 Priority 4 of the Council Plan: Efficient and effective enabling services.

## 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 Ian Davis, Portfolio Holder for Finance, ICT and Procurement, and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with Councillor Julie Dettbarn, Chair of the Financial Inclusion MOWG, and the contents of this report reflect any feedback provided by the Financial Inclusion MOWG.

## 14. Next Steps for Decision Tracking Purposes

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Assess and determine project priorities	31 January 2024	Assistant Director - Communities
Align with SDP CPP priorities	30 April 2024	Assistant Director - Communities

**Background Papers**     **Report to Cabinet of 29 August 2023 - [Covid-19 Recovery Project and LACER Funding Review](#)**

**Person to Contact**     **George Hunter, Assistant Director - Communities**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01232 612994**  
**E-mail: [George.Hunter@south-ayrshire.gov.uk](mailto:George.Hunter@south-ayrshire.gov.uk)**

**Jamie Tait, Service Lead, Thriving Communities**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 612994**  
**E-mail [jamie.tait@south-ayrshire.gov.uk](mailto:jamie.tait@south-ayrshire.gov.uk)**

**Date: 21 November 2023**

**South Ayrshire Council  
Equality Impact Assessment  
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

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### 1. Policy details

Policy Title	Financial Inclusion Strategic Development
Lead Officer (Name/Position/Email)	Jamie.Tait@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	-	✓
Disability	-	✓
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	✓
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	✓
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	✓

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	✓
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)
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	High
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	High
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	High

Improve the health and wellbeing of particular communities or groups	High
Promote the human rights of particular communities or groups	High
Tackle deprivation faced by particular communities or groups	High

### 5. Summary Assessment

<b>Is a full Equality Impact Assessment required?</b> (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b> )	<b>NO</b> <input type="checkbox"/>
<b>Rationale for decision:</b>  <b>Members' decision on this has no specific equality implications</b>	
<b>Signed :</b> George Hunter                      Assistant Director Communities  <b>Date:</b> 13 November 2023	

**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Cabinet  
of 28 November 2023**

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**Subject: Housing Capital Programme 2023/24: Monitoring  
Report as at 30 September 2023**

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**1. Purpose**

1.1 The purpose of this report is to update Cabinet on the actual capital expenditure and income, together with progress made on the Housing Capital Programme projects as at 30 September 2023 (Period 6), and to agree the changes to budgets in 2023/24, 2024/25 and 2025/26.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

**2.1.1 notes the progress made on the delivery of the Housing Capital Programme to 30 September, resulting in spend of £19,108,384 or 24.88%, as detailed in Appendix 1;**

**2.1.2 approves the adjustments contained in Appendix 2; and**

**2.1.3 approves the revised budget for 2023/24 at £72,047,503, and in-year adjustments in 2024/25 and 2025/26 as highlighted in Appendix 2.**

**3. Background**

3.1 The Housing Capital Programme for 2023/24 to 2027/28 was approved by South Ayrshire Council of 1 March, 2023 through the paper 'Housing Revenue Account (HRA) – Revenue Budget 2023/24 and Capital Budget 2023/24 to 2027/28'.

3.2 Adjustments were approved by Cabinet of 30 August, 2023 and incorporated into the Programme.

3.3 The current approved budget for 2023/24 is £76,808,072.

**4. Proposals**

4.1 The contract for 4 Nr Full and 205 Nr Partial Modernisations: Maybole, Tarbolton, Ayr, Kirkoswald (H23112) started on site on the 1<sup>st</sup> July and is anticipated to complete in December, 2023.



- 4.2 The contract for 266 Nr Kitchen and Boiler Replacements: Ballantrae, Girvan, Mossblown, Ayr, Prestwick and Tarbolton (H23113) started on site on 4<sup>th</sup> September and is anticipated to be complete by 28<sup>th</sup> November 2023.
- 4.3 Surveys have been completed by the Managing Agent for the contract to 97 Nr Full Modernisations: Ayr (H24111). The contract has been awarded and the works started on site on the 13<sup>th</sup> November with completion anticipated in February 2024.
- 4.4 Surveys are currently being undertaken for the contract to 221 Nr Kitchen and Heating Replacements: Ayr Crosshill, Dundonald, Mossblown, Prestwick, Symington & Troon (H24112). The estimated start date of the works is 29<sup>th</sup> January with completion by April 2024.
- 4.5 Surveys are planned for the contract to 328 Nr Kitchen and Boiler Replacements: Annbank, Ayr, Ballantrae, Barr, Barrhill, Colmonell, Crosshill, Dailly, Dundonald, Dunure, Kirkmichael, Kirkoswald, Maidens, Maybole, Minishant, Mossblown, Prestwick & Troon (H24113). The estimated site start date is February with completion by the end of May 2024.
- 4.6 A number of 2023/24 annual programmes of work have started on site and are progressing well, including Addressing Dampness and Condensation, Central Heating Replacement and Replacing Double Glazed Units and Doors.
- 4.7 The project for External Fabric Upgrades to 167 Properties - Dailly, Prestwick, Troon, Symington & Ayr is now complete.
- 4.8 A new contract is planned for External Fabric Upgrades to 170 Properties - Maybole and Prestwick (H24114) and initial survey work has been completed and a tender has been negotiated through the Procurement for Housing (PfH) Framework. Site start is anticipated in January 2024.
- 4.9 Works continue to progress on site for the planned window replacement programmes for 223 addresses in Ayr and Prestwick and 82 addresses in Ayr and Girvan as part of the 2022/23 programme.
- 4.10 The new programme developed for Window Replacement Works for 2023/24, covering 324 Properties in Ayr, Girvan, Maybole, Monkton & Prestwick, is progressing with initial surveys undertaken and works now started on site.
- 4.11 A number of projects are being progressed under the Energy Efficiency / HEEPS ABS line. Works in Tarbolton are complete. Works started on site in Girvan/Dailly are scheduled to be completed by December. The programme of works to Kincaidston started on site in March with anticipated completion in December. The contract for Dalmilling has also been awarded with an anticipated completion date of March 2024.
- 4.12 The major new build programme at Mainholm in Ayr continues on site, with Phases 1 and 2 handed over in August 2023. Design and development works are complete in relation to the New Housing Development at St Ninians Primary School Site - Affordable Housing.
- 4.13 The new build development – Site of Former Riverside Flats, Ayr (H21101) started on site in October 2023 with overall completion scheduled in May 2025.

4.14 The project information contained in Appendix 1 has been broken down over the Council wards and a document showing this has been made available to Members in the Members' area (Hub) on Re-Wired (see background papers).

4.15 Appendix 2 details budget adjustments being put forward for approval by Cabinet as part of the Period 3 report. These adjustments include (a) internal re-allocations of budgets between projects in 2023/24, 2024/25 and 2025/26; and (b) reflection of grant income received in 2023/24 from Scottish Government in relation to Buy Backs.

## **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 Per Table 1 of Appendix 1, at the end of P6, actual expenditure stood at £19,108,384. Income for this period stood at £19,108,384. Based on the budget of £76,808,072, actual expenditure of £19,108,384 equates to an overall spend of 24.88% at the end of Period 6.

6.2 Proposals contained in this report, if approved, would lead to a revised 2023/24 programme of £72,047,503 with in-year adjustments to budgets in either 2024/25 or 2025/26 having a NIL overall effect.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### ***Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

### ***Risk Implications of Rejecting the Recommendations***

8.2.1 The risk associated with rejecting the recommendations are that insufficient funds would exist in financial years 2023/24, 2024/25 and 2025/26 in relevant budget lines to complete planned Housing capital projects.

## **9. Equalities**

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document

otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## 11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 2 of the Council Plan: Live, Work, Learn.

## 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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, 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 Depute Chief Executive and Director of Housing, Operations and Development 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
Process adjustments to the Housing Capital Programme	12 December 2023	Corporate Accounting - Treasury / Capital Function

**Background Papers**    **Report to Cabinet of 20 June 2023 – [Housing Capital Programme 2022/23: Monitoring Report as at 31 March 2023](#)**

**Report to Cabinet of 29 August 2023 – [Housing Capital Monitoring Report 2023/24: Monitoring Report as at 30 June 2023](#)**

**[Housing Capital Programme 2023/24 – Period 3 – Ward Analysis \(Members Only\)](#)**

**Person to Contact**    **Pauline Bradley, Service Lead - Professional Design Services  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612858  
E-mail [pauline.bradley@south-ayrshire.gov.uk](mailto:pauline.bradley@south-ayrshire.gov.uk)**

**Date:** 21 November 2023

**HOUSING CAPITAL MONITORING REPORT  
PERIOD 6 2023/24**

Key Strategic Objective	Approved Budget 2023/24 £	Projected to 31st March, 2024 £	Actuals at P6 £	Detailed Project Information	2024/25 Approved Budget £	2025/26 Approved Budget £
Major Component Replacement	23,786,987	20,704,226	6,052,954	See Section on 'Major Component Replacement'	7,500,000	7,500,000
Contingencies	39,000	39,000	0	See Section on 'Contingencies'	269,000	269,000
Demolitions	1,061,733	1,061,733	17,227	See Section on 'Demolitions'	0	0
Structural and Environmental	6,230,522	4,733,320	1,281,114	See Section on 'Structural and Environmental'	2,349,901	2,349,901
Other Capital Expenditure	45,689,830	45,509,224	11,757,090	See Section on 'Other Capital Expenditure'	27,686,223	15,287,839
<b>TOTAL PROGRAMME EXPENDITURE</b>	<b>76,808,072</b>	<b>72,047,503</b>	<b>19,108,384</b>		<b>37,805,124</b>	<b>25,406,740</b>
CFCR	7,510,000	7,510,000	7,510,000	See Section on 'Income'	5,967,000	5,478,000
Draw on Accumulated Surplus	950,000	0	0	See Section on 'Income'	0	0
Borrowing	54,332,869	48,191,051	4,979,517	See Section on 'Income'	31,838,124	19,928,740
Reserves	0	0	0	See Section on 'Income'	0	0
Scottish Government Funding	14,015,203	14,980,484	6,504,188	See Section on 'Income'	0	0
2nd Homes Council Tax	0	1,182,281	0	See Section on 'Income'	0	0
Commuted Sums	0	183,687	35,705	See Section on 'Income'	0	0
Other Income	0	0	78,974	See Section on 'Income'	0	0
<b>TOTAL PROGRAMME INCOME</b>	<b>76,808,072</b>	<b>72,047,503</b>	<b>19,108,384</b>		<b>37,805,124</b>	<b>25,406,740</b>

<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>0</b>	<b>0</b>
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<b>Contingencies</b>
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Approved Budget 2023/24	Projected to 31st March, 2024	Actuals at P6	Key Project Milestone
£	£	£	

2024/25 Approved Budget	2025/26 Approved Budget
£	£

<b><u>Project Budgets 2023/24: - Approved at Cabinet of 20th June, 2023</u></b>
Contingencies

39,000	39,000	0	N/A
<b>39,000</b>	<b>39,000</b>	<b>0</b>	

269,000	269,000
<b>269,000</b>	<b>269,000</b>

<b>Demolitions</b>
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Approved Budget 2023/24	Projected to 31st March, 2024	Actuals at P6	Key Project Milestone
£	£	£	

2024/25 Approved Budget	2025/26 Approved Budget
£	£

<b>Project Budgets 2023/24: - Approved at Cabinet of 20th June, 2023</b>
Demolition of Lockups
1 - 20 Miller Terrace & 32 - 78 Dailly Road (Even Numbers) Maybole
Demolition of Riverside Flats
<b>1,061,733</b>

214,703	214,703	0	Complete / Design & Tender
57,382	57,382	0	Complete
789,648	789,648	17,227	On Site
<b>1,061,733</b>	<b>1,061,733</b>	<b>17,227</b>	

0	0
0	0
0	0
0	0
<b>0</b>	<b>0</b>



**Structural and Environmental**

Approved Budget 2023/24	Projected to 31st March, 2024	Actuals at P6	Key Project Milestone
£	£	£	

2024/25 Approved Budget	2025/26 Approved Budget
£	£

<b>Project Budgets 2023/24: - Approved at Cabinet of 20th June, 2023</b>
<b><u>New Projects 2023/24</u></b>
External Fabric Upgrades to 170 Properties - Maybole and Prestwick
H22117-Stock Conditions Survey - Wallacetown Area
<b><u>Projects Carried From Previous Years</u></b>
External Fabric Upgrades to 167 Properties - Dailly, Prestwick, Troon, Symington & Ayr
Stabilisation Works at Main Road, Ayr
Re-roofing and External Fabric Upgrades Contract 1: 71Nr Properties Various Locations

3,227,378	2,027,378	55,207	Design and Tender
1,641	1,641	1,641	Complete
2,393,845	2,393,845	1,220,961	Complete
375,000	75,000	508	Legally Committed
130,119	130,119	0	Complete

0	0
0	0
0	0
0	0
0	0

Re-roofing and External Fabric Upgrade - 93 Properties in Dundonald & Tarbolton (H20101)
Window Replacement Programme 2019-20 Dailly, Dunure, Maidens, Old Dailly, Pinmore, Tarbolton & Turnberry
<b><u>Unallocated Balance - 2023/24, 2024/25 and 2025/26 - Structural and Environmental</u></b>
Unallocated Structural and Environmental Balance

0	0	0	Complete
	2,798	2,798	
102,539	102,539	0	Concept
<b>6,230,522</b>	<b>4,733,320</b>	<b>1,281,114</b>	

0	0
2,349,901	2,349,901
<b>2,349,901</b>	<b>2,349,901</b>



<b>Income</b>
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Approved Budget 2023/24	Projected to 31st March, 2024	Actuals at P6	Variance	Key Project Milestone
£	£	£	£	

2024/25 Approved Budget	2025/26 Approved Budget
£	£

<b>Project Budgets 2023/24: - Approved at Cabinet of 20th June, 2023</b>
<b>Funding Type</b>
CFCR
<i>Draw on Accumulated Surplus</i>
<i>Borrowing</i>
<i>Reserves</i>
<i>Scottish Government Funding</i>
<i>2nd Homes Council Tax</i>
<i>Commuted Sums</i>
<i>Other Income</i>
<b>TOTAL FUNDING</b>

7,510,000	7,510,000	7,510,000	0	Income
950,000	0	0	950,000	Income
54,332,869	48,191,051	4,979,517	49,353,352	Income
0	0	0	0	Income
14,015,203	14,980,484	6,504,188	7,511,015	Income
0	1,182,281	0	0	Income
0	183,687	35,705	-35,705	Income
0	0	78,974	-78,974	Income
<b>76,808,072</b>	<b>72,047,503</b>	<b>19,108,384</b>	<b>57,699,688</b>	

5,967,000	5,478,000
0	0
31,838,124	19,928,740
0	0
0	0
0	0
0	0
<b>37,805,124</b>	<b>25,406,740</b>

Request For Budget Adjustments		Advanced/ (Carry Forward) from/to 2023-24 £	Release Back 2023-24 £	In Year Budget Amendments 2023-24 £	Additional Budget 2023-24 £	Projected 2023-24 Budget £	Proposed Revised 2024-25 Budget £	Proposed Revised 2025-26 Budget £
<b>Revised Total Budgets as approved by Cabinet of 20th June 2023</b>						76,808,072	37,805,124	25,406,740
1	South Ayrshire Council on the 1st March, 2023, approved the paper 'Housing Revenue Account (HRA) – Revenue Budget 2023/24 and Capital Budget 2023/24 to 2027/28', which set the Capital Programme for the five years 2023/24 to 2027/28.  Budget adjustments to the programme have been approved through: - - P12 Capital Monitoring report, approved by Cabinet of the 20th June, 2023; - P3 Capital Monitoring report, approved by Cabinet of the 29th August, 2023. All adjustments approved have been incorporated into the P6 report.							
2	Special Council of 15th September, 2023, approved the paper 'Affordable Housing - Riverside Place, Ayr'. Section 6.3 of this report details the revised budget of £17,288,527 that has been approved for the project. It is requested that this be reflected as detailed below: - - New Build - Riverside Place, Ayr				1,979,816	1,979,816	0	0
3	It is requested that budgets be carried forward from 2023/24 to 2024/25 to reflect current project profiling as detailed below: - <b>Major Components</b> - 221 Nr Kitchen and Heating Replacements: Ayr, Crosshill, Dundonald, Mossblown, Prestwick, Symington & Troon (H24112) - 328 Nr Kitchen and Boiler Replacements: Annbank, Ayr, Ballantrae, Barr, Barrhill, Colmonell, Crosshill, Dailly, Dundonald, Dunure, Kirkmichael, Kirkoswald, Maidens, Maybole, Minishant, Mossblown, Prestwick & Troon (H24113)  - Partial Internal Modernisation Works 2020/21 - 50 Nr Properties in Girvan (H20127) - Upgrading of Lock-ups (H19124) - Replacement PIV's Identified Through FET Programme (H24125) <b>Structural and Environmental</b> - External Fabric Upgrades to 170 Properties - Maybole and Prestwick (H24114) <b>New Builds</b> - St Ninian's Primary School Site - Affordable Housing	(500,000)				(500,000)	500,000	0
		(1,000,000)				(1,000,000)	1,000,000	0
		(1,000,000)				(1,000,000)	1,000,000	0
		(100,000)				(100,000)	100,000	0
		(250,000)				(250,000)	250,000	0
		(1,500,000)				(1,500,000)	1,500,000	0
		(3,000,000)				(3,000,000)	3,000,000	0
4	A number of adjustments are requested as (a) there are a number of projects where budgets are no longer required as final accounts have been settled and projects completed; (b) other projects where additional funds are required to complete works; - Partial Internal Modernisation Works 2020/21 - 50 Nr Properties in Girvan (H20127)				(380,000)	(380,000)	0	0

	- 4 Nr Full and 205 Nr Partial Modernisations: Maybole, Tarbolton, Ayr, Kirkoswald and Troon (H23112)			(70,000)		(70,000)	0	0
	- 266 Nr Kitchen and Boiler Replacements: Ballantrae, Girvan, Mossblown, Ayr, Prestwick and Tarbolton (H23113)			(150,000)		(150,000)	0	0
	- Capital Element of Works Undertaken In Void Properties (H15119)			600,000		600,000	0	0
	- Unallocated Structural and Environmental Balance 2024/25					0	(300,000)	
	- External Fabric Upgrades to 170 Properties - Maybole and Prestwick (H24114)	300,000				300,000		
	- Full Internal Modernisations 2020/21 - 160 Nr Properties in Ayr and Maybole (H20123)			274		274	0	0
	- Sprinkler, Lift and Fire Alarms - Surveys and Upgrades (H19128)			35,000		35,000		
	- Major Component Replacements - Unallocated.			(35,274)		(35,274)	0	0
	- Window Replacement Programme 2019-20 Dailly. Dunure, Maidens, Old Dailly, Pinmore, Tarbolton & Turnberry (H20102)			2,798		2,798	0	0
	- Unallocated Window Replacement Budget 2023/24			(2,798)		(2,798)	0	0
	- Window Replacement Programme 2022/23 - Batch 3 - 82 Addresses in Ayr and Girvan (H23127)			272,624		272,624	0	0
	- Window Replacement Programme 2021/22 - 397 Properties in Ayr, Coylton, Girvan, Mossblown and Troon (H22115)			(272,624)		(272,624)	0	0
	- Window Replacement Programme 2023/24 - 324 Properties in Ayr, Girvan, Maybole, Monkton (H23131)			3,362		3,362	0	0
	- Window Replacement Programme 2023/24 - 324 Properties in Ayr, Girvan, Maybole, Monkton & Prestwick (H24116)			(3,362)		(3,362)	0	0
	- 97 Nr Full Modernisations, Ayr (H24111)		(232,761)			(232,761)	0	0
	- Stabilisation Works at Main Road, Ayr (H20117)		(300,000)			(300,000)	0	0
5	It is requested that New Build Unallocated budget be utilised from 2023/24 for the additional costs as detailed below: - - New Builds - LDP2 Sites Unallocated 2023/24, 2024/25 & 2025/26 - Buy Back Properties			(719,538)		(719,538)		
				719,538		719,538		0
6	Further budget is required for two completed new build projects, where it was anticipated that there were no further charges and consequently, funding was returned to the programme through the P12 report. Final invoices have been received and it is requested new budget be allocated, funded through borrowing, as detailed below: - - Main Street, Prestwick - Ladyland Road, Maybole							
					4,425	4,425		
					620	620	0	0
7	Paper approved at Cabinet 29th June 2023 to move asset St Ninians Primary Site from General Services to HRA. Additional budget added for demolition costs. Also Budget and associated costs moved in relation to soft strip prior to demolition  - St Ninian's Primary School Site - Affordable Housing - St Ninian's Primary School Site - Affordable Housing							
					46,000	46,000		
					791,331	791,331		
		(7,050,000)	(532,761)	0	2,822,192	(4,760,569)	7,050,000	0
<b>TOTAL REVISED BUDGET</b>						<b>72,047,503</b>	<b>44,855,124</b>	<b>25,406,740</b>

## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Monitoring of Housing Capital Programme
Lead Officer (Name/Position/Email)	Pauline Bradley, Service Lead, Professional Design Service <a href="mailto:pauline.bradley@south-ayrshire.gov.uk">pauline.bradley@south-ayrshire.gov.uk</a>

**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



<b>Community or Groups of People</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
Sex – (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 i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

<b>Socio-Economic Disadvantage</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	No
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	No	No
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	No	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	No
Socio-economic Background – social class i.e. parent’s education, employment and income	No	No

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

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



**South Ayrshire Council**

**Report by Director of Strategic Change and Communities  
to Cabinet  
of 28 November 2023**

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**Subject: Thriving Communities Service Review and Funding Available in 2023/24**

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**1. Purpose**

- 1.1 The purpose of this report is to provide Cabinet with an update on Thriving Communities Service Review 2023/24; and details of the overall funds available to Thriving Communities during 2023/24.

**2. Recommendation**

**2.1 It is recommended that the Cabinet:**

- 2.1.1 **approves the proposals outlined at 4.1 to ensure Thriving Communities meet their Service Review savings target of £300,000;**
- 2.1.2 **notes the intended use of Thriving Communities funding for 2023/24 (Appendix 2);**
- 2.1.3 **notes Thriving Communities will undertake a further Service Review in 2025/26 to identify further savings opportunities.**

**3. Background**

- 3.1 At [Council](#) on 1 March 2023, Thriving Communities were asked to identify savings of £517,665. This includes £300,000 savings as part of a Service Review. Savings have been identified from across the Thriving Communities service.
- 3.2 On June 2023, Cabinet requested, given the significant movement on earmarked funds within Thriving Communities (outlined at 4.1.4 of the Budget Management Report), that a report be brought forward to Cabinet reviewing the overalls funds available to Thriving Communities and the planned use of this funding during 2023/24. (Details of earmarking as approved at Cabinet on 20 June 2023 provided in Appendix 1, and intended use of Thriving Communities funding for 2023/24 provided in Appendix 2.)
- 3.3 Temporary employability funding through No One Left Behind is managed through South Ayrshire's [Local Employability Partnership](#) (LEP) (details in Appendix 3). The Grant Offer letter from Scottish Government states *'It is the responsibility of the grantee (SAC), as Lead Accountable Body (LAB) to ensure that Local Employability Partnerships (LEPs) are utilising the grant funding to deliver the employability*

*support required to achieving their priorities as described within the local 3-Year Delivery Plan and outlined in the Annual Investment Plan (AIP)'.*

3.4 Temporary funding from **sportscotland** is managed through the Partnership Agreement between SAC and **sportscotland** to identify, plan and deliver shared priorities for sport and physical activity. Specifically, the investment supports the following priorities:

- Planning for sport;
- Active Schools;
- Community Sports Hubs;
- Equality, diversity and inclusion; and
- Places.

#### 4. Proposals

4.1 In order to meet the savings target of £300,000 - 5.88fte - will be deleted from the Thriving Communities structure. Details of the posts being removed are shown in Appendix 1 . The removal of the 5.88fte results in a saving of £206,854 (£184,908 permanent and £21,946 temporary).

4.2 In addition to the removal of budgets relating to 5.88 FTE's, £100,000 that was used as employability match funding for the European Social Fund (ESF) from 2016-2023, will be deleted from employability's core budget in order to meet savings target.

4.3 The ESF Programme Lead position is permanent, however there is no core budget attached to the post due to it being funded through ESF from April 2016 to September 2023 and SAC Reserves from October 2023 to March 2024. This post will be deleted as part of the Service Review. There is no permanent saving derived from this change.

4.4 Within the 5.88fte posts being deleted as noted in 4.1 above, one post (0.38fte) is only a temporary saving to March 2025 due to the employee carrying out a Team Leader position through UKSPF Multiply.

4.5 Work is ongoing to identify permanent savings of £15,091 to meet the permanent savings target of £300,000 beyond March 2025.

4.6 The intended use of Thriving Communities funding for 2023/24 (Appendix 2) allows for the continuation of programmes, funded through external funding, including programmes that support marginalised groups and vulnerable young people and adults. A summary of the breakdown of funds available contained in appendix 2 is shown below:

Description	Permanent core budget £	Temporary budgets in 2023-24 £	Total budget available 2023-24 £
Employability	1,268,568	2,802,843	4,071,411
Communities	2,180,176	1,105,913	3,286,089
Health & Wellbeing	676,660	84,994	761,654
Halls & Comm Ed Centres	233,930	-	233,930
<b>Total</b>	<b>4,359,334</b>	<b>3,993,750</b>	<b>8,353,084</b>

4.7 During 2025/26, Thriving Communities will undertake a further Service Review to identify opportunities for additional permanent efficiency savings.

## 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 Service Review savings target of £300,000 has been met to March 2024.

Description	£
5.88fte staff reductions	206,854
Employability match funding	100,000
<b>Total</b>	<b>306,854</b>

6.2 Work is ongoing to identify permanent saving of £15,091 to meet the target in March 2025.

6.3 Budgets allocated to each element of Thriving Communities are outlined in Appendix 2.

## 7. Human Resources Implications

7.1 As part of the £300,000 Service Review some members of staff whose posts have been affected have expressed an interest in voluntary severance or voluntary early retirement. The costs of this can be recovered within the recognised 24-month recovery period and are therefore eligible to be met from the Workforce Change Fund.

## 8. Risk

### 8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with approving the recommendations noted.

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

8.2.1 The risk implications of rejecting the recommendations are failure to achieve agreed savings target.

## 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 Commitment 2 of the Council Plan: Live, Work and Learn.

## 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 Trade Unions and there are no outstanding issues.
- 13.3 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, Councillor Bob Pollock, Portfolio Holder for Economic Development, Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and Councillor Brian Connolly, Portfolio Holder for Sport and Leisure, and the contents of this report reflect any feedback provided.

## 14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Implement the proposals to meet Service Review savings targets	31 March 2024	Service Lead - Thriving Communities

**Background Papers** [General Services Revenue Budget 2023-24 and Capital Investment Programme 2023-24 to 2034-35 – Proposals of the Conservative and Independent Members](#)

[Local Employability Partnership \(LEP\) - South Ayrshire Council \(south-ayrshire.gov.uk\)](#)

**Person to Contact**      **Jamie Tait, Service Lead – Thriving Communities**  
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**Date: 20 November 2023**



NORMAL SERVICE ACTIVITY	Earmarking requests:	Previously Approved P9 £'000	New Requests P12 £'000	Total Earmarking 22/23 £'000	Narrative
Communities / Thriving Communities	Employability and skills	358	(108)	250	At Period 9 Members approved earmarking of £0.358m £0.250 to be used as contribution to UK Shared Prosperity Fund People & Skills 2023/24. £0.108m to be utilised in 2023/24 in order to retain existing temporary staff under No One Left Behind. However, Scottish Government confirmed 2023/24 funding allocation in May 2023 and this earmarking reduced to £0.250m for UKSPF contribution only.
	No-one Left Behind		317	317	No-one left Behind - £0.317m underspent against the following projects: - <u>graduates £0.114m</u> , due to a delay in recruitment process. This budget has transferred to Organisational Development. - <u>disabled PESF £0.156m</u> , relating to South Ayrshire's Local Employability Partnership (Delivery Plan 2022-2025). £0.60m has been transferred to Modern Apprenticeship budget due to recruiting MAs with additional support needs. The remaining balance £0.96m has been allocated to South Ayrshire's LEP sub-group to support Closing the Disability Employment Gap. - <u>long term unemployment £0.047m</u> This budget has transferred to Finance to cover support and overhead costs as part of the long-term unemployed programme.
	Modern Apprentices		39	39	The COVID pandemic and restrictions had an impact on Modern Apprentices completing their apprenticeship and qualifications within the 12 months. To ensure they were given the same opportunities as previous MAs, contracts were extended to allow them to gain the relevant experience and complete their qualification. This has had an impact on the MA budget, as well as an increase in MA salaries and Training Provider costs and a reduction in funding from Skills Development Scotland. The earmarking request would support the 2023/24 MA programme, ensuring we can recruit MA starts within our Skills Development Scotland contract, support young people to progress to a positive destination and support workforce planning across the council and with the HSCP.

	Work Out Work Experience		12	12	Originally funded through the Ambitions programme and earmarking of any underspends each financial year has allowed the programme to run for 14 years. It costs between £0.010m and £0.012m per year to deliver the programme. Earmarking these funds would allow the programme to run for another year while Education and Thriving Communities identify another funding source from 2024/25 onwards.
	UK Shared Prosperity Fund		378	378	UK Shared Prosperity Funding received (Year 1) of £0.791m, however in May 2023 Government advised Local Authorities there was an opportunity to reprofile the original investment plan and carry forward any underspend to be used within year two. £0.115m c/f relates to People & Skills (employability) and £0.263m c/f relates to Multiply. The remaining c/f is managed by Economy & Regeneration. Background - Cabinet 30/08/22 UKSPF
	<b>Total Requests</b>	<b>358</b>	<b>638</b>	<b>996</b>	

COVID 19 REQUESTS	Earmarking requests:	Previously Approved P9 £'000	New Requests P12 £'000	Total Earmarking 22/23 £'000	Narrative
<b>Communities / Thriving Communities</b>	COVID recovery projects - tailored jobs & employer recruitment incentive	433	(433)	0	Members approved (Yr2) funding of £0.400m in relation to COVID recovery projects within employability and skills and carried forward £0.175m from 2021/22. It was anticipated that the following two projects will be underspent at the year-end:- - Supported Employment Tailored Jobs Programme - £0.153m - South Ayrshire Works Employer Recruitment Incentive - £0.280m This is due to expenditure in both these projects being utilised against SG No-one Left Behind (NOLB) funding. Members had already approved the earmarking these underspends to be utilised in next financial year, in order to extend temporary staffing contracts until March 2024, however these staffing contracts will now be funded from the NOLB grant in 2023/24. Therefore, this earmarking was no longer required.
	LACER Fund - NEC free travel support	0	15	15	NEC free travel support project (LACER fund Cabinet 29/06/22) - to continue with this initiative in 2023/24. This post has now come to an end (August 23). No further earmarking required.
	COVID recovery projects - Girvan Glendoune	0	79	79	Extend Snr Communities Officer contract within Girvan Glendoune to March 2024. This extension was approved at Cabinet in May 2023.
	COVID recovery projects - River Ayr	0	77	77	Committed works relating to the floating pontoons project. It is anticipated the project is complete November 2023.

	COVID recovery projects - Thriving Communities	0	8	8	Outdoor Education Officer - contract can to an end 31/05/23. No further earmarking required.
<b>TOTAL COVID 19 REQUESTS</b>	<b>Total Thriving Communities requests</b>	<b>433</b>	<b>(254)</b>	<b>179</b>	

<b>TOTAL EARMARKING</b>				<b>1,175</b>
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Posts being removed from Thriving Communities Structure			
Position	Grade	No of Posts	Savings Met

	Permanent core budgets			Temporary budgets				Revised Total Budget 2023/24	Proposal for 23/24
	Permanent Budget 2023/24	Transfers	Total Permanent budget	Earmarking	Transfers	NOLB	UKSPF		
	£	£	£	£	£	£	£	£	
<b>Employability</b>									
Employability	582,067	100,000	682,067					682,067	£0.100m will be used towards Thriving Communities Service Review. £0.582m is the core staffing budget for Employability.
Modern Apprentices	376,501		376,501	38,622	60,000			475,123	Budget will be used to cover costs of the Modern Apprenticeship programme. £0.60m has been transferred to the budget to support MAs with ASN.
Work Out			0	12,261				12,261	To deliver Thriving Communities extended school work experience programme Work Out in partnership with Education during 2023/24. Costs include PPE and transports costs for pupils.
UKSPF - Match Funding		200,000	200,000	250,000				450,000	Match funding to support UKSPF People & Skills interventions as noted below (row 8)
UKSPF – Employability/People and Skills			0	115,178			513,000	628,178	Staff and programme costs to support UKSPF People & Skills Interventions - S31: Employment support for economically inactive people. S35: Support for employability programmes and advice. S39: Support for education and skills targeting vulnerable young people leaving school.
Opportunities for all (NOLB)	10,000		10,000					10,000	To support No One Left Behind priorities as noted within Appendix 3
ESF Pipeline	300,000	(300,000)	0					0	£0.100m returned to employability budget to be used towards Service Review savings target. £0.200m used as contribution to UKSPF People & Skills 2023/24.
Disabled Parents Employability			0	156,766	(60,000)			96,766	Allocated to South Ayrshire's Local Employability Partnership (LEP) sub-group to support Closing the Disability Employment Gap. £0.60m has been transferred to MA budget.
Long term unemployed			0	47,016				47,016	Transferred to Finance to cover overheads associated with long-term unemployed programme (now ended)
GRG - Staffing Resource			0			195,000		195,000	Staff costs associated with NOLB Tackling Child Poverty priorities (Best Start, Bright Futures)
GRG - Child Poverty Coordinators			0			78,000		78,000	Salary costs for Team Leader to support NOLB Tackling Child Poverty priorities (Best Start, Bright Futures)
NOLB - All Age Employability Support			0			613,000		613,000	Staff and programme costs to support NOLB priorities as noted within Appendix 3 <i>Temporary NOLB funding is managed through South Ayrshire's Local Employability Partnership (LEP)</i>
NOLB - Tackling Child Poverty			0			784,000		784,000	Staff and programme costs to support NOLB Tackling Child Poverty priorities (Best Start, Bright Futures) as noted within Appendix 3. <i>Temporary NOLB funding is managed through South Ayrshire's Local Employability Partnership (LEP)</i>
<b>Employability</b>	<b>1,268,568</b>	<b>0</b>	<b>1,268,568</b>	<b>619,843</b>	<b>0</b>	<b>1,670,000</b>	<b>513,000</b>	<b>4,071,411</b>	
<b>Communities</b>									
Communities	2,088,805		2,088,805	94,438				2,183,243	This is the core staffing and resource budget for Community Development, Community Engagement and Community Safety.
Share of saving Comm Dev	91,371		91,371					91,371	£0.91m will be used towards Thriving Communities Service Review
UKSPF – Multiply			0	263,601			181,577	445,178	Staff and programme costs to support UKSPF Multiply (numeracy) Interventions.
UKSPF - Communities and Place			0	0			566,297	566,297	Staff and programme costs to support UKSPF Community & Place Interventions - S1: Place based investments for regeneration and town centre improvements, S5: Support for sport, arts, cultural, heritage and creative activities, projects and facilities and institutions.
<b>Total Communities</b>	<b>2,180,176</b>	<b>0</b>	<b>2,180,176</b>	<b>358,039</b>	<b>0</b>	<b>0</b>	<b>747,874</b>	<b>3,286,089</b>	
<b>Health &amp; Wellbeing</b>									
Health & Wellbeing	625,205		625,205	84,994				710,199	This is the core staffing and resource budget for Active Schools, Outdoor Learning, DoF Award and Community Sports Hubs.
Share of Service Review saving Health/Wellbeing	51,455		51,455					51,455	£0.51m will be used towards Thriving Communities Service Review
<b>Health &amp; Wellbeing</b>	<b>676,660</b>	<b>0</b>	<b>676,660</b>	<b>84,994</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>761,654</b>	
<b>Halls &amp; Comm Ed Centres</b>	<b>233,930</b>		<b>233,930</b>					<b>233,930</b>	This is the operational budget for Community Centres and Village Halls across South Ayrshire, work is ongoing to identify efficiency savings as part of the review of the management arrangements.
<b>Total Thriving Communities</b>	<b>4,359,334</b>	<b>0</b>	<b>4,359,334</b>	<b>1,062,876</b>	<b>0</b>	<b>1,670,000</b>	<b>1,260,874</b>	<b>8,353,084</b>	

## Policy & Delivery Priorities

Policy Priorities	Who?	How?	Expected Outcomes
To reduce levels of child poverty by supporting parents from the priority family groups to increase their income from employment.	<ul style="list-style-type: none"> <li>Individuals between the ages of 16 and 67 years who are facing barriers in moving towards and into employment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that employability services are reaching those who need support to progress towards, move into and sustain fair work.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in reach and engagement with individuals who are further from the labour market, including parents from the Priority Family Group and in line with other national priorities.</li> </ul>
To reduce inequality in the labour market by supporting those further from the labour market to increase their income from employment.	<ul style="list-style-type: none"> <li>Young people within 6 months of the school leaving date who require support to move towards and into work.</li> </ul>	<ul style="list-style-type: none"> <li>Support individuals facing disadvantage in the labour market, including parents from priority family groups, towards and into sustainable and fair work.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals have made progress towards work, including progression into further or higher education, learning and skills development and achieving qualifications.</li> </ul>
<p>Employability plays an essential role in delivering national and local aims of tackling poverty, promoting inclusion and social justice and creating a fair and prosperous Scotland. Support provide as part of this Grant must support broader SG commitments including:</p> <ul style="list-style-type: none"> <li> <a href="#">Scotland's National Strategy for Economic Transformation</a> </li> <li> <a href="#">National Performance Framework</a> </li> <li>Tackling child poverty in line with <a href="#">Best Start, Bright Futures</a></li> </ul>	<ul style="list-style-type: none"> <li>Parents from the priority family group who require support to move towards, into or to increase their income in-work. The priority family groups are defined as: <ul style="list-style-type: none"> <li>➤ Lone parents</li> <li>➤ Parents or children with a disability</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Support parents from priority family groups to increase their earnings in-work.</li> <li>Enable an individual's progression towards fair work and sustained employment, considering aspects such as improving wellbeing, confidence and motivation, maintaining or reengaging with support, and developing aspirations and skills.</li> <li>Treat individuals with dignity and respect, and ensure they experience support which is accessible, aligned with other services and responsive to their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals have moved into work, with a particular focus on Fair Work. Individuals have sustained work.</li> <li>Parents from the Priority Family Groups have increased their earnings in-work.</li> <li>The cumulative effect of the above will be a reduction in the number of individuals in 'In-work poverty'.</li> </ul>

No One Left Behind

<ul style="list-style-type: none"> <li>▪ <a href="#">Fairer Scotland for disabled people - employment action plan</a></li> <li>▪ <a href="#">Gender pay gap action plan</a></li> <li>▪ <a href="#">Community wealth building</a></li> <li>▪ <a href="#">Covid Recovery Strategy: for a fairer future</a></li> <li>▪ <a href="#">Fair Work action plan: becoming a leading Fair Work nation by 2025</a></li> <li>▪ <a href="#">Just transition - Climate change</a></li> </ul> <p><a href="#">National Drugs Mission Plan: 2022-2026</a></p>	<ul style="list-style-type: none"> <li>➤ Parents with 3 or more children</li> <li>➤ Parents from a minority ethnic background with a youngest child under 1</li> <li>➤ Families with a parent under 25 years</li> <li>➤ Other low-income parents, e.g. kinship carers</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure local decisions are taken to make best use of resources invested, maximising value for participants and contributing to local and national policy ambitions.</li> <li>• Ensure fairness and equality by undertaking and publishing impact assessments.</li> <li>• Balance the need for local flexibility and national coherence by designing and delivering support in line with the National Standards and Customer Charter.</li> <li>• Support individuals to develop skills, knowledge and experience that are needed now, and in the future.</li> <li>• Ensure a mixed economy of provision by utilising the knowledge and expertise of both national and local third and private sector organisations in the design and delivery of support for individuals.</li> <li>• Provide training allowances to supported individuals not in receipt of other benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Participating local employers must provide fair and flexible work opportunities.</li> <li>• Participating local employers must provide opportunities for equal pay.</li> </ul>
<p>To maximise outcomes for service users &amp; deliver value for money.</p>			

No One Left Behind

		<ul style="list-style-type: none"><li>• Provide formal volunteering opportunities developed in line with the formal Volunteering Framework.</li></ul> <p>Support inclusive sustainable outcomes by tackling inequalities within the labour market. This includes ensuring that support is appropriately Equality Impact Assessed and that EQIAs have been published on the local authority website.</p>	
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## South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

### 1. Policy details

Policy Title	Thriving Communities – Service Review and Funding
Lead Officer (Name/Position/Email)	Jamie Tait – <a href="mailto:Jamie.tait@south-ayrshire.gov.uk">Jamie.tait@south-ayrshire.gov.uk</a>

**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		Yes
Disability		Yes
Gender Reassignment (Trans/Transgender Identity)		Yes
Marriage or Civil Partnership		NA
Pregnancy and Maternity		Yes
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers		Yes
Religion or Belief (including lack of belief)		Yes
Sex – (issues specific to women & men or girls & boys)		Yes

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight		Yes
Thematic Groups: Health, Human Rights & Children’s Rights		Yes

**3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.**

<b>Socio-Economic Disadvantage</b>	<b>Negative Impacts</b>	<b>Positive impacts</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing		If not agreed this may impact this group
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		If not agreed this may impact this group
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		If not agreed this may impact this group
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)		If not agreed this may impact this group
Socio-economic Background – social class i.e. parent’s education, employment and income		If not agreed this may impact this group

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

<b>General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty</b>	<b>Level of Negative and/or Positive Impact  (High, Medium or Low)</b>
<b>Eliminate unlawful discrimination, harassment and victimisation</b>	N/A
<b>Advance equality of opportunity</b> between people who share a protected characteristic and those who do not	Positive
<b>Foster good relations</b> between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Positive

Increase participation of particular communities or groups in public life	Positive
Improve the health and wellbeing of particular communities or groups	Positive
Promote the human rights of particular communities or groups	Positive
Tackle deprivation faced by particular communities or groups	Positive

## 5. Summary Assessment

<p><b>Is a full Equality Impact Assessment required?</b>  (A full Equality Impact Assessment must be carried out if impacts identified as <b>Medium and/or High</b>)</p>	<p><b>YES</b> <input type="checkbox"/></p> <p><b>NO X</b> <input checked="" type="checkbox"/></p>
<p><b>Rationale for decision:</b>  This proposal does not require a full equality impact assessment the proposal will have a positive impact on residents within South Ayrshire.</p>	
<p><b>Signed</b> : Jamie Tait</p> <p><b>Date:</b> 07/11/2023</p>	