

County Buildings
Wellington Square
AYR KA7 1DR
Tel. No. 01292 612169

30 November 2023

Dear Councillor

SOUTH AYRSHIRE COUNCIL

You are requested to participate in a meeting of South Ayrshire Council to be held <u>on Thursday</u> <u>7 December 2023 at 10.00 a.m.</u> 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

BUSINESS

- Provost.
- Sederunt and Declarations of Interest.
- 3. Minutes of meetings of the Council and Panels.
 - (a) Minutes of previous meetings.

Submit for approval as a correct record and authorise to be signed:-

- (i) 12 October 2023 (copy herewith).
- (b) Minutes of Panels.

The minutes (copies previously issued) of the undernoted meetings are for noting:-

- (i) Audit and Governance Panel of 27 September (Special) and 4 October 2023.
- (ii) Cabinet of <u>26 September</u> and <u>31 October 2023</u>.

In accordance with the Scheme of Delegation and Standing Orders for Meetings, the recommendations in the minutes as contained in the 'C' paragraphs have been referred to the Council for decision: -

- Minutes of 28 November 2023 "Ayr Esplanade Strategy";
- Minutes of 28 November 2023 "Communications Strategy 2023-28 and Communications Team Staffing Proposals"
- Minutes of 28 November 2023 "Medium Term Financial Plan Update"

(copy of minute excerpts herewith).

- (iii) Chief Officers' Appointments/Appraisal Panel of <u>13 September 2023</u>.
- (iv) Local Review Body of 9 May and 12 September 2023.
- (v) Regulatory Panel Licensing of <u>28 September</u> and <u>2 November 2023.</u>
- (vi) Regulatory Panel Planning of <u>14 September</u> and <u>11 October 2023</u>.
- (vii) Service and Partnerships Performance Panel of <u>19 September</u> and <u>24 October 2023.</u>
- (viii) Ayrshire Shared Services of 2 December 2022 and 19 May 2023.
- 4. Accounts Commission's Findings on Best Value in South Ayrshire Submit report by Chief Executive (copy herewith).
- 5. Commencement of Local Development Plan 3 Preparation and Development Plan Scheme 2023 Submit report by Chief Executive (copy herewith).
- 6. Scheme of Delegation Submit report by Head of Legal and Regulatory Services (copy herewith).
- 7. Revised Schedule of Meetings Submit report by Head of Legal and Regulatory Services (copy herewith).
- 8. Financial Regulations Review Submit report by Head of Finance, ICT and Procurement (copy herewith).
- 9. Digital and ICT Strategy 2023-2028 Submit report by Head of Finance, ICT and Procurement (copy herewith).
- 10. Golf South Ayrshire Strategy Update Submit report by Director of Strategic Change and Communities (copy herewith).
- 11. South Ayrshire Council's Annual Performance Report 2022/23 Submit report by Director of Strategic Change and Communities (copy herewith).
- 12. Review of South Ayrshire Integration Scheme Submit report by Director of Health and Social Care (copy herewith).
- 13. Formal Questions.

ADDITIONAL ITEM

Item A – Appointments to Panels – Submit report by Head of Legal and Regulatory Services (copy herewith).

For more information on any of the items on this agenda, please telephone Janice McClure,
Committee Services on at 01292 612169, at Wellington Square, Ayr or
e-mail: janice.mcclure@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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SOUTH AYRSHIRE COUNCIL.

Minutes of a hybrid webcast meeting on 12 October 2023 at 10.00 a.m.

Present in

County Buildings:

Councillors Iain Campbell (Provost), Kenneth Bell, Laura Brennan-Whitefield, Ian Cavana, Alec Clark, Ian Davis, Julie Dettbarn, Mark Dixon, Martin Dowey, Stephen Ferry, William Grant, Peter Henderson, Hugh Hunter, Martin Kilbride, Mary Kilpatrick, Lee Lyons, Craig Mackay, Brian McGinley, Bob Pollock, Cameron Ramsay, Philip Saxton, Gavin Scott, Bob Shields, Duncan Townson

and George Weir.

Present

Remotely: Councillors Ian Cochrane and Chris Cullen.

Apology: Councillor Brian Connolly.

Attending in County

Buildings:

E. Howat, Chief Executive; M. Newall, Depute Chief Executive and Director of Housing, Operations and Development; L. McRoberts, Director of Education; C. Caves, Head of Legal and Regulatory Services; T. Baulk, Head of Finance, ICT

and Procurement; K. Dalrymple, Assistant Director – Housing and Operations; C. Cox, Assistant Director – Planning and Development; K. Briggs, Service Lead – Legal and Licensing; P. Bradley, Service Lead – Professional Design Services; A. Valenti, Quality Improvement Manager; A. Steven, Co-ordinator (Democratic Services); J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; C. McCallum, Committee Services Assistant; and E. Moore,

Committee Services Assistant.

Attending

T. Eltringham, Director of Health and Social Care; C. McGhee, Chief Internal

Remotely: Auditor; and J. Tait, Service Lead – Thriving Communities.

1. Provost.

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live;
- (2) intimated that an apology had been received from Councillor Brian Connolly;
- (3) welcomed Councillor Alan Lamont to his first Council meeting; and
- (4) referred to the imminent retiral of the Chief Executive, Eileen Howat; outlined her achievements throughout her career; advised of the challenges she had faced including the Covid-19 pandemic, death of HM Queen Elizabeth II and the Coronation of King Charles; thanked her for her guidance during his term as Provost; and wished her a long and very happy retirement.

2. <u>Sederunt and Declarations of Interest.</u>

The Chief Executive called the Sederunt for the meeting and having called the roll, confirmed that that there were no declarations of interest by Members of the Council in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

3. Minutes of previous meetings

(1) Minutes of 1 Previous Meetings of the Council.

(a) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the Minutes of South Ayrshire Council of 29 June 2023 as a correct record.

The Council

<u>Decided</u>: to approve the Minutes of 29 June 2023 and authorise these minutes to be signed as a correct record.

(b) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the Minutes of South Ayrshire Council (Special) of 15 September as a correct record.

The Council

<u>Decided</u>: to approve the Minutes of 15 September 2023 (Special) and authorise these minutes to be signed as a correct record.

(2) Minutes of previous meetings of Panels.

The Minutes of the undernoted Panels were submitted for information:-

- (i) Audit and Governance Panel of 31 May, 28 June and 6 September 2023
- (ii) Cabinet of 20 June and 29 August 2023.

In accordance with the Scheme of Delegation and Standing Orders for Meetings, Councillor Martin Dowey, seconded by Councillor Lee Lyons, moved the recommendations as contained in the 'C' paragraph of the Cabinet minutes of 29 August 2023 entitled "Treasury Management Annual Report 2022/23".

The Council

Decided: to approve the recommendations as contained in the 'C' paragraph.

- (iii) Chief Officers' Appointments/Appraisal Panel of <u>27 June</u> and <u>28 June 2023</u>.
- (iv) Local Review Body of 20 June and 22 August 2023
- (v) Regulatory Panel Licensing of <u>25 May</u>, <u>22 June</u> and <u>31 August 2023</u>.
- (vi) Regulatory Panel Planning of 11 May and 27 June 2023.
- (vii) Service and Partnerships Performance Panel of 13 June and 22 August 2023.

4. Results of Local Government By-Election 2023 – Ward 8 – Girvan and South Carrick

There was submitted a <u>report</u> (issued) of 2 October 2023 by the Chief Executive advising the Council of the outcome of the recent By-Election in Ward 8 - Girvan and South Carrick.

Councillor Dowey, seconded by Councillor Lyons, moved the recommendations as outlined in the report.

The Council, having congratulated Councillor Lamont on his appointment,

<u>Decided</u>: to note the outcome of the By-Election for Ward 8 – Girvan and South Carrick and the election of Alan Lamont as Councillor for this electoral ward.

5. Appointments to Panels and Working Groups (including Change to Vice-Chair of South Ayrshire Integration Joint Board).

There was submitted a <u>report</u> (issued) of 4 October 2023 by the Head of Legal and Regulatory Services seeking approval to make alterations to the membership of Panels and Working Groups.

Councillor Martin Dowey, seconded by Councillor Lee Lyons, moved:-

- (1) to agree recommendations 2.1.1 to 2.1.11 of the report;
- (2) in respect of recommendation 2.1.2 of the report, to appoint Councillor Hugh Hunter as the new Vice-Chair of the South Ayrshire Integration Joint Board; and
- (3) in respect of recommendations 2.1.4 and 2.1.8 of the report, to appoint Councillor Alan Lamont as the Member of the Regulatory Panel, Local Review Body and Planning Liaison Group.

Discussion took place in relation to:

- (a) the position of Vice-Chair of the South Ayrshire Integration Joint Board (IJB) and the Head of Legal and Regulatory Services advised that when an Elected Member of South Ayrshire Council accepted this position, they did not sit on the IJB as a representative of the Council, they took decisions on behalf of the Board which was a separate entity;
- (b) the previous Chair or Vice-Chair of the IJB also being a member of Cabinet which had been beneficial as they could report on the views of the IJB to Cabinet; and it was noted that Councillor Lyons would be remaining on the IJB and was a member of Cabinet which would address any concerns. Councillor Hunter further advised that, should he be appointed as Vice-Chair of the IJB he would be happy to attend any Cabinet meetings to present the IJB's views to the Cabinet;'
- (c) the Council's agreement with the IJB being revisited to ensure that the Council was complying with this agreement, and the Head of Legal and Regulatory Services advised that she was currently re-examining the Scheme of Integration, however, if any Member had concerns regarding the Scheme, they should contact her; and that the above Motion was acceptable within the terms of the Scheme of Integration;
- (d) the replacement member of the IJB Performance and Audit Committee as Councillor Hunter would require to resign from this Committee if he was appointed as Vice-Chair of the IJB; and the Head of Legal and Regulatory Services advised that this was a decision for the IJB to appointment a replacement member.

In terms of Standing Order No. 19.9, there was no general agreement to the unopposed motion, therefore, the Council moved to a vote for or against the Motion. Fifteen Members voted for the Motion, eleven Members voted against the Motion and one Member abstained and accordingly, the Council

Decided:

- to appoint Councillor Hugh Hunter from the Members listed at paragraph 4.2 of the report to the vacant position of Vice-Chair of the South Ayrshire Integration Joint Board;
- (ii) to appoint Councillor Alan Lamont to the vacant positions on Regulatory Panel and Local Review Body;
- (iii) that Councillor Alan Lamont replace Councillor Gavin Scott as a member of Audit and Governance Panel;
- (iv) to note that The Diocese of Galloway had confirmed the appointment of Hugh McGuire to replace Phil Davey as the Roman Catholic Church representative on Cabinet (when meeting as the Education Authority);
- (v) to note that Nigel Fullard had replaced the previous Parent Council representative (Euan Terras), and Aimee Allan and Millie Gibson (Carrick Academy) had replaced the previous Pupil Council representatives (Cameron McKenzie and Taylor McGill) on Cabinet:
- (vi) to agree to appoint Councillor Alan Lamont to the vacancy on the Planning Liaison Group;
- (vii) to note that Councillor William Grant replace Councillor Julie Dettbarn as the SNP Member on the Best Value Member/Officer Working Group; and
- (viii) to request that officers make the required amendments to the lists of Panels and Working Groups to reflect these changes.

6. Standing Orders Relating to Meetings

There was submitted a <u>report</u> (issued) of 2 October 2023 by the Head of Legal and Regulatory Services seeking approval to amend the Standing Orders Relating to Meetings following review.

Councillor Martin Dowey, seconded by Councillor Lee Lyons, moved the recommendations as outlined in the report.

The Council

<u>Decided</u>: to approve the revised Standing Orders Relating to Meetings (extracts contained in Appendix 1) with effect from 13 October 2023.

7. SAC LLP (Nominees) Limited

There was submitted a <u>report</u> (issued) of 2 October 2023 by the Head of Legal and Regulatory Services seeking approval of a change of representation on SAC LLP (Nominees) Limited.

Councillor Martin Dowey, seconded by Councillor Lee Lyons, moved the recommendations as outlined in the report.

A discussion took place in relation to the funding from the Heritage Lottery Fund and a request was made that the new Directors examine whether there was an opportunity for further funding to be obtained for the regeneration of Ayr Town Centre; and Councillor Dowey advised that he would take this on board.

The Council

Decided:

- (1) to approve the appointment of Councillor Martin Dowey and Mike Newall, Depute Chief Executive and Director of Housing, Operations and Development (and prospective Chief Executive), as Directors of SAC LLP (Nominees) Limited with immediate effect; and
- (2) to note that Eileen Howat, Chief Executive, would resign as a Director of SAC LLP (Nominees) Limited with effect from 31 October 2023.

8. Report on the Public Engagement on Relocation of Troon Early Years Centre.

There was submitted a <u>report</u> (issued) of 2 October 2023 by the Director of Education advising of the public engagement on the relocation of Troon Early Years Centre; sharing information on options; and seeking Council approval to relocate Troon Early Years Centre.

Councillor Stephen Ferry, seconded by Councillor Bob Pollock, moved the recommendations as outlined in the report.

Discussion took place by Members in relation to:

- (1) the timing of the information being published and the level of detail provided at each stage of the consultation and whether the process required to be reviewed; and the Director of Education advised that it had been agreed at the Council meeting on 9 March 2023 that a public engagement be carried out and that a range of dates had been set to meet with various groups following which updates were provided for Ward Members throughout the process and thereafter, the information was collated as part of the process;
- (2) the involvement of the Community Council in the consultation as there was no mention of the Community Council in the report; and the Director of Education advised that officers had been requested to attend a Community Council meeting in March 2023 prior to the report being considered at Council to provide an update and that they had not been aware that seventy members of the public would be attending or a presentation would have been carried out; that the Community Council Members were entitled to respond to the consultation along with other members of the public; and that the Community Council were advised of progress being made by way of Ward Members and by means of the consultation;

- (3) alternative sites considered for the displaced library, other than the Municipal Buildings; and the Service Lead – Professional Design Services advised that only the Municipal Buildings had been considered;
- (4) the Parking Strategy consultation; the concerns regarding parking around the proposed new Early Years Centre; whether these concerns would be factored into the Strategy; whether a Traffic Regulation Order (TRO) would be required for this area; whether the Parking Strategy would be finalised within the agreed timescales and that it would have been helpful had an officer from the Ayrshire Roads Alliance (ARA) attended this meeting; and the Depute Chief Executive and Director of Housing, Operations and Development advised that he would obtain this information from ARA and circulate it to Members following this meeting;
- (5) whether an assessment had been carried out on the Municipal Building on the impact of noise from functions which could disadvantage library users; and the Service Lead – Professional Design Services advised that proposals for the Municipal Building were not yet at an advanced stage, however, acoustic measures would be put in place if appropriate;
- (6) concerns regarding the safety of children being dropped off and picked up so close to a main road in Troon; and the Director of Education advised that there would be no drop-off point on the main road, that a base would be within the car park of the Early Years Centre; and that significant engagement had taken place with Troon Primary School Parent Council; and that, should this report be approved, she would liaise with Ayrshire Roads Alliance regarding a transport plan and management plan for the drop-off and pick-up point; and the Quality Improvement Manager further advised that, should this report be approved, this would provide more places at nursery and, in turn, a wider range of options for parents, that the drop-off and pick-up times of children would be staggered and that the private nurseries in the local area had no concerns regarding the parking and drop-off at this location;
- (7) thanking officers for the work undertaken on this matter; thanking the consultees for their contribution, the majority of whom had been in favour of these proposals; and referring to possible alternative sites for the Early Years Centre and the problems with parking at these sites;
- (8) how challenging this matter had been; welcoming the extra detail within the report on why the Early Years Centre could not move to within the Troon campus; the benefits of relocating the library to the Municipal Building, however, work would require to be undertaken on the access ramp to improve this;
- (9) the importance of consulting Scottish Future Trust; and the Director of Education advised that the Scottish Future Trust had visited the site with an architect to ensure that every possible option had been explored on the Troon site and had concluded that there were no other options they could bring to the table that the Council had not already considered and that all options had been exhausted;
- (10) whether the ramp at the Municipal Building complied with the Equality Act; and the Service Lead – Professional Design Services advised that this ramp would have been compliant with the Act when constructed but was probably not up to current standards, however, should this report be approved, this would be re-examined;

- (11) the need for additional Early Years provision and the option presented in the report being the best option; and the additional benefits to the community in Troon as the Council would be investing in library provision and the Customer Services provision; and the Director of Education advised that the Municipal Building would be renovated to provide the new library service prior to the library being moved so there would be no gap in library service; and that there would be an increase in face-to-face availability for those requesting Customer Service assistance;
- (12) recognising the work undertaken during the consultation and that this had resulted in a good outcome for the people of Troon; and the library remaining open whilst works were ongoing was to be welcomed;
- (13) that this proposal was to future proof these buildings in Troon, addressing ongoing issues with the buildings and would bring a new facility to Troon with room for expansion for events to take place;
- (14) that this report was bringing to fruition the hard work of officers; and that it was important to have Access For All for the people of Troon to have buildings they deserved:
- (15) this being a very complex situation; that purpose built buildings were preferred; and that access and egress issues still required to be examined, therefore, this report should be continued to allow further information to be sought;
- (16) the public consultation being plagued by misinformation from the outset with members of the public being of the understanding that the library would be closing and that there would be a loss of children's services which was a perception which had persisted throughout the consultation; that this public consultation had commenced in 2018 and every proposal had been considered; that a decision now required to be made to move forward; and that neither Ayrshire Roads Alliance nor Police Scotland had expressed concerns from a road safety point of view but a full survey would require to be carried out and a solution found if necessary, should this report be approved; and
- (17) that all Members agreed that Troon required an Early Years Centre, however, the debate centred around where this Centre would be situated and the proposal within the report was the only sensible solution; and that the proposals would secure Troon Library for the long term; and that officers should be commended for their diligent approach to this matter and the level of transparency whilst doing so.

By way of Amendment, Councillor Philip Saxton, seconded by Councillor Brian McGinley moved that the Council

- "Agree 2.1.1 notes the information from the public engagement:
- Agree 2.1.2 considers the options for early years provision in Troon:
- 2.1.3 delays taking a decision on the appropriate location of the Troon Early Years Centre and requests officers to present a report to Council on 7 December 2023 identifying the cost, an options appraisal and any views expressed by the Scottish Future's Trust for the building of the following within the existing boundaries of Troon Primary School:-
 - (a) an extension of the existing Early Years provision at Troon Primary School;
 - (b) a standalone Early Year facility.

Adjournment of Meeting

The time being 11.05 a.m., the Council adjourned for twenty minutes.

Resumption of Meeting

The meeting resumed at 11.25 a.m.

Having heard Councillor Mackay speak to his Counter-Amendment, Councillor Ferry, as Mover of the Motion and Councillor Pollock as seconder, agreed to accept this Counter-Amendment into the terms of their Motion, namely:

"to expand recommendation 2.1.3 as follows:

approves the relocation of Troon Early Years Centre to the existing library and approves the relocation of the library to the municipal building, subject to:

- the current library remaining open until such time as the new library facility is ready to occupy (other than a reasonable closed period for the flit), to ensure continuity of the service;
- that moving the library to the Municipal Buildings is dependent on new access ramp arrangements being developed that comply with current Building Standards in their entirety, including gradient, width, length of flights, dimensions of landings, visibility, handrails and surface material.
- that Council reaffirms there being no intentions to use any part of the flower beds for parking.

Point of Order

Councillor Saxton raised a Point of Order that Councillor Ferry should apologise for his comments during his summing up when he had requested a roll-call vote to establish which Members were against having an Early Years Centre when Councillor Saxton outlined that all Members were in favour of the Early Years Centre. Councillor Ferry responded that his comment had been that it would outline which members were against improving early years provision in Troon.

Having heard a Member request a roll-call vote, the Head of Legal and Regulatory Services called the roll as follows:-

Iain Campbell Motion Mary Kilpatrick Motion Kenneth Bell Motion Laura Brennan-Whitefield Motion Ian Cavana Amendment Alec Clark Motion Ian Cochrane Motion Chris Cullen Motion Ian Davis Motion Julie Dettbarn Motion Mark Dixon Motion Martin Dowey Motion Stephen Ferry Motion

William Grant Motion Hugh Hunter Motion Martin Kilbride Motion Alan Lamont Motion Lee Lvons Motion Craig Mackay Motion Brian McGinlev Amendment Bob Pollock Motion Cameron Ramsay Amendment Philip Saxton Amendment **Gavin Scott** Motion **Bob Shields** Motion **Duncan Townson** Amendment George Weir Motion

Five Members voted for the Amendment and twenty two for the Motion which was accordingly declared carried and the Council, having noted the information from the public engagement and having considered the options for early year provision in Troon,

<u>Decided</u>: to approve the relocation of the library to the municipal building, approves the relocation of Troon Early Years Centre to the existing library and approves the relocation of the library to the municipal building, subject to:

- the current library remaining open until such time as the new library facility is ready to occupy (other than a reasonable closed period for the flit), to ensure continuity of the service;
- (ii) that moving the library to the Municipal Buildings is dependent on new access ramp arrangements being developed that comply with current Building Standards in their entirety, including gradient, width, length of flights, dimensions of landings, visibility, handrails and surface material; and
- (iii) that Council reaffirms there being no intentions to use any part of the flower beds for parking.

9. Notice of Motion

A Notice of Motion having been submitted in accordance with Council Standing Order No. 18, by Councillor Bob Pollock, seconded by Councillor Martin Dowey, moved:-

"Following recent events relating to the Station Hotel in Ayr, it has become clear through the practical experiences of this Council as the Building Standards Authority, that the obligations under Section 29 and 30 of the Building (Scotland) Act 2003 can place a significant undue financial burden on a Local Authority in circumstances where a building becomes a danger to the public and its owner is absent.

The Council is obligated under the legislation to carry out the works necessary to maintain public safety, and these costs can be significant and ongoing with no obvious conclusion or backstop position. This has been the case with Ayr Station Hotel, in dealing with an absentee landlord, and with significant expense being incurred by the Council and in turn its taxpayers over several years.

Quite rightly Councils have duties to protect public safety from dangerous buildings, but it is an invidious position that the Council has limited powers to ensure in so doing that their costs are met. With many of our historic buildings reaching an age where, without adequate maintenance, they could become a danger to the public, I have a real concern that in the near future we will see many more problems arising similar to that of the Ayr Station Hotel, with the Council and the public purse having to deal with the situation. I am also aware that this is a concern shared by other public rescue services.

My motion is to request that Council asks the Chief Executive to formally write to the Scottish Government, seeking a review of the legislative powers under the Building (Scotland) Act 2003 relating to dangerous buildings. The specific review that is being requested relates to circumstances where a property owner fails to maintain their building in a safe manner. In these circumstances when carrying out their statutory obligations, appropriate financial protection should be provided to Councils to enable us to carry out our duties, but with protection over the scale of costs and also easier and quicker means of Compulsory Purchase of the building when appropriate."

Councillor Laura Brennan-Whitefield moved that the following be added to the terms of the Motion: "that the Council acknowledges and thanks Transport Scotland via Network Rail for its ongoing financial support".

Councillor Bob Pollock as Mover of the Motion and Councillor Martin Dowey as seconder, agreed to accept this additional sentence into the terms of the Motion.

Adjournment of Meeting

The time being 12.10 p.m., the Council adjourned for fifteen minutes.

Resumption of Meeting

The meeting resumed at 12.25 p.m.

Councillor Brian McGinley, moved that the following be added to the terms of the Motion:-

"That the Chief Executive writes to UK Government to use the Station Hotel as an example of how the decisions taken by a National Body can lead to an adverse impact on local authorities and to ask the UK Government to use this as a case example to consider whether national legislation is required to afford protection in such circumstances to local authorities, recognising always that the existing Building (Scotland) Act 2003 is devolved legislation".

Councillor Bob Pollock as Mover of the Motion and Councillor Martin Dowey as seconder, agreed to accept this addition into the terms of the Motion.

A full debate took place regarding the terms of the Motion and the Council

<u>Decided</u>: unanimously to agree the terms of the Motion with the two additions moved by Councillor Laura Brennan-Whitefield and Councillor Brian McGinley.

Councillor Mark Dixon left the meeting during consideration of the above item.

10. Formal Question.

In terms of Council Standing Order No. 26.2, there was submitted a <u>Formal Question</u> from Councillor Duncan Townson, along with the response which was made available to all Members.

Councillor Townson thanked the Chief Executive for the detailed response and referred to the modernisation of within schools which had been carried out throughout years of numerous Council Administrations and advised that he had wished to raise this question to raise awareness to members of the public of the works which had been carried out.

Exclusion of press and public.

Following a vote, the Council

Decided: to agree to consider the following item of business in private.

The Council resolved, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining item of business on the grounds that it involved the likely disclosure of exempt information in terms of paragraphs 8 and 9 of Part 1 of Schedule 7A of the Act.

11. Affordable Housing Proposals, Ayr

There was submitted a report (issued – members only) of 5 October 2023 by the Depute Chief Executive and Director of Housing, Operations and Development seeking approval to develop proposals for affordable housing at Block 1 Riverside Place and to realign the Housing Revenue Account (HRA) Business Plan.

Councillor Martin Kilbride, seconded by Councillor Bob Shields, moved the recommendations as outlined in the report.

A full discussion took place in relation to this report and questions were raised and responded to by the Assistant Director – Housing and Operations.

Adjournment of Meeting

The time being 1.05 p.m., the Council adjourned for ten minutes.

Resumption of Meeting

The meeting resumed at 1.15 p.m.

Upon reconvening, Councillor Martin Dowey, seconded by Councillor Lee Lyons, moved that this matter be continued to a Special Meeting of South Ayrshire Council to allow further information to be sought.

The Council

<u>Decided</u>: to continue this matter to a Special Meeting of South Ayrshire Council to allow

further information to be sought.

12. Consideration of Disclosure of the above confidential report.

As no decision had been taken on item 11 of the minutes, this item subsequently fell.

13. Closing Remarks.

The Provost thanked all in attendance for their contribution.

The meeting ended at 1.20 p.m.



Agenda Item No. 3(b)(ii)



EXCERPT FROM THE MINUTES OF THE CABINET OF 28 NOVEMBER 2023

Corporate and Strategic/Finance, HR and ICT/Buildings, Housing and Environment.

C

Ayr Esplanade Strategy.

There was submitted a report (issued) of 22 November 2023 by the Depute Chief Executive and Director of Housing, Operations and Development

- (1) recommending a placemaking improvement strategy for Ayr Esplanade;
- (2) advising that the purpose of the strategy was to provide a coherent framework for the undertaking of Capital based improvements and investments in the area; and
- (3) intimating that the strategy followed consideration of the outcome of public consultation on a draft Ayr Esplanade Strategy undertaken in 2020/2021 on parts of the Esplanade area.

The Cabinet

Decided:

- (a) to approve the Ayr Esplanade Strategy, as set out in Appendix 1 of the report, as a basis for informing Capital investment in the area to commence in the period 2024/25;
- (b) to note that public feedback on the Esplanade Strategy would be considered in taking forward the longer term potential projects identified in the strategy; and
- (c) to note that the Ayr Esplanade Strategy would 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.



EXCERPT FROM THE MINUTES OF THE CABINET OF 28 NOVEMBER 2023

Corporate and Strategic/Finance, HR and ICT.

C

Communications Strategy 2023-28 and Communications Team Staffing Proposals

There was submitted a report (issued) of 22 November 2023 by the Director of Strategic Change and Communities seeking approval for the Communications Strategy 2023-28; the Communications Team staffing required to deliver the service and the strategy; and approval for revised guidance on Managing Work Related Social Media and Media Relations.

The Cabinet

Decided:

- (1) to approve the Communications Strategy 2023-28 as detailed in Appendix 1 of the report;
- (2) to approve the conversion of two temporary Communications Assistant posts to permanent posts to support the delivery of this strategy and to ensure the continued delivery of the service:
- (3) to approve the Managing Work Related Social Media Guidance for Employees, as detailed in Appendix 4 of the report;
- (4) to approve the Media Relations Guidance, as detailed in Appendix 5 of the report; and
- (5) to agree that officers conduct a Review of the activities undertaken by the Communication Team and the evaluation of them, engage with Members and report back to Cabinet with the results of this Review within six months.



EXCERPT FROM THE MINUTES OF THE CABINET OF 28 NOVEMBER 2023

Finance, HR and ICT

C

Medium Term Financial Plan 2024-25 to 2028-29.

There was submitted a report (issued) of 17 November 2023 by the Head of Finance, ICT and Procurement seeking approval of the Council's updated Medium Term Financial Plan.

The Cabinet

Decided:

- (1) to approve the Medium-Term Financial Plan (MTFP), attached as Appendix 1 to the report;
- (2) to note that the potential cumulative five-year budget gap based on the assumptions contained in the plan was £45.9m.; and
- (3) to note the budget strategy, as contained in Section 4 of Appendix 1 of the report, developed to address the anticipated cumulative budget gap.

South Ayrshire Council

Report by Director of Strategic Change and Communities to South Ayrshire Council of 7 December 2023

Subject: Accounts Commission's Findings on Best Value in South Ayrshire

1. Purpose

1.1 The purpose of this report is to advise Members of the Accounts Commission's findings from the Controller of Audit's Statutory Report on Best Value in South Ayrshire.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 considers the findings from the Controller of Audit's Statutory Report on Best Value in South Ayrshire, attached as Appendix 1; and
- 2.1.2 notes that officers shall advise the Commission of the steps that the Council has agreed to take to respond to the findings and publish the required notice.

3. Background

- 3.1 The Accounts Commission's approach to Best Value has evolved since Best Value was introduced 20 years ago and is now fully integrated within annual audit work. Best Value at the Council will be assessed comprehensively over the period of the audit appointment and will include an annual evaluation of the Council's approach to demonstrating improvement in the effective use of resources and public performance reporting.
- 3.2 In addition to the annual work on Best Value, thematic reviews as directed by the Accounts Commission are undertaken and in 2022/23 the focus was on the effectiveness of Council leadership in developing new local strategic priorities following the elections in May 2022.
- 3.3 At least once every five years, the Controller of Audit will report to the Accounts Commission on the Council's performance in meeting its Best Value duties. The programme of Controller reports commenced in October 2023 with South Ayrshire being the first Council considered by the Accounts Commission in October 2023.
- 3.4 The Council's thematic report was based on fieldwork carried out between January and March this year and the report was considered by Audit and Governance Panel on 28 June 2023 and subsequently, by Cabinet on 29-August 2023. The Council's

final report on the annual audit was considered by Audit and Governance Panel on 27-September 2023.

- 3.5 An augmented action plan based on the recommendations from Audit Scotland was approved by Audit and Governance Panel on <u>4-October 2023</u> with progress to be reported on a quarterly basis (next update due in January 2024).
- 3.6 The Council is required to consider these findings within 3 months.

4. Proposals

- 4.1 The Accounts Commission published their findings on 2 November following its meeting on 12 October. The findings are attached as Appendix 1 and the webcast of the public session can be accessed here (South Ayrshire section starting at 3m 42s).
- 4.2 In summary, the Accounts Commission's main findings are:
 - The Council has effective financial management processes in place, has delivered balanced budgets, and has met its savings targets;
 - The Council has sought to address the commission's previous findings on leadership, and they commend the Council for the clear intent around the new senior management structure, to ensure that there is sufficient leadership capacity;
 - Progress has been made in addressing the recommendations of the 2021
 Best Value Assurance Report but noted concern that the pace of
 improvement had been slow but acknowledged that external factors, while
 not unique to South Ayrshire, had contributed to this delay;
 - The commission urges the Council to move at pace to establish the expected cashable benefits and baseline activity for the strategic change programme;
 - The Council should ensure that it has clear measures of progress against key priorities and improve its public performance reporting; and
 - The Council should prioritise the introduction of a corporate self-evaluation tool.
- 4.3 These findings reflect the recommendations made by Audit Scotland in their initial report and the suggested improvements are therefore already being addressed as part of the Best Value Action Plan 2023. Examples include:
 - New <u>Council Plan</u>, <u>Performance Management Framework</u> and <u>service planning process</u> agreed by members.
 - New <u>Council Plan performance report (Q2)</u> considered by Service and Partnerships Performance Panel in November.
 - <u>Self-evaluation tool</u> agreed by the Best Value Working Group and due to be rolled out during 2024.
 - Detailed business cases under development for the refocussed strategic change programme.

4.4 This progress was described as 'concrete signs of improvement' by Audit Scotland during the Accounts Commission hearing on 12 October while noting it was too early to evaluate the effectiveness of the improvement activity.

5. Legal and Procurement Implications

- 5.1 The Council requires to notify the Commission of the decisions (if any) it takes to respond to the recommendations and will publish with the Commissions consent a notice summarising this response in the local newspapers in accordance with S203 of the Local Government Act 1993.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

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 Rejecting the recommendations 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 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 delivery of all of the Council's strategic objectives.

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 Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Continue implementation of the Council's Best Value Action Plan 2023	20 July 2024	Service Lead – Policy, Performance and Community Planning

Background Papers Audit Scotland Best Value Assurance Report – South Ayrshire

Council - October 2021

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Date: 29 November 2023

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26 October 2023

Mike Newall Chief Executive County Buildings Wellington Square Ayr

Dear Mike,

South Avrshire Council KA7 1DR

Statutory Report: Best Value in South Ayrshire Council

Further to my letter of 4 October, and our meeting on 16 October, I am writing to confirm that, at its meeting on 12 October, the Accounts Commission agreed to make findings on the Controller of Audit's Statutory Report on Best Value in South Ayrshire Council. I enclose a copy of the findings.

The Commission intends to publish the findings together with the report on the morning of 2 November 2023. I understand that Audit Scotland's communications team are contacting your communications colleagues about the publication arrangements. Please note that the findings and the report are embargoed for use by the media until then, and the Commission will not make any comment in response to media enquiries before that.

At our meeting we also discussed the Council's statutory obligations in how it is required to deal with the report. These obligations are also attached. Essentially, the Council is required to consider the Commission's findings at a meeting of the Council within three months of receiving them, or within such a period as the Commission may specify in writing. If you think the Council will require more time for this, please let me know and we can discuss.

As we also discussed at our meeting, it's the Commission's practice to seek a meeting to discuss the findings directly with representatives of the Council, which would preferably take place before the meeting of the Council at which it considers the findings referred to above. The Commission would be happy to come to South Ayrshire for the meeting and the Commission Support Team can take forward arrangements for this with your office.

Yours sincerely

Allan Campbell

Secretary to the Commission

Illa Campbell

ACCOUNTS COMMISSION

STATUTORY REPORT: Best Value in South Ayrshire Council

November 2023

FINDINGS

The Commission welcomes and endorses the Controller of Audit's report on Best Value in South Ayrshire Council.

This report is the first to reflect the Commission's new approach to Best Value. It is fully integrated into annual audit work, reported in Annual Audit Reports, and includes detailed work each year on a national theme. For 2022-23 the national theme is leadership.

We are pleased to see that the Council has effective financial management processes in place, has delivered balanced budgets, and has met its savings targets. We also welcome the Council's approach to medium and long term financial planning. However, given the large budget gaps identified in its financial planning, we believe there should be clear alignment between the council's budget and its strategic priorities for the 2024-25 financial year.

We note the progress that the Council has made in addressing the recommendations in our 2021 Best Value Assurance Report. We are concerned, however, that the pace of improvement has been slow. We acknowledge that external factors, including financial pressures and changes in political leadership, have contributed to this but these factors are not unique to the Council.

We are also concerned about the Council's transformation programme and the lack of progress since our 2021 report, particularly given the reliance on this to address the financial and service delivery challenges the Council is experiencing. We note that the transformation programme has been refocused, and the number of projects reduced, but we now urge the Council to move at pace to establish the expected cashable benefits and baseline activity for the programme.

Linked to this, we have wider concerns around performance management and performance reporting within the Council. The Council should ensure that it has clear measures of progress against its key priorities, and that future performance reporting to elected members is transparent and balanced.

There is also a lack of a corporate approach to self-evaluation, and we urge the Council to progress this as a priority. We encourage the Council to make use of comparative analysis with its peer organisations and consider support from other bodies with expertise in this area.

We were disappointed to note that public performance reporting needs to improve, to ensure compliance with the Commission's Statutory Performance Information Direction. We note that work is underway to address this and look forward to seeing the refreshed approach in place as soon as possible.

We recognise that the Council has sought to address our previous findings on leadership, and we commend the Council for the clear intent around the new senior management structure, to ensure that there is sufficient leadership capacity. We look forward to seeing the impact of these changes and evidence of a culture of continuous improvement within the Council.

The actions identified from the audit will be followed up in future annual audit reports to the council, and the Commission asks the Controller of Audit to monitor the council's progress and report back to the Commission with any concerns if she deems it necessary.

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SELECTED STATUTORY PROVISIONS FOR REPORTS BY THE CONTROLLER OF AUDIT AND PROCEDURE OF THE ACCOUNTS COMMISSION

AN AMALGAMATION OF EXCERPTS FROM THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 AND THE LOCAL GOVERNMENT IN SCOTLAND ACT 2003

S102 1973 Act - Reports by the Controller of Audit

- (1) The Controller of Audit may, and if so required by the Commission, shall make reports to the Commission with respect to -
 - (a) the accounts of local authorities audited under this part of this Act;
 - (b) any matters arising from the accounts of any of those authorities or from the auditing
 of those accounts being matters that the Controller considers should be considered
 by the local authority or brought to the attention of the public;
 - (c) the performance by a local authority of their duties under Part 1 (best value and accountability) and Part 2 (community planning) of the Local Government in Scotland Act 2003.
- (2) The Controller of Audit shall send a copy of a report made under subsection (1) above to
 - (a) any local authority named in the report; and
 - (b) any other person the Controller thinks fit.
- (2A) A local authority shall, forthwith upon their receiving a copy of a report sent to them under subsection (1) or (2) above, supply a copy of that copy report to each member of the authority and make additional copies available for public inspection.

S3 2003 Act - Action by Accounts Commission following report by Controller of Audit

On a report being made to it by the Controller of Audit under section 102(1) of the Local Government (Scotland) Act 1973 the Accounts Commission may do, in any order, all or any of the following, or none of them -

- (a) direct the Controller of Audit to carry out further investigations;
- (b) hold a hearing;
- (c) state its findings.

S4(2)(b) 2003 Act

Findings which do not follow a hearing shall be treated as the findings of the members of the Commission holding a hearing.

- (3) Findings may include recommendations and the persons to whom those recommendations may be made include the Scottish Ministers.
- (4) The Accounts Commission shall give a copy of findings so made to any member or officer of a local authority who was named in the report upon which proceeded the hearing to which the findings relate.

S103E 1973 Act - Action by local authorities

(1) A local authority receiving a copy of findings shall consider those findings at a meeting of the authority within three months of receiving them or within such longer period as the Commission may specify in writing.

- (2) The duty imposed on a local authority by subsection (1) above shall be discharged only by that authority and not by a committee or sub committee or an officer.
- (3) Where findings received by a local authority contain recommendations, the authority shall decide -
 - (a) whether to accept any or all of those recommendations;
 - (b) what, if any, action to take in response to those recommendations.
- (4) A meeting under subsection (1) above shall not be held unless, at least seven clear days before the meeting, there has been published, in a newspaper circulating in the area of the local authority concerned, a notice which -
 - (a) states the time and place of the meeting;
 - (b) indicates that the meeting is to be held in order to consider the findings of the Commission and any recommendations in those findings; and
 - (c) describes the nature of those findings and of any such recommendations.
- (5) The local authority shall, as soon as practicable after that meeting -
 - (a) notify the Commission of any decisions made in pursuance of subsection 3 above;
 and
 - (b) publish, in a newspaper circulating in the area of the local authority, a notice containing a summary, approved by the Commission, of any such decisions.
- (6) A notice under subsection 5(b) above shall not need to summarise any decision made while the public were excluded from the meeting -
 - (a) under section 50A (2) of this Act (confidential matters) or in pursuance of a resolution under section 50A (40) of this Act (exempt information); but
 - (b) in a case where section 50C and 50D of this Act (availability for inspection after meetings of minutes, background papers and other documents) apply in relation to the meeting, shall indicate the documents which, in relation to that meeting, are open for inspection in accordance with those sections.

South Ayrshire Council

Report by Chief Executive to South Ayrshire Council of 7 December 2023

Subject: Commencement of Local Development Plan 3
Preparation and Development Plan Scheme 2023

1. Purpose

1.1 The purpose of this report is to seek approval to commence the preparation process for the new Local Development Plan and to publish the Development Plan Scheme for Local Development Plan 3.

2. Recommendation

- 2.1 It is recommended that the Council:
 - 2.1.1 approves the commencement of work on preparing the next South Ayrshire Local Development Plan (LDP3);
 - 2.1.2 approves the Development Plan Scheme 2023 (Appendix 1) for publication, and consultation, including the proposed Participation Scheme for public and stakeholder engagement;
 - 2.1.3 agrees that an invitation be issued to all Community Councils to prepare a Local Place Plan for their area and that this invitation will be followed up with community-based meetings to take place early 2024; and
 - 2.1.4 agrees that a report be brought to Council on 29 February 2024 recommending member/officer governance arrangements to oversee the preparation of LDP 3 and providing an update on the engagement strategy and the initial programme for community meetings (per recommendation 2.1.3).

3. Background

3.1 The Planning (Scotland) Act 2019 introduced a new regime for development planning which means the next Local Development Plan will look significantly different and follow a different process to the previous plans.

- 3.2 The purpose of the LDP will remain the same, but the way it is created and presented, the consultation and involvement of local communities will be different. The new LDP process will prioritise greater, and earlier, community engagement, and will have a stronger emphasis on issues such as sustainability, biodiversity, local living, placemaking and community wealth building, which are key themes of National Planning Framework 4 (NPF4).
- 3.3 National Planning Framework (NPF4) was adopted by the Scottish Government in February as a comprehensive, national set of planning policies. This now forms part of the development plan, along with the Local Development Plan, and the two Plans are now used in the determination of planning applications.
- 3.4 While NPF4 sets out many of the general planning policies of the area, the role for the next South Ayrshire Local Development Plan (LDP3) will be to focus more on local-level policies that are tailored to the needs of South Ayrshire and modify NPF4 policies where we can demonstrate that is appropriate. LDP3 will also be aligned with a forthcoming Regional Spatial Strategy for Ayrshire, which, although not part of the development plan for determining planning applications, will identify priority objectives in each Council area and across the Ayrshire region.
- 3.5 Planning legislation requires a Development Plan Scheme to be published annually. The Development Plan Scheme set out in Appendix 1 is the first to be published under the new LDP regime and highlights the key stages and timetable for the LDP preparation process. It also contains a Participation Statement, which explains how, when and who the Council will engage and consult with throughout the development of the Plan, including local communities, the wider public, key stakeholders, public and private organisations. There will initially be an opportunity for public feedback on whether people feel the range of participation proposals and methods within the DPS are appropriate and sufficient.
- 3.6 The DPS also acts as an ongoing project management tool to help co-ordinate and manage the LDP process and the timescales set out.
- 3.7 A further new feature of the Planning (Scotland) Act 2019 is the introduction of Local Place Plans, which are community-led plans setting out a community's aspirations for its future development with proposals for the development and use of land. Once completed and then registered by the planning authority as complying with the Regulations set out by Scottish Government, they are to be taken into account in the preparation of the relevant local development plan.
- 3.8 The Local Development Plan, alongside NPF4, constitutes the development plan for South Ayrshire, and sets out statutory land use designations and planning policies that are to be considered in determining planning applications. However Local Place Plans, if received and registered by the planning authority as part of the evidence gathering stage, will be taken into account in preparing Local Development 3, so as to better reflect community ambitions and priorities at a local level. A diagram explaining the relationship of the various Plans is set out in Appendix 2.

4. Proposals

Development Plan Scheme (DPS)

- 4.1 As set out in the proposed Development Plan Scheme (Appendix 1), the first stage in the new system for Local Development Plans is the Evidence Report, for which work will commence in December 2023. This is an extensive evidence-gathering exercise on a wide range of factors covering social, economic, environmental, demographic and infrastructure data. This will be used to inform the policy direction for the next stage of the Plan-making process.
- 4.2 While it will largely be for each planning authority to decide what evidence will be required, the Scottish Government has set out certain pieces of evidence that are mandatory to be included. These include an Open Space Strategy and Play Sufficiency Assessment. Gathering this qualitative and quantitative information will require close working with other services (including Greenspace, Neighbourhood Services, Education and Thriving Communities) and organisations outside the Council (e.g. NHS, energy companies, and Scottish Government key agencies (such as SEPA, Transport Scotland, Nature Scot).

Community and Stakeholder Engagement

Local Place Plans (LPPs)

- 4.3 It is important that local communities are engaged early so that they can start to prepare an LPP. It is recommended that an invitation for communities to prepare their own Local Place Plan will be issued alongside the LDP3 launch in December through the Online Hub mentioned in para 4.8 below. This invitation will be followed up with an information meeting with Community Councils that will be organised for early 2024. The meeting will provide an 'Assistance Pack' to local communities to assist them in their preparation of LPPs. The Assistance Pack will include further advice on what an LPP is, advice on how to go about putting one together, key information, sources of other information that they may find helpful and completing an LPP.
- 4.4 This meeting will also kick start the wider engagement on the LDP3 itself, providing an initial opportunity to engage with local communities to understand their thoughts, ideas and concerns about their areas. The Planning Strategy team is developing a tailored engagement strategy with the Thriving Communities team to co-ordinate engagement work with other Council services, particularly Thriving Communities, who have been conducting similar place-based conversations with communities, in order to optimise the engagement and avoid duplication of work and 'consultation fatigue' from the public.
- 4.5 A key requirement of the new system is that planning authorities engage with groups that are traditionally hard to reach, including gypsy- traveller communities, young people and older people.
- 4.6 The Planning Service will utilise a range of methods to engage with these groups throughout the LDP process, which it is hoped will lead to the creation a more inclusive and community-focussed Plan. A full engagement strategy, a programme for community meetings and an outline of measures for assistance with communities in preparing their LPPs will be reported to Council on 29 February 2024. It is intended that an initial phase of engagement will commence in Spring 2024.

4.7 Further key stages include:

- submission of the Evidence Report to the Gatecheck process, which is an assessment by a Scottish Government Reporter of whether the planning authority has provided sufficient information to prepare an LDP.
- Preparation, consultation and modifications on a Proposed Plan, which sets out the Council's intended policies and proposals for South Ayrshire in a place-based document. It will identify where new development should take place and where it should not and will articulate the ambitions and priorities for the future development of the plan area, including housing land requirements, business, tourism and environmental objectives. It will need to follow the key themes set out in NPF4 and will largely follow the policy framework of NPF4.
- Publication of the Delivery Programme, which sets out how the Council will implement the LDP. It is an important part of the Plan-making process and will help in the project management of Plan outcomes, helping to focus development planning resources on delivery as well as plan-making.
- LDP Examination of the Proposed Plan, again through a Scottish Government Reporter, for independent consideration of any issues raised during the formal consultation on the Proposed Plan that have not been resolved through modifications.
- The Development Plan Scheme anticipates that the new LDP will be adopted within 4 years of commencement of the process, by Quarter 3 of 2027. The LDP timetable will however be kept under review and updated as necessary each year with in the annual Development Plan Scheme.

LDP3 Online Hub

In order to allow the LDP3 process to be as engagement focussed, user friendly and accessible as possible, the Planning Strategy team is pioneering the innovative use of GIS-based software, ESRI Hub Premium for developing and consulting on the LDP. Following Council approval of this report, a virtual 'LDP Hub' page will be launched, using the software to provide a high quality, attractive and interactive portal which will allow the public to view documents and maps, often in a 'StoryMap' format, sign up easily for updates and join in online consultations and discussions relating to the LDP. As well as providing a more useful and engaging experience for members of the public and stakeholders, and helping to reach groups that may not usually engage in the Plan making process, it will allow for more efficient management of the LDP production process.

Self-Build Register

4.9 An additional requirement at this stage is to prepare and maintain a list of persons who have registered interest with the authority with the intention of acquiring land in South Ayrshire for self build housing. A section of the Planning website will be created to allow people to register their interest in self build plots, and this will be publicised through the LDP Hub.

LDP3 Governance Arrangements

- 4.10 It is proposed that a new LDP advisory group of elected members will be established shortly for consulting/advising members at regular and key stages of the Plan process.
- 4.11 In developing Member/ officer governance arrangements there will be a review of previous arrangements that operated during the production of LDP1 and 2. There will be an emphasis on maximising opportunities for members to engage in the process, while ensuring that arrangements are manageable. Officers will report back with recommendations in February 2024. The same report will report on any initial feedback from the LDP Hub, provide a full engagement strategy and provide an update on the programme for community engagement.

5. Legal and Procurement Implications

- 5.1 The process set out in this paper for approving the LDP 3 complies with the requirements of the Planning (Scotland) Act 2019. Legal advice will be provided as required.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Fees are payable to the Scottish Government's Planning and Environmental Appeals Division (DPEA) for the entering the Gate Check and Local Development Plan Examination processes. Although the exact costs are not yet known, they are estimated to be approximately £30,000 each for the Gate Check and LDP Examination. The Gate Check is expected to take place in 2024/25.

7. Human Resources Implications

7.1 The range of work set out in the Development Plan Scheme will be largely met within the existing resources of the Planning Strategy Team. The assistance of resources within Thriving Communities will also be required in undertaking the engagement strategy and liaising with communities on the development of their Local Place Plans.

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 that the Council will not be able to proceed with the next Local Development Plan as required by Planning legislation. This could impede the Council's ability to meet strategic objectives including those related to economic and housing growth, lead to poorer communication about, and delays to, the Council's programme for making the next Local Development Plan and opportunities for stakeholders to be involved in the process.

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)** - SEA will be undertaken at later stages of the Local Development Plan process to scope out issues and consider the environmental impacts of all policies and proposals.

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 No formal consultation has yet taken place, but informal engagement and formal stages for representation will be carried out as indicated in Appendix 1 (Development Plan Scheme). Members of the Planning Liaison Group were updated on the context and next stages for the Local Development Plan/Development Plan Scheme in September 2023.
- 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 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
Publication and consultation on the Development Plan Scheme will commence in December 2023	December 2023	Coordinator - Planning Strategy
Launch of online LDP3 Hub and invitation to communities to prepare Local Place Plans	December 2023	Coordinator - Planning Strategy
Report to Council on proposed member/officer governance arrangements and update on engagement strategy	February 2024	Assistant Director – Planning and Development
Commencement of evidence gathering process for Evidence Report	December 2023	Service Lead - Planning and Building Standards

Background Papers Scottish Government Local Development Planning Guidance

The Town and Country Planning (Development Planning)

(Scotland) Regulations 2023.

Planning circular 1/2022: Local Place Plans

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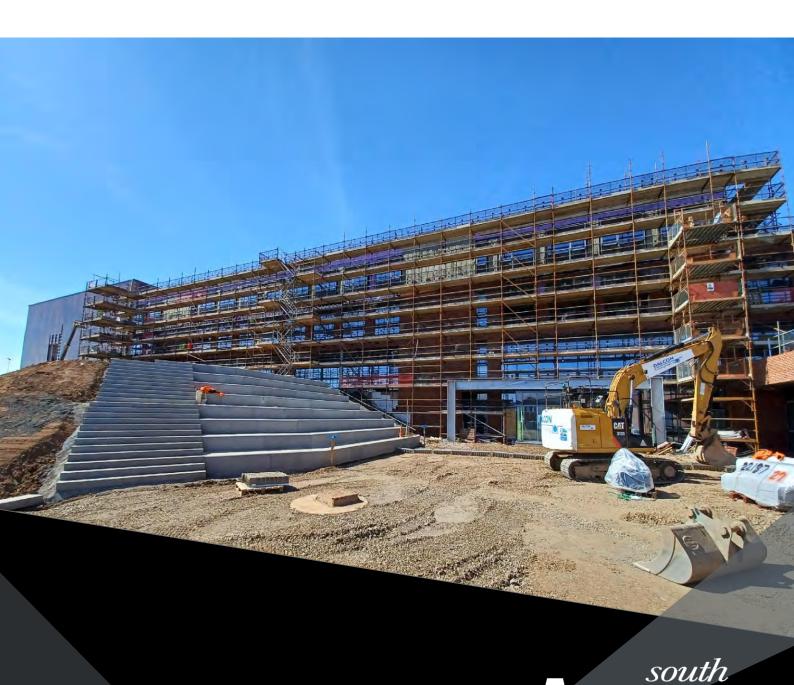
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Date: 30 November 2023

Development Plan Scheme

published December 2023



south-ayrshire.gov.uk

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Let us know what you think?



Introduction

Every Local Authority must produce a Development Plan Scheme, at least annually, as required by section 20B of the Planning (Scotland) Act 1997, as amended by the Planning (Scotland) Act2019 and the Town and Country Planning (Development Planning) (Scotland) Regulations 2023 . The Development Plan Scheme is an important communications tool. It is key to supporting deliverable and people-focussed plans by letting stakeholders know when and how they can get involved in the preparation of the next Local Development Plan and keep them informed of progress.

The Development Plan Scheme

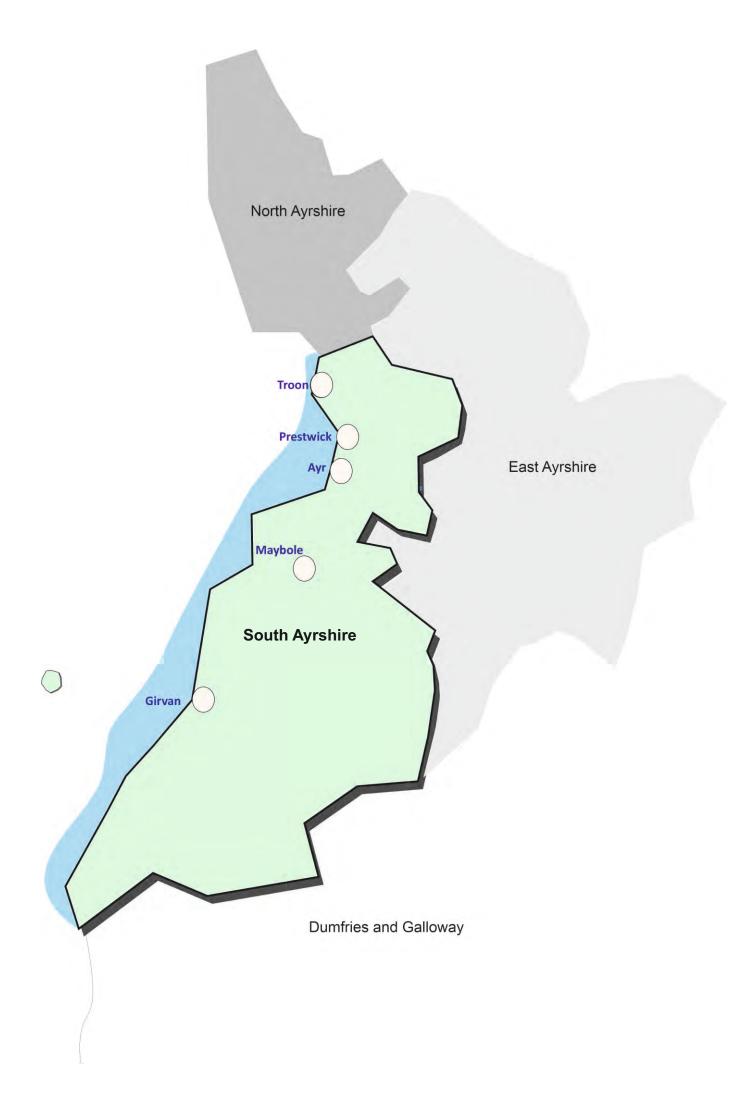
The principal purposes of the South Ayrshire Council Development Plan Scheme (DPS) are to:-

- Set out a timetable for producing the South Ayrshire Local Development Plan 3;
- Outline what is involved at each stage of preparing the Local Development Plan; and
- Explain when and how stakeholders can engage in the process and influence the content of the Development Plan
- Seek views on the Participation Statement

The previous Development Plan Scheme was published in 2022 and reflected the emerging national planning position ahead of the final National Planning Framework (NPF) 4, Local Development Plan regulations and guidance being published in 2023. It therefore set out an indicative timetable for the production of the next Local Development Plan.

This DPS includes information on the current plan, LDP2 and how we will be preparing the next plan, LDP3. A review of planning at the national level has changed how LDPs are to be prepared and what they are to include. Following the adoption of National Planning Framework 4 (NPF4), it is considered that this DPS is the first document of the LDP3 process. This DPS provides an update on those planning reforms, a timescale for LDP3 and when, how, and why you can get involved and seek the views on the content of the Participation Statement.





What is a Local Development Plan?

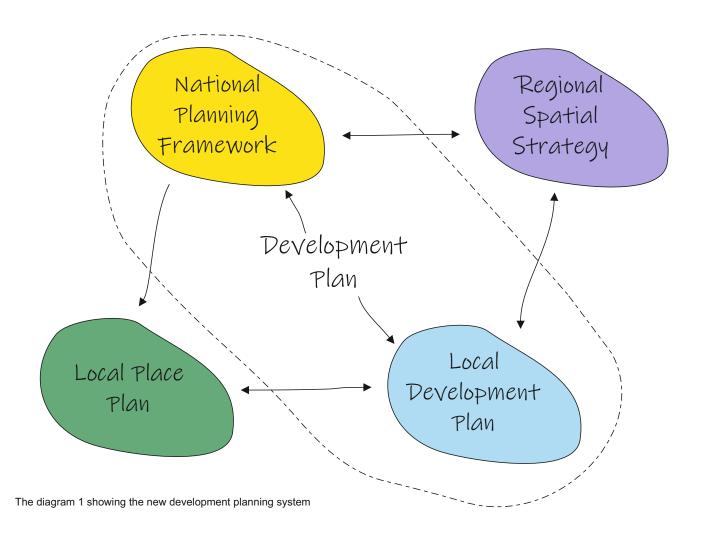
Local Development Plans (LDP) are spatial land use documents which guide the future use of land in our cities, towns and rural areas by setting out where development should happen and where it should not. LDPs provide an overall, joined up approach to managing development that can set out ambitious but realistic long-term visions for the area they cover. They indicate where development should and should not happen and provide the policy framework against which all planning applications must be assessed, thereby providing confidence for investors and communities alike.

The Planning (Scotland) Act 2019 has brought numerous reforms to Scotland's development plan system, which are in the process of being implemented. A significant milestone in this was the adoption of National Planning Framework 4 (NPF4) by Scottish Ministers on 13 February 2023. NPF4 replaced NPF3 and Scottish Planning Policy, incorporating an updated Scottish Planning Policy, containing detailed national policy on a number of topics.

The new style plans are expected to be place-based with a greater emphasis on maps, site briefs and masterplans, with minimal policy wording. It is envisaged that the policies and proposals within the LDP will be focused on places and locations, working within the context provided by NPF4.

Under the new local development planning system introduced by the Planning (Scotland) Act 2019 (see diagram 1 below), the statutory "development plan" for South Ayrshire comprises two documents:-

- The adopted National Planning Framework 4 (February 2023)(produced by Scottish Government); and
- The adopted South Ayrshire Local Development Plan 2 (August 2022)



The current Local Development Plan 2

The South Ayrshire Local Development Plan 2 (LDP2) was adopted in August, 2022 and replaced the Local Development Plan 2014 and the Town Centre and Retail Local Development Plan (2017) as the Council's development plan. LDP2 provides policies and proposals to help guide development and to ensure that the right development takes place in the right location. LDP2 is supported by supplementary guidance, planning guidance, technical papers and land use audits which provide background information and an evidence base to the policies and strategies contained in the Plan.

New Local Development Plan Arrangement

Under the new development planning system introduced by the Planning (Scotland) Act 2019, the process for preparing Local Development Plans has changed, as outlined below.

New local development planning process: the new system introduces three distinct parts to LDP preparation:-

- 1. Evidence involving the gathering of data and information to inform the production of the new LDP.
- 2. Plan preparation to produce the new LDP for adoption, and
- 3. Delivery of the adopted LDP.

Further details for each stage, including timescales, are set out in the timeline (Page 7)

The main elements of reform affecting development plans are the adoption of the National Planning Framework 4 (NPF4) which sets out the national spatial strategy for Scotland (upto 2045) and plans for development and investment in infrastructure, identifies national developments and other strategically important opportunities in Scotland. NPF4 was adopted in February 2023. NPF4 contains both spatial and thematic planning policies in the same document and sets out the national policy position for land use planning. It will be used to determine planning applications. As NPF4 contains planning policy, new LDPs will be place-based documents with emphasis on maps, site briefs and masterplans, with minimal policy wording.

Following the adoption of NPF4, this DPS is considered the first LDP3 related document to be published. This DPS builds on the consultation methods set out in the last DPS which proposed the type of consultation and engagement to be undertaken throughout the LDP3 process along with an indicative timetable. The timescales and work programmes within the last DPS (November 2022) have been amended following the publication of Scottish Government Guidance for Local Development Planning, dated May 2023.

Supplementary Guidance

Statutory supplementary guidance will no longer form part of the Development Plan following the adoption of any new LDP under the new system. Instead, any planning guidance published in association with the development plan will be non-statutory guidance (i.e. not a part of the development plan).

The transitional arrangements set out in the Chief Planner's Letter published on 8th February 2023, however, allow for Local Authorities to continue to prepare and adopt statutory supplementary guidance associated with LDPs until 31 March 2025. Supplementary Guidance adopted under those provisions is to be treated as forming part of the development plan for the area to which the LDP relates.

Other Plans and Strategies

The Planning (Scotland) Act 2019 introduced the requirement for a number of other plan and strategy documents to inform and improve the planning system in Scotland. These are:

Regional Spatial Strategy - all planning authorities, either individually or acting together as a regional grouping, are required to prepare a Regional Spatial Strategy (RSS). Although not part of the statutory development plan, planning authorities must have regard to adopted RSSs when preparing local development plans. These strategies will identify the outcomes, needs, priorities, and proposed locations of strategic development and will help inform NPF4. South Ayrshire Council worked with North Ayrshire and East Ayrshire Councils to publish a joint Indicative Regional Spatial Strategy (IRSS) for Ayrshire.

Further work is required to agree formal working arrangements between the authorities on how an Ayrshire Regional Spatial Strategy might be prepared.

Local Place Plans - community-led plans setting out proposals for the development and use of land. Communities will have the opportunity to prepare Local Place Plans (LPPs), setting out their proposals for the development and use of land in their local area, and so providing a new opportunity for communities to feed into the LDP preparation process at the outset of the process. Although not part of the statutory development plan, planning authorities must have regard for registered LPPs in the preparation of local development plans. While the Council cannot prepare LPPs, we are required by legislation to provide information on the assistance available for local communities in preparing an LPP for their area. While the regulations set out the legislative process, they leave scope for different approaches to consultation and production of an LPP. For each LPP to be taken into account in the LDP process, the LPP should be submitted and validated in advance of the finalisation of the Evidence Report and in advance of the Gate Check.

The Council will issue an invitation to local communities to prepare a Local Place Plan and will keep a register of validated Local Place Plans in South Ayrshire and make information about them available online.

Scottish Government guidance to communities and planning authorities on the preparation, submission and registration of Local Place Plans is contained in Circular 1/2022: Planning Circular 1/2022: Local Place Plans

Open Space Strategy – planning authorities are required to prepare a strategy setting out a strategic framework of policies and proposals for the development, maintenance and use of green infrastructure, including open spaces and green networks. The strategy is to contain an audit of existing open space provision and an assessment of current and future requirements.

Play Sufficiency Assessment – planning authorities are required to assess the sufficiency of play opportunities for children in preparing the Evidence Report for the Local Development Plan.

Forestry and Woodland Strategy – planning authorities are to prepare a strategy which identifies woodlands of high nature conservation, and sets policies and proposals for the development of forestry and woodland, and the protection, enhancement and expansion of woodlands. The Council will consult on its Forestry and Woodland Strategy.

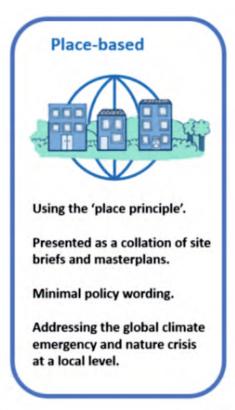
Preparation for Local Development Plan 3

The Council will prepare its next Local Development Plan (LDP3) under the new local development planning arrangements introduced by The Town and Country Planning (Scotland) Act 1997 and the Town and Country Planning (Development Planning) (Scotland) Regulations 2023 and associated guidance.

There are several different assessments which must be undertaken to support the preparation of LDP3. They are an integral part of the plan making process and should inform, and be informed by, the plan as it is being prepared. The various impact assessments are listed below.

- Strategic Environmental Assessment (SEA)
- Equalities Impact Assessment
- Public Sector Equality Duty Assessment
- Fairer Scotland Duty Assessment
- Habitat Regulations Appraisal

LDP3 should consider the ambitions and outcomes for our region, looking ahead to 20 years in the future. It should be developed through collaboration and based on robust evidence so that it is deliverable. The LDP should be place-based, people-centred and delivery focused with the inclusion of a clear Spatial Strategy shown in a collection of maps, site briefs and masterplans. Plans should be relevant and easily understood by the people with an interest in their place.







The Scottish Government expects every planning authority in Scotland to have adopted a new local development plan within five years of the regulations coming into force, i.e. by May 2028. We intend to adopt LDP3 around year end 2027, with the formal preparations commencing in December 2023.

Delivery Programme

The Council is required to prepare a Delivery Programme to set out how they propose to deliver the actions set out in the LDP3 policies and sites.

The Delivery Programme that accompanies LDP3 will set out how the Council proposes to implement the Plan. It will include a list of actions to deliver the proposals in LDP3 in accordance with the policies in the same plan; and a timescale for the conclusion of each action. Regular monitoring of LDP3 will determine how successfully LDP3 is being delivered. Monitoring will help identify and mediate any issues that occur and, depending on the circumstances, consider the status of housing sites including whether they are still deliverable or if they should be de-allocated.

The Delivery Programme is prepared in parallel with the preparation of the Local Development Plan and is reviewed and updated at least every 2 years. The Delivery Programme must set out:

- A list of actions required to deliver policies and proposals contained in the LDP;
- An explanation as to how those actions are to be undertaken;
- · The timescale for the conclusion of each action; and
- The expected sequencing of, and timescales for, delivery of housing on sites allocated by the LDP.



LDP Process

Evidence Report – the purpose of the Evidence Report is to bring together a range of information which has been gathered about South Ayrshire, in order to inform the Local Development Plan. The aim is to gather evidence to clearly inform and support the quality and effectiveness of the Local Development Plan by front-loading the work and use the evidence to inform the plan. The content of the Evidence Report should be informed and influenced by the people and places that are likely to be affected by LDP3, including though Local Place Plans. The Evidence Report should provide a summary and an analysis of what the evidence means for the LDP, however, it is not expected that the Evidence Report will contain all the detail of the evidence. The views of stakeholders are to be sought when preparing the Evidence Report.

Following approval by the full Council, the Evidence Report, is then sent to Scottish Ministers.

Gatecheck – Prior to preparing the Proposed Plan, the Evidence Report will be assessed by a Directorate and Environmental Appeals (DPEA)Reporter. This is known as the Gatecheck. The Reporter can decide whether there is sufficient information and the planning authority can move to prepare its Proposed Plan, or the Reporter may consider there is not sufficient information and provide recommendations for improving the Evidence Report. The Gatecheck also provides an opportunity for the Reporter to consider and attempt to resolve disputes that may exist about the evidence submitted.

Preparation of the Proposed Plan – the Evidence Report must have successfully completed the Gatecheck stage. The Proposed Plan will identify where new development should take place and where it should not and can convey the ambitions and priorities for future development for South Ayrshire. The preparation of the proposed Plan is to be informed by community engagement and a wide range of other policy and strategy documents. The Scottish Government guidance sets out requirements in relation to the form and content of the Proposed Plan. The Proposed Plan is published for consultation, after which Proposed Plans can be modified.

An invitation will be made by the Council to seek ideas and suggestion of sites (Call for Ideas) to be put forward by the public and stakeholders. The information from community engagement and the Evidence Report can inform the Proposed Plan. The contents of Local Place Plans will be considered at this stage of the development plan process.

The Proposed Plan will be published for consultation. Representations received to the Proposed Plan will be used to finalise the Proposed Plan. The full Council will consider the Proposed Plan and if approved, the Proposed Plan will be sent to the Scottish Ministers for examination.

Consultation on the Environmental Report will be undertaken alongside the Proposed Plan.

Delivery Programme – the Delivery Programme sets out how an authority proposes to implement its Local Development Plan. A proposed Delivery Programme must be published with the Proposed Plan. It is to be reviewed and renewed at least every two years.

Examination – following the submission of the Proposed Plan, the Scottish Ministers will appoint a Reporter from the DPEA to consider the issues raised in any unresolved representations and the consultation and involvement of the public in the preparation of the Plan. Following the Examination, the Reporter will prepare a report setting out reasons for their conclusions and recommendations, including proposed modifications proposed.

Adoption – adoption is the final stage in the preparation of the Plan and occurs after the Council has received and considered the Examination report and any recommendations and modifications it proposes. A Delivery Programme should accompany the adoption of LDP3.

LDP Timeline

There are 3 key stages in the preparation of the new LDP.

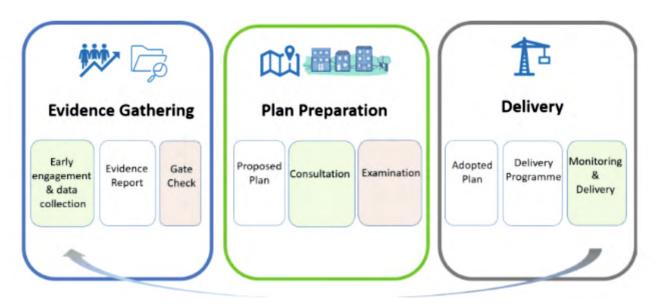


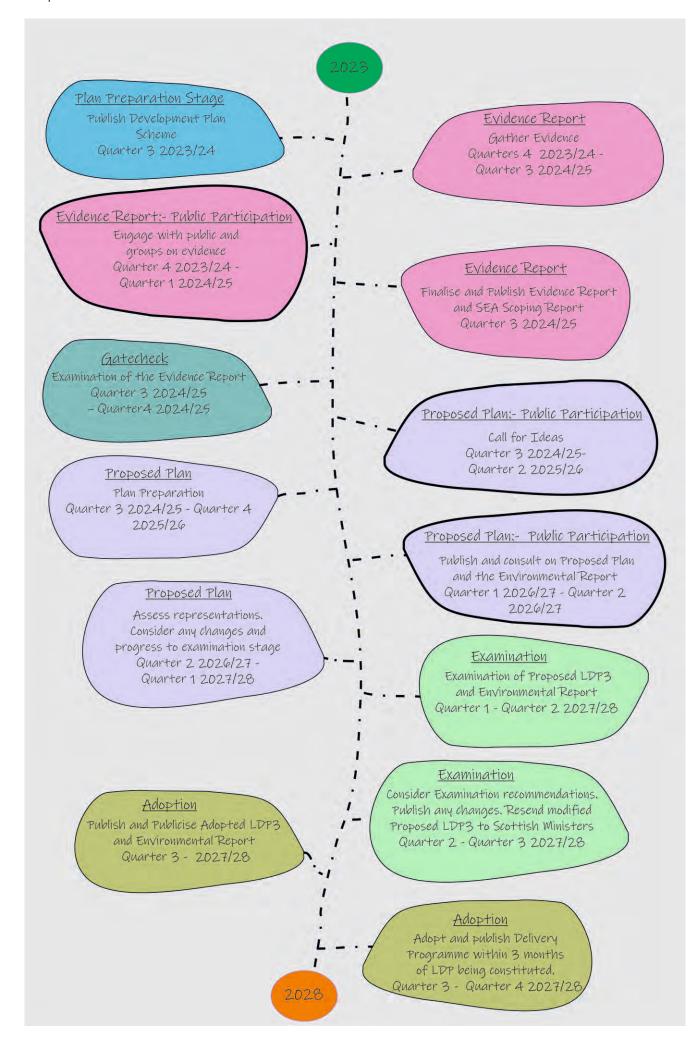
Diagram 4 sets out the indicative timescales for the preparation of Local Development Plan 3. The timetable may change, however, alterations to the timetable will be conveyed through future Development Plan Schemes (DPS).

As this is a new process, the timescales are a best estimate, and are aimed at ensuring the LDP Review is complete within 5 years of the Scottish Government's LDP Guidance being published i.e. May 2028. Future Development Plan Schemes will include any updates to the programming.

Development Plan Schemes are required to use Quarters in the DPS for timetabling in order to identify the Quarter (Q) in which the planning authority expects to publish certain elements of the Local Development Plan process. (Quarter 1 April-June; Quarter 2 July-September; Quarter 3 October-December; and Quarter 4 January-March).

Paragraph 22(2) of The Town and Country Planning (Development Planning(Scotland) Regulations 2023 states that if the timetable within the DPS differs from the timetable in the previous DPS, the new DPS must identify the changes to the timetable and set out the reasons for the changes to the timetable.

The amended dates within the timeline reflect the NPF4 and the Development Planning Guidance produced in May 2023.



Why should I get involved in the preparation of the next local Development Plan 'LDP3'?

LDP3 will have an impact upon many people's lives within South Ayrshire. It is the principal document that guides where development should and should not take place, and will promote and facilitate developments that support and enhance the communities, economy and environment of South Ayrshire.

Participating in the preparation of the LDP is a chance to help shape your future surroundings. It is important therefore that everyone who wants to engage in the Plan process is able to do so. If you want to have a say in how the area develops over the next 10 years then the preparation of LDP3 is your opportunity to do so. In order to ensure we have heard from the widest range of people, and to ensure that the Plan reflects their input, the LDP process seeks to 'front-load' its engagement.

How will we involve people at each stage of the LDP3?

There are three main ways in which we will seek to involve stakeholders and the public in the preparation of LPD3:

Inform –Throughout the process, we provide information on the progress made and make people aware of the next stages in the process, and how and when they can be involved.

Engage – In the early stages of the process, we engage with a wide range of stakeholders, communities and the general public in order to identify the main issues to be addressed in the next Plan. This is the principal opportunity to influence the shape and direction of the Plan.

Consult – We will consult all stakeholders and the public on the policies, strategies and proposals set out in the published Proposed Plan. At other points in the process, we also will seek stakeholders' views on specific issues and options which have been identified for discussion or consultation.

The above-mentioned types of involvement reflect the main stages of the plan. As the Plan progresses and ideas and principles become established, different levels of involvement become more appropriate. To help stakeholders get involved in the most appropriate ways, at the most appropriate stages, we prepared a 'Participation Statement'.





Participation Statement

The Participation Statement sets out when, how and why you should get involved in the various stages of preparing LDP3. The responses received to the previous DPS have been taken into account and are included in this Participation Statement and have enabled us to tailor our approach and make sure people can get involved and engage in the various plan preparation and consultation stages. The experience of preparing previous LDPs has helped us learn how to improve the way we include the public and reach a wide range of people. We are proposing to have a mix of in person and digital platform consultation and engagement events and meetings.

Consultation and Engagement

The 2019 Planning (Scotland) Act has set a clear direction to improve engagement and help people in communities find a way to influence how their neighbourhood and the place they live will change for the better in the future. When preparing LDP3 we will share information and focus on early and meaningful consultation. We want to do the best we can to encourage people to take part and have their opinions and ideas heard so we will use the methods that have been shown to work and are now considered best practice for engaging with people. Everyone will have an opportunity to get involved and comment throughout the LDP3 in the various stages outlined above, including having a say on how you would like to be involved. Once the Proposed LDP3 has been published, there will be limited opportunity for further engagement, so it is important to get involved during the earlier stages of the process to ensure your voice is heard. We will keep you updated on when events are happening by publicising them on our website, through Council social media and using updates to those who have registered in contact database and through the DPS Participation Statement.

How will we consult?

South Ayrshire Council is committed to encouraging participation from as wide a range of stakeholders as possible in all Local Development Plan related activities, such as masterplans, development briefs and other guidance published throughout the lifetime of the Plan. This Participation Statement outlines in general terms how communities and stakeholders will be engaged and have the opportunity to engage, shape and inform the Local Development Plan and associated documents.

The Council aims to ensure that;

- All engagement events are inclusive, open and transparent, this will be reflected in the venues we use, the documents we produce and our methods of engagement;
- Representations are fully considered and help to shape our approach and that feedback is provide to all representations received;
- We take the extra step to engage with as wide an audience as possible, reflecting the diverse nature of our community,
- Particular steps will be taken by the council including methods on reaching underrepresented groups, promote inclusive participation at all stages of LDP process and ensure views effect and influence LDP creation.



Who we will consult:

- The public in general
- Community groups, organisations and their representatives, including Community Councils
- groups such as Disabled people, Children and Young people, Gypsies and Travellers -
- Stakeholders and key agencies such as SEPA, Transport Scotland, Historic Environment Scotland, Scottish Forestry and Nature Scot;
- Private sector such as business interests, landowners, land managers, developers/housebuilders (including Housing Associations and Homes for Scotland)
- · Other agencies/organisations and infrastructure providers
- Infrastructure and service providers including health board; public transport providers; telecommunications and electricity network companies
- Scottish Government
- Voluntary organisations
- Minority groups
- · Relevant amenity bodies
- Council's wider services
- Central Scotland Green Network (CSGN)
- Key Agencies as designated by the Scottish Government
- Key Agency Groups such as SportScotland



Proposed methods for information sharing, engagement and consultation for the preparation of LDP3 may include:

Activity	Details of engagement methods may include the following:-
Publicity	Press Notice Press Releases Social Media Planning Hub Information and updates on Council website Targeted e-mails to stakeholders and interested groups, including key agencies and Scottish Ministers, CSGN, adjoining local authorities and Community Councils. Targeted communication with hard to reach groups including children and young people; older people; disabled people. Gypsies and Travellers and ethnic minority groups Neighbour Notification Mailings List
Circulation/Distribution of documents	Planning Hub Council Offices Libraries
Consultation Tools	Survey(s) On-line In-person events Place Standard Tool including Place Standard Tool for Children and Young People SP=EED Engagement Guide
Events	Targeted meetings with landowners, developers, business sectors and key agencies Events/Exhibitions Drop-in sessions and workshops in various locations across the Council area;
Additional activities	Use of existing consultations for Council Place Plans Engaging with under-represented groups; Engagement with Children and Young People Creative approaches to place making, including use of the Place Standard Tool; Notifying neighbouring properties to sites that are being considered for inclusion within the plan;

Let us know what you think?

Under the Planning (Scotland) Act 2019, we are required to seek the views of the public on the content of the participation statement. We would therefore like your views on our approach to engagement and how you would like to participate in the plan-making process. A Local Development Plan participant database has also been established to record the details of individuals and organisations wishing to be kept up-to-date with the Local Development Plan process. You can have your details added to the database by contacting us through any of the methods below:

- Do you agree with the communication methods set out and the stages at which these should be used? Are there any additional methods missing that you feel would increase participation in the plan-making process?
- Are there better ways to for us to consult and engage with you?
- Should it be in person or online or both?
- What locations are the most convenient, who else should we contact for information, comment and opinion?
- You can suggest some ideas for different types of consultation. We might get back in touch with you to discuss your ideas, if that's ok with you too?

We want to tailor consultation and engagement events to suit circumstances, and learn from experience and best practice, and hear some new ways of doing this if you think the ways we've suggested might not work well. Please tell us if you have some ideas.

One of the most important stages in preparing our next Development Plan will be gathering of relevant and useful evidence and opinion about the types of development you want to see, and the most appropriate places for it. We will have to compile this information into an 'Evidence Report' and submit this to the Scottish Government for assessment before we can progress any further.

Annex E of Local Development Planning Guidance (May 2023) identifies what this evidence report must contain and it's the first time the Planning Authorities have been asked to do it. We will use the consultation methods mentioned above to gather information, but as this is the first stage of a new way of working, we'd really like you to get involved right from the start.

Mediation

Mediation is seen as a potentially useful tool for exploring, resolving or reducing disagreement on land use plans. It can be used to aid the engagement process and to help build bridges between stakeholders. It is a voluntary process between two parties, facilitated by a third independent party. There is no legislative requirement for mediation in the Scottish planning system but there are potential scenarios where it might assist in resolving issues that arise through the preparation of different types of land use plan. However, our aim is to remove or reduce the need for mediation by gaining awareness of proposals/sites that may prove contentious through early engagement with stakeholders in the preparation of plans including any community-led Local Place Plans.

We'd like you to get involved right from the start.

Register your interest in helping to shape the next Local Development Plan

Significant use will be made of the South Ayrshire Council **Local Development Plan Hub** and the Council website to both share information and seek stakeholders view upon it. Those that have registered through the portal will receive updates and announcements at key stages of the development plan preparation.

Contact us to register your interest, and we'll keep you informed about how and when you can get involved.

Feedback

For further information about this DPS, how to provide feedback or have any other general queries about the LDP, please find further information here: www.south-ayrshire.gov.uk

For news and updates on LDP3 we recommend that you register for our mailing list on the Planning hub.

You can contact us by telephone on:

0300 123 0900

and ask to speak to a member of the Planning Strategy team.

You can also e-mail the Development Planning team at

localdevelopmentplans@southayrshire.gov.uk

In writing:

Planning Service
South Ayrshire Council
Wellington Square
Ayr
KA7 1DR



Development Plan Scheme

This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یه معلومات نابینا افراد کے لئے اُبھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اسکا مختلف زبانوں میں ترجمه بھی کیا جاسکتا ہے۔ رابطه کی تفصیلات نیچ فراہم کی گئی ہیں۔

本信息可应要求提供盲文,大字印刷或音频格式,以及可翻译成多种语言。 以下是详细联系方式。

本信息可應要求提供盲文,大字印刷或音頻格式,以及可翻譯成多種語言。以下是詳細聯繫方式。

ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੇਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸਣਨ ਵਾਲੇ ਰਪ ਵਾਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆਂ ਵਾਜ਼ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾਂ ਵੱਲੀ ਗਈ ਹੈ।

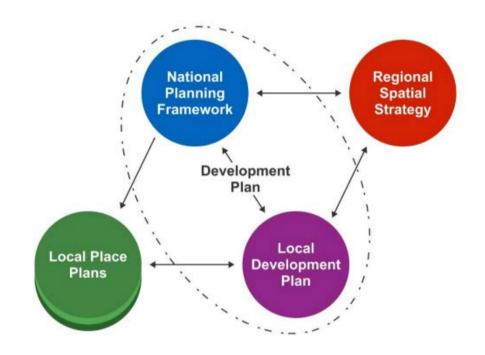
Niniejsze informacje mogą zostać udostępnione na życzenie w alfabecie Braille'a, w druku powiększonym lub w formacie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.

South Ayrshire Council

www.south-ayrshire.gov.uk







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. <u>FSD Guidance for Public Bodies</u> 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	Development Plan Scheme 2023
Lead Officer	Craig Iles Service Lead Planning & Building Standards
(Name/Position/Email)	craig.iles@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	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

Community or Groups of People	Negative Impacts	Positive impacts
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 like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	N/A	N/A
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:

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

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	No
Rationale for decision:	
Not required as there is no specific impact on communities,	groups of people, employees or

Not required as there is no specific impact on communities, groups of people, employees or thematic groups. A full EQIA will be carried out for the LDP3 Proposed Plan, when it is published for consultation.

Signed: Craig lles Service Lead -Planning & Building Standards

Date: 07 November 2023

South Ayrshire Council

Report by Head of Legal and Regulatory Services to South Ayrshire Council of 7 December 2023

Subject: Scheme of Delegation

1. Purpose

1.1 The purpose of this report is to seek approval to amend the Scheme of Delegation following review.

2. Recommendation

2.1 It is recommended that the Council approves the revised Scheme of Delegation (attached as Appendix 1) with effect from 8 December 2023.

3. Background

3.1 It is a requirement of corporate governance that the Council's Scheme of Delegation be kept under review. The last update was approved by Council on 13 October 2022. (Minor changes have subsequently been made to reflect Cabinet replacing Leadership Panel and updated job titles as a result of the management restructure.)

4. Proposals

- 4.1 The Scheme of Delegation has been updated to reflect:
 - 4.1.1 clarification in the terms of reference to Cabinet, to include considering and determining any recommendations regarding the operation of a Community Council;
 - 4.1.2 the addition of a further function delegated to the Ayrshire Shared Services Joint Committee, under Ayrshire Roads Alliance, of the inspection and testing of taxis and private hire cars under the Civic Government (Scotland) Act 1982;
 - 4.1.3 the addition of two new paragraphs in the General Delegations section, in relation to the signing of agreements relating to operational workloads of services, and the responses by services to information requests under FOI and EIR legislation;
 - 4.1.4 clarification in the Chief Executive (HR) section, relating to the Scheme of Members' Remuneration and Allowances;

- 4.1.5 the addition of two new delegations under the Director of Housing, Operations and Development in relation to leases, extensions and variations where the Council is the tenant, and
- 4.1.6 the addition of new delegations under the Director of Strategic Change and Communities and the Head of Legal and Regulatory Services in relation to the Council's Scheme for Establishment of Community Councils.
- 4.2 The proposed amendments are tracked and highlighted in **bold text** in the revised Scheme (attached as Appendix 1).
- 4.3 Subject to approval, it is proposed that the revised Scheme of Delegation is adopted with effect from 8 December 2023.
- 4.4 Subject to approval, the revised Scheme of Delegation will be published on The Core and the Council's website, and will also be notified to employees by way of the SAC Staff Community Hub.

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 Not applicable.

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's corporate governance will be less effective.

9. Equalities

9.1 The proposals in this report have been assessed through the Equalities Impact Assessment Scoping process, and there are no significant positive or negative equality impacts of agreeing the recommendations, therefore and 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 Martin Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Head of Legal and Regulatory Services will ensure that the following steps are taken within the following timescales, with progress reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the steps are completed:

Implementation	Due date	Managed by
Updated Scheme of Delegation to be published and notified to employees	15 December 2023	Head of Legal and Regulatory Services

Background Papers Scheme of Delegation

Report to South Ayrshire Council of 13 October 2022 -

Scheme of Delegation

Person to Contact Catriona Caves, Head of Legal and Regulatory Services

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Date: 30 November 2023



Scheme of Delegation

December 2023



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Scheme of Delegation

Introduction

General Provisions

1. Introduction

- 1.1 Like every other Local Authority, South Ayrshire Council is only able to do what the law empowers it to do. In the absence of a decision by the Council to the contrary, all of its powers would have to be exercised through meetings of the full Council. That is, all decisions no matter how large or how small would need to be taken at meetings of the full Council.
- 1.2 Recognising that this would be unworkable and would detract from the Council's aims and values, the Council has chosen to exercise one of the powers available to it the power to delegate. There are, of course, some powers which the law says cannot be delegated and others which the Council chooses to keep for itself.
- 1.3 Every decision taken under delegated power is considered to be a decision of the Council.
- 1.4 This section of the Scheme describes how decision-making operates within the Council. The remaining sections detail the specific delegations that have been agreed by the Council.
- 1.5 The Scheme is based upon the principles of:
 - Democracy;
 - Transparency;
 - Effectiveness; and
 - Accountability.
- 1.6 The principles underpin this Scheme, and support the Council's governance to be:
 - Robust and responsive in taking decisions;
 - Efficient in its decision making structures to maximise its impact in the achievement of its objectives; and
 - Reflective of the professional skills of its officers, whilst holding them fully accountable for the operational decisions they take.
- 1.7 The terms of the Scheme must be read alongside the Council's other key governance documents, namely the Financial Regulations, Standing Orders Relating to Contracts and Standing Orders Relating to Meetings.

2. Extent of Delegation

2.1 The Council can only delegate to a committee, sub-committee, an officer of the Council, a Joint Committee with another Council(s) or an Integration Joint Board in terms of the Public Bodies (Joint Working) (Scotland) Act 2014. Unless the Council

- states otherwise, committees may further delegate to officers. Sub-committees can also further delegate to officers. This Council's committees are named Panels.
- 2.2 Officers with delegated powers can delegate to other officers but this does not release them from the responsibility arising from the exercise of the authority that has been delegated to them in this Scheme. When officers further delegate their powers, they have to record this in writing.
- 2.3 Where a responsibility has been further delegated, there is nothing to prevent the committee or person who was originally given delegated powers under this Scheme from dealing with the responsibility themselves or from withdrawing or amending the delegation.

3. Distribution of Decision-making Powers

- 3.1 It is virtually impossible to specify all of the powers that are available to the Council and assign them to a variety of delegates. As a result, the Council has decided that:
 - 3.1.1 except for matters which must be dealt with at the level of the Council itself (as required by statute or as agreed by Council), all other powers are delegated to its committees, sub-committees, a Joint Committee with another Council(s), an Integration Joint Board in terms of the Public Bodies (Joint Working) (Scotland) Act 2014 or officers;
 - 3.1.2 the matters that the Council has chosen to reserve to itself or to delegate to its committees, sub-committees, a Joint Committee with another Council(s) or an Integration Joint Board in terms of the Public Bodies (Joint Working)(Scotland) Act 2014 are mainly the strategic, policy or regulatory issues, while the day to day operational matters of running the Council's services are delegated to officers;
 - 3.1.3 strategic, policy and regulatory issues that are not specifically reserved to the Council or specifically delegated to its committees, etc (other than the Cabinet) are delegated to the Cabinet; and
 - 3.1.4 all powers that are not specifically reserved to Council or delegated to its committees, etc, are delegated to officers.
- 3.2 While every attempt has been made to list the specific powers that are available to officers, if a specific power is not mentioned in this Scheme, it does not necessarily mean that officers cannot exercise that power. Unless it has been specifically reserved to Council or delegated to its committees etc, the power will still be delegated to officers.

4. Reservations to the Council

4.1 In terms of the law, full Council must exercise certain responsibilities. However, there are also certain matters that the Council has chosen to deal with itself. These are detailed at Section 1 and the Council has decided that these powers will not be delegated.

4.2 The Council is the main scrutiny and debating forum for issues affecting the Council area and for the provision of democratic leadership and promotion of the area's well-being. It exercises Strategic Leadership for the area and promotes the Council's core values.

5. Delegations to Committees and Panels

- 5.1 The Council has made provision in its Standing Orders, under Section 57 of the Local Government (Scotland) Act 1973, for the establishment of the following committees, sub-committees and Joint Committees of the Council to discharge functions on its behalf:
 - Cabinet;
 - Scrutiny Panels;
 - Ayrshire Shared Service Joint Committee; and
 - other Panels.

In addition, in accordance with the terms of the Public Bodies (Joint Working) (Scotland) Act 2014, the Council has delegated certain functions relating to health and social care services to the South Ayrshire Integration Joint Board. These delegations are set out in Section 6 of this Scheme.

Cabinet

- The Cabinet has a strategic role focusing on policy development, policy, service review and strategic management of the Council's services, within the established strategic objectives and corporate policies of the Council. The Cabinet does not generally deal with operational matters or consider reports which are for information only. The functions delegated to the Cabinet are detailed at Section 2.
- 5.3 The Council operates an eight-weekly cycle of meetings. At every second meeting of the Cabinet, in addition to discharging ordinary business, the Cabinet discharges education functions on the Council's behalf. The Council's Standing Orders make provision for the membership of the Cabinet to include three representatives of religious bodies appointed, under Section 124 of the Local Government (Scotland) Act 1973, at this point.

Cabinet Portfolios

- Nine members of the Cabinet from the Administration parties have been allocated a special area of responsibility, known as a Portfolio, to ensure greater political accountability for the decisions taken by the Cabinet as a whole. The Portfolios of those Cabinet members are detailed in Section 2.
- 5.5 Although the information detailed in Section 2 is accurate, in any situation of uncertainty, it is for the Chief Executive to determine which Portfolio a delegation to the Cabinet by the Council lies within.
- 5.6 The Portfolios which the Council has agreed are as follows:
 - Corporate and Strategic Portfolio;
 - Health and Social Care Portfolio:

- Education Portfolio;
- Buildings, Housing and Environment Wellbeing Portfolio;
- Economic Development Portfolio;
- Tourism, Culture and Rural Affairs;
- Finance, Human Resources and ICT Portfolio;
- Sport and Leisure; and
- Developing South Ayrshire.
- 5.7 Legally, the Council cannot delegate powers to individual Councillors. This means that all decisions on matters delegated to the Cabinet must be taken at a properly convened meeting of the Cabinet and individual Portfolio Holders do not have delegated authority to make decisions on behalf of the Council.

Scrutiny Panels

- 5.8 The Council has established two Panels to discharge functions relating to governance and scrutiny of decisions, performance and improvement activity. These Panels are:
 - Audit and Governance Panel (which will operate as the Audit Committee of the Council); and
 - Service and Partnerships Performance Panel.

These Panels are collectively referred to as 'Scrutiny Panels'.

- 5.9 The role of these Panels is to undertake a range of scrutiny activity in relation to the financial and other governance of the Council, the performance of services across the Council and those delivered in partnership with other persons or bodies, and the decisions of the Cabinet. Any of the decisions taken by the Cabinet can be 'called in' to the Audit and Governance Panel to enable broader discussion, consideration and investigation of these decisions and if considered necessary refer them back to Cabinet and on to the full Council for final deliberation. The Service and Partnerships Performance Panel can also carry out more in-depth investigations into any aspect of the Council's service performance through scrutiny reviews in accordance with the Council's approved Scrutiny Handbook. The Panel also considers performance by external bodies and Public Petitions to the Council in terms of the Petitions Protocol.
- 5.10 The Council is required to establish an Audit Committee and the Council has agreed that the Audit and Governance Panel will carry out that function.
- 5.11 The terms of reference and remits of each of the Scrutiny Panels are detailed at Section 3.

Other Panels, Etc

5.12 There are some quasi-judicial roles and other operational responsibilities that the Council has to make alternative arrangements for or has decided to delegate to committees, sub-committees or Joint Committees with other Councils. The

- delegated powers available to Panels, sub-committees and Joint Committees may be altered from time to time by the Council.
- 5.13 Details of the Terms of Reference and remits of the various other Panels, Committees and Joint Committees are set out in Section 4.

6. Delegations to Officers

- 6.1 The Council's approach to delegation has been influenced by its commitment to facilitate community participation in the decision-making process and to delegate to officers. The result is that the Council has reserved very few powers to itself and has agreed extensive delegations to officers.
- 6.2 Officers can be granted delegated powers by Council, a committee, a Panel or another officer. The approach employed by the Council is to require delegations to be to the Chief Executive and/ or one or more of the Council's Directors or its Heads of Service, that is:
 - the Director of Education;
 - the Director of Housing, Operations and Development;
 - the Director of Strategic Change and Communities;
 - the Director of Health and Social Care;
 - the Head of Finance, ICT and Procurement; and
 - the Head of Legal and Regulatory Services.
- 6.3 As set out above, delegated authority granted to these officers can be further delegated but where this occurs the delegator must create a written record and provide a written copy to the delegate.
- Delegations that have been agreed for the Chief Executive, Directors and Heads of Service are a mix of general delegations (that is, each of the officers listed is similarly empowered) and specific delegations (that is, the delegations are specific to individual officers). When exercising any delegated authority, officers must have regard to a variety of stipulations that the Council has decided should govern and influence the exercise of delegated powers.
- 6.5 Details of the rules that apply in exercising these delegated powers are contained in Section 7 (a). Details of general and specific delegations to officers are contained in Sections 7 (b) and 7 (c).
- The only exceptions to the practice of routing all officer delegations through the Chief Executive, Directors and Heads of Service arise through statutory appointments. In terms of various statutes, the Council is required to appoint officers for a variety of purposes. Officers appointed to perform these statutory functions are empowered to take the action that is implicit in their roles. The statutory appointments that have been made by the Council are detailed in Section 8.
- 6.7 The Council may require officers to publish information about the exercise of certain specified categories of delegated authority. Officers may choose to publish information about the exercise of other categories of delegated authority.

6.8 The method of publicising this information is through the Councillors' Information Bulletin, which is published monthly. This Bulletin includes details of decisions either taken or about to be taken by officers under delegated authority.

7. Review

- 7.1 The Council reviews its Scheme periodically. Between reviews, arrangements are made for the publication of amendments to the Scheme arising from decisions by Council or made necessary by changes in legislation.
- 7.2 In addition, this Scheme may be extended by the Monitoring Officer notifying the Chief Executive in writing in advance of the specific power to be exercised by the relevant officer, provided the proposed amendment is not in conflict with any existing Council policy, with any statutory provision, or with any other provision of this Scheme or any of the Council's other governance documents, in which case the Chief Executive may give effect to such extension and this Scheme will be amended accordingly.

Powers Reserved to Council

The powers reserved to the Council are a mixture of those which must be reserved in terms of statute and those which the Council has chosen to reserve. Powers which are not reserved, are delegated in accordance with the provisions of this Scheme.

The following is a comprehensive list of what is reserved to the Council, categorised as statutory and non-statutory:

Statutory Reservations

1. Local Government (Scotland) Act 1973

- 1.1 To change the name of the Council (Section 23);
- To approve the reasons for the non-attendance of Members at meetings (Section 35);
- 1.3 To set Council tax (Section 56 (6));
- 1.4 To appoint Committees (Section 57);
- 1.5 To promote and oppose private legislation (Section 82); and
- 1.6 To determine certain planning applications (Section 56 (6A)).

2. Local Government and Housing Act 1989

- 2.1 To consider reports by the Head of Paid Service (Section 4); and
- 2.2 To consider reports by the Monitoring Officer (Section 5).

3. Local Government etc (Scotland) Act 1994

3.1 To appoint the Convener and Depute Convener of the Council and to decide on their titles (currently Provost and Depute Provost) (Section 4).

4. Licensing (Scotland) Act 2005

4.1 To decide whether or not to divide the Council's area into licensing divisions and to appoint Members to the Licensing Board (Section 5 and Schedule 1).

5. Local Authority Accounts Regulations

- To receive the certified unaudited annual accounts of the Council (unless received and considered by the Audit and Governance Panel); and
- to receive, consider and approve the audited Annual Accounts (including the statements which form part of the Annual Accounts) by no later than 30 September immediately following the financial year to which the accounts relate (unless received, considered and approved by the Audit and Governance Panel), and in so doing to have regard to any report

made or advice provided on the Annual Accounts by the Proper Officer or appointed auditor.

- 6. Approval of the Council's Treasury Management and Investment Strategy.
- 7. Any other function or remit which is, in terms of statute or other legal requirement, required to be undertaken by the Council itself.

Non-Statutory Reservations

8. **Elections**

- 8.1 To consider matters relating to the fixing or amendment of the Council's geographic boundaries, its electoral boundaries and wards or matters relating to the fixing or amendment of the boundaries of the Scottish and Westminster Parliamentary Constituencies lying wholly or partly within the South Ayrshire Council area; and
- To deal with all matters relating to the election of Councillors where these are not the responsibility of the Returning Officer.

9. **Councillors' Allowances**

9.1 To determine and keep under review a Scheme of Members' Remuneration and Allowances and to determine all matters relevant to the level of Councillors' Remuneration and Allowances within the terms of current Regulations.

10. Codes of Conduct

10.1 To determine any issues relating to the maintenance of standards and conduct of Councillors and officers all in line with any legislative provisions.

11. Committee Structure and Corporate Governance Arrangements

- To fix and amend the terms of reference and remit, membership and delegation of functions of the Cabinet and other Panels, Committees and Sub-Committees and to appoint and remove Chairs, Vice-Chairs, members of Committees and Portfolio Holders;
- To select, and de-select, Councillors and officers to serve on and/ or to represent the Council on Joint Committees, Joint Boards and other external bodies and organisations, where such power is not expressly delegated to the Cabinet or another Panel;
- To fix and amend a programme of Council, Cabinet and other Panel meetings, subject to the provisions of the Council's Standing Orders Relating to Meetings;
- 11.4 To make and amend a Scheme of Delegation detailing terms of reference and remits for, and delegations to, a Cabinet, Panels, Committees, Sub-Committees and officers of the Council:

- To make and amend Standing Orders Relating to Meetings, Standing Orders Relating to Contracts and Financial Regulations;
- To delegate a power or duty of the Council to, or to accept a delegated power or duty from, any other local authority; and
- 11.7 To determine whether to co-operate or combine with other local authorities in providing services.

12. Referrals from Scrutiny Panels

- 12.1 To finally determine any decisions of the Cabinet referred to the Council following call-in.
- To finally determine any decisions of the Cabinet referred to the Council following review of a Community Asset Transfer request.

13. Council Plan, Policies and Strategies

To approve, review and amend, the Council Plan, including the Council's strategic objectives, and all major policies and organisational strategies (either with or without prior consideration by the Cabinet), including any new policies or changes to policies which may have a significant impact on the Council's strategic objectives, corporate policies or its resources.

14. Resources – Financial

14.1 To determine the Council's Annual Revenue Budget and Capital Programme, and to determine the level of Council house rents and service charges in terms of Part XI of the Housing (Scotland) Act 1987.

15. Chief Officers and Statutory Appointments

- 15.1 To exercise control over the establishment of Chief Officers;
- To determine the process for selection, appointment and dismissal of the Chief Executive, any Director, any Head of Service or any Assistant Director and to fix the salaries of these officers; and
- To appoint officers for the purposes, or to perform the roles, detailed in Section 8 of this Scheme.

16. Local Government in Scotland Act 2003

16.1 On a recommendation from the Cabinet, to decide whether or not to exercise the power of well-being subject always to the provisions of the 2003 Act (Sections 20 to 22 (Part 3)).

17. Civil Defence and Protection in Peacetime

17.1 To exercise emergency planning duties and powers (Section 2 of the Civil Contingencies Act 2004).

18. Management Rules and Statutory Orders, Etc

- 18.1 To make and as necessary, revoke or amend, Byelaws, Management Rules, Compulsory Purchase Orders and Exclusion Orders; and
- To consider and respond to any statutory report from the Controller of Audit or from the Council's external auditor.

19. Coat of Arms

19.1 To authorise the use of the Council's Coat of Arms.

Delegations to the Cabinet

Terms of Reference and Remit

- 1.1 In relation to the powers and functions delegated to the Cabinet, special areas of service responsibility, known as Portfolios, have been identified, as set out below in para 4. In addition to the general delegations to the Cabinet of functions and powers in relation to all areas (para 2), there are certain specific delegations to the Cabinet which relate to particular Portfolio areas, and are set out below at para 4.
- The Cabinet shall comprise up to nine members who shall also be Portfolio Holders. The Leader of the Council will be appointed as the Portfolio Holder for Corporate and Strategic and will be the Chair of the Cabinet and the Depute Leader will be the Vice-Chair of the Cabinet and will be appointed as one of the eight other Portfolio Holders. Seven other Portfolio Holders will be appointed by Council and a Portfolio allocated to each of them.
- 1.3 The Cabinet may choose not to discharge a particular function or power but to make a recommendation on the matter to the Council. The Cabinet may report, with recommendations, to the Council, with regard to functions or powers that the Council has reserved to itself.
- 1.4 In any situation of uncertainty, the Chief Executive will determine where and in what circumstances the Cabinet is empowered to exercise authority which has been delegated to it by the Council.

2. Functions and Powers Delegated to the Cabinet: General Delegations

- 2.1 In accordance with and subject to the provisions of paragraph 3 above under 'Introduction – General Provisions', the following general functions and powers may be exercised by the Cabinet:
 - 2.1.1 exercising strategic leadership of the Council and promoting the Council's core values;
 - 2.1.2 taking executive decisions within the budget, and strategy/ policy framework approved by the Council and recommending to Council budgets and strategic policy frameworks and to incur revenue or capital expenditure which is not contained within the Annual Revenue Budget and Capital Programme and which requires supplementary adjustments;
 - 2.1.3 co-ordination of the development, monitoring and review of the functions and services contained within each Portfolio remit, in terms of this Scheme, developing new policies consistent with the overall strategic objectives of the Council, and making recommendations to Council for the adoption or alteration of Council policies or strategies which are not specifically delegated to the Cabinet;
 - 2.1.4 instructing or commissioning research or other studies on matters of policy or service provision and undertaking such consultation and engagement with communities and citizens and establishing such Working Groups as the Cabinet considers necessary in connection with each Portfolio remit in order to inform strategy/ policy development, implementation, monitoring and review;

- 2.1.5 receiving, scrutinising and approving services' plans for implementation of the Council Plan, its strategic objectives and strategies and policies for service delivery and establishing appropriate service targets and performance indicators for services within each Portfolio remit and providing political accountability for the Council's performance;
- 2.1.6 securing overall Best Value in the performance of services by ensuring continuous improvement and by maintaining a balance between the quality of the outcome of services delivered and the cost of these services, always having regard to the efficiency, effectiveness and economy of services' actions and how well those actions comply with the requirements of equalities legislation and their potential to contribute to the achievement of sustainable development;
- 2.1.7 co-ordinating, guiding, monitoring and reviewing the discharge of the functions and service provision within each Portfolio remit, by officers, and/ or partner organisations, in terms of this Scheme of Delegation;
- 2.1.8 taking decisions that are contrary to or not wholly in accordance with the approved revenue budget, provided that any associated spend must be offset by additional income or savings from elsewhere within the budget;
- 2.1.9 taking decisions to increase the costs of individual projects in the capital programme to cover an overspend, where the cost increase is in excess of £100,000, but only if this can be offset elsewhere in the approved capital programme;
- 2.1.10 incurring expenditure or making grants or loans under the powers contained in Section 84 of the Local Government (Scotland) Act 1973 in respect of incidences of emergency or disaster affecting the Council area;
- 2.1.11 determining arrangements for the administration of Common Good Funds and Trusts for which the Council is responsible following consultation with local Elected Members;
- 2.1.12 convening in the event of a major emergency and determining the general policy to be followed in the disposition of Council resources;
- 2.1.13 establishing working groups (comprising Councillors and/ or officers) to advise on any aspect of its remit;
- 2.1.14 determining whether or not to accept any recommendation made by the Scottish Public Services Ombudsman which includes financial redress:
- 2.1.15 considering and determining Community Asset Transfer requests in terms of the Community Empowerment (Scotland) Act 2015, and the Asset Transfer Request (Review Procedure) (Scotland) Regulations 2016;
- 2.1.16 determining the imposition or waiving of charges for the use of piers, harbours, car parks and/ or other facilities or assets which are owned or controlled by the Council; and
- 2.1.17 considering and determining any recommendations regarding the operation of any Community Council within the South Ayrshire area.

3. Education Authority

- 3.1 As set out in the Council's Standing Orders Relating to Meetings, (Standing Order 35.2 paras (10) and (11)), at every second meeting of the Cabinet, the Cabinet will direct and supervise the discharge of functions of the Council as an Education Authority, insofar as such matters relate to the delivery of education services to prefives and children of school age, in terms of the Education (Scotland) Act 1980 as amended and any other enactments amending or extending such functions and in terms of the Self-Governing Schools (Scotland) Act 1989, the Standards in Scotland's Schools, Etc Act 2000, the Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002, the Education (Additional Support for Learning) (Scotland) Act 2004, the Scottish Schools Parental Involvement Act 2006 and the Schools (Consultation) (Scotland) Act 2010.
- 3.2 All other matters falling within the remit of the Cabinet can be dealt with at any meeting of the Cabinet.

4. Areas of Responsibility: Portfolios

- 4.1 As set out above, nine members of the Cabinet will be allocated a special area of responsibility, known as a Portfolio, to ensure greater political accountability for the decisions taken by the Cabinet as a whole.
- 4.2 The Portfolios of each of the Cabinet members are detailed below. The Leader of the Council will be the Portfolio Holder for the Corporate and Strategic Portfolio. Whilst Portfolio Holders are expected to take the lead on their areas of responsibility, there will be collaborative working across Portfolios.
- 4.3 In any situation of uncertainty, it is for the Chief Executive to determine within which Portfolio a function or power delegated to the Cabinet by the Council lies. For the avoidance of doubt, there is no delegation of powers, functions or decision making on behalf of the Council, to any individual member of the Council.

4.4 Corporate and Strategic Portfolio

- 4.4.1 The Portfolio Holder shall exercise strategic and political leadership of the Council and promote the Council's strategic objectives and core values, ensuring the effective communication of Council policies and strategies. This Portfolio includes providing overall political accountability for the coordination of Council business, the achievement of the Council Plan strategic objectives, overall political and strategic leadership in relation to Community Planning matters and exercising strategic and political leadership for the Council's duty to promote Best Value.
- 4.4.2 In exercising this role, the Leader of the Council, as the Corporate and Strategic Portfolio Holder, can exercise his or her remit across all Portfolio remits as and when appropriate. This might, for example, include chairing a Group working on an area not directly under his or her remit but one which requires specific expertise or strategic political direction relevant to the Corporate and Strategic Portfolio Holder's remit.
- 4.4.3 The following functions comprised within this Portfolio, are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet

at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1 of this Scheme):

- ensuring strategic and political leadership of the Community Planning Partnership to monitor and review the achievement of Community Planning objectives and the preparation of revised/ new Community Plans;
- ensuring the development and ongoing monitoring of a cross-Council corporate strategy in relation to the Council's powers and duties in pursuit of Best Value as contained in the Local Government in Scotland Act 2003;
- setting policy for and ensuring ongoing monitoring and review of the Council Plan and the preparation of a revised/ new Plan(s);
- monitoring and review of cross-Council and external communications;
- monitoring and review of the decision-making structure and corporate governance arrangements;
- monitoring and review of Members' remuneration and allowances;
- service review framework;
- monitoring and review of electoral arrangements;
- monitoring and review of emergency planning arrangements;
- monitoring and review of Corporate Safety and Health and Safety (including Occupational Health);
- monitoring and review of Risk Management and Insurance;
- overview of Business Continuity Strategy and operation;
- monitoring and review of the Community Plan for the South Ayrshire area;
- ensuring strategic and political leadership of the Community Planning process to (a) review the achievement of Community Planning objectives, (b) prepare a revised/ new Community Plan(s), (c) ensure collaborative planning between agencies to tackle cross-cutting issues, (d) ensure continued improvement in services through collaborative working;
- monitoring and review of the Council's community engagement and locality planning in relation to those matters not included in the Corporate and Strategic Portfolio, in particular, the Portfolio Holder will oversee the following functions/ services to ensure their effective management and continuous improvement:
 - * Community Councils;

- * Area Community Planning:
- Community Development; and
- others as appropriate.

4.5 **Health and Social Care Portfolio**

- 4.5.1 To exercise strategic and political leadership in relation to the provision of services which contribute to social well-being of residents in South Ayrshire and Community Safety as it relates to the Council's functions. This portfolio also has responsibility for strategic and operational oversight of Equalities and Fairer Scotland duties.
- 4.5.2 On the basis that the South Ayrshire Integration Joint Board is responsible for the strategic and operational oversight of integrated health and social care services that are delivered by the Council, the Portfolio Holder will oversee the following services/ functions to ensure their effective management and continuous improvement and be a member of the Integration Joint Board:
 - Social Care Services (including in the Community/ the Elderly/ Care Establishments;
 - Assistance to Chronically Sick and Disabled;
 - Offender Services:
 - Looked After and Accommodated Children;
 - Care and Protection of Children;
 - Fostering and Permanence;
 - Through Care and After Care; and
 - Youth Justice.

4.6 Education Portfolio

- 4.6.1 To exercise strategic and political leadership to secure the effective management of the education system and lifelong learning ensuring social justice.
- 4.6.2 This Portfolio includes ensuring, wherever possible, the provision of coordinated and integrated education and related services, designed around the needs of children, young people and families and promoting and, where appropriate, ensuring investment in education, skills, training and the creative development of present and future workforce skills, so as to engender greater self-fulfilment, social mobility and employment opportunities.
- 4.6.3 On the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1, in pursuit of this remit the Portfolio Holder will oversee the following services/functions to ensure their effective management and continuous improvement:
 - Schools and Lifelong Learning;
 - Management of education system;

- Early Years;
- Additional Support for Learning;
- Parental Involvement;
- Children/ Disability;
- Play and Out of School Care;
- Youth Support (in conjunction with the Youth Champion);
- Skills Development and Training (in conjunction with the Economic Development Portfolio Holder);
- Adult and Continuing Education;
- School Sport; and
- School Estate.

4.7 Buildings, Housing and Environment Portfolio

- 4.7.1 To exercise strategic and political leadership and to formulate appropriate strategic and operational plans to achieve the Council's objectives in relation to Housing (across all sectors) and Customer First objectives, and to ensure the effective implementation of those plans and objectives. This should be undertaken specifically in relation to the implementation of strategic plans covering Housing procedures, allocations, lettings, homelessness and the maintenance of a balanced housing supply across the range of sectors.
- 4.7.2 On the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1, the Portfolio Holder will oversee the following services/ functions to ensure their effective management and continuous improvement:
 - Housing Capital Programme (in conjunction with the Finance, Human Resources and ICT Portfolio Holder);
 - Housing Plans, Policies and Strategies;
 - Housing Policies and Procedures (Allocations, Lettings, Homelessness, etc);
 - Landlord Functions and Responsibilities (All Sectors);
 - Customer Services:
 - Registration;
 - Civic Licensing;
 - Consumer Protection;
 - Environmental Health;
 - Bereavement;
 - Licensing;
 - Cemeteries, Churchyards, etc;
 - Refuse Collection, Streetscape and Cleansing;
 - Waste Management;

- Asset Management and Professional Design Services (including capital project delivery and all acquisitions and disposals) and Infrastructure:
- Property Maintenance Services; and
- Trading Standards.

4.8 Tourism, Culture and Rural Affairs Portfolio

- 4.8.1 To exercise strategic and political leadership to secure the social well-being of the area. This should be undertaken specifically in relation to the attraction of tourism and the promotion of rural communities.
- 4.8.2 This Portfolio has specific responsibilities for rural communities (defined as Wards 6, 7 and 8) and Council-wide as follows:

Council-wide:

- Thriving communities:
 - Community Development
 - Community Facilities;
- Developing South Ayrshire:
 - o Tourism
 - Cultural services
 - Libraries (including school libraries)
 - Museums; and
 - Links with Europe.

Rural Communities:

- Development of Rural Areas for example, planning and economic development; and
- Access to countryside.

4.9 **Economic Development Portfolio**

- 4.9.1 To exercise strategic and political leadership to secure the economic wellbeing of the area and in respect of the protection, planning and improvement of the built and natural environment and its supporting infrastructure all in accordance with the Council's Strategic Aim for the Promotion of Sustainability.
- 4.9.2 On the basis that the Ayrshire Roads Authority is responsible for delivery of roads services as set out Section 5 of this Scheme, and also on the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1 of this remit, the Portfolio Holder will oversee the following services/ functions to ensure their effective management and continuous improvement:
 - Road Traffic Regulation;

- Road Network Management;
- Building Standards;
- Flood Prevention;
- Catering and Cleaning Services;
- Fleet Management;
- Planning;
- Procurement and all Contracts (in conjunction with the Finance, Human Resources and ICT Portfolio Holder);
- Skills Development and Training (in conjunction with the Education Portfolio Holder);
- Economic Development and Regeneration; and
- Transportation Planning.

4.10 Finance, Human Resources and ICT Portfolio

- 4.10.1 To exercise strategic and political leadership in relation to the management, regulation and control of the Council's resources and ensure that these fully reflect the Council Plan, strategic objectives and outcomes.
- 4.10.2 The following functions comprised within this Portfolio are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1 of this Scheme):
 - ensuring the development and ongoing monitoring and review of a cross-Council integrated planning, budgeting and performance management framework (applicable to all corporate and service planning processes);
 - monitoring and review of arrangements for the management, regulation and control of the finances of the Council to ensure their effective and efficient utilisation;
 - monitoring and reviewing expenditure and ensuring final out-turns within the allocations provided for in the Council's approved revenue and capital budgets;
 - receiving, scrutinising and approving services' bids for resources for new service initiatives within the remit of each of the Portfolios and making appropriate recommendations to Council – in particular to approve services' Annual Capital Programme bids as regards project priorities within the remit of each of the Cabinet's Portfolios;
 - ensuring compliance with the Council's corporate governance regime, and both national and local corporate governance frameworks; and

- ensuring compliance with the Council's approved cross-Council corporate strategies including Asset Management, Human Resources, Information Technology and their associated policies and procedures in all areas for which the Cabinet has responsibility.
- 4.10.3 In pursuit of this remit the Portfolio Holder will oversee the following functions/ services to ensure their effective management and continuous improvement:
 - Audit and Review Services (Internal and External);
 - Corporate Accounting and Accounting Services;
 - Management of the Housing Revenue Account and Related Issues;
 - Housing Capital Programme (in conjunction with the Buildings, Housing and Environment Portfolio Holder);
 - Council Tax and Benefits:
 - Information Governance and Records Management (including the Ayrshire Archives);
 - Human Resources and Employee Relations;
 - Treasury Management/ Service Arrangements;
 - Procurement and all Contracts (in conjunction with the Economic Development Portfolio Holder);
 - Legal and Democratic Services;
 - Payments and Administration; and
 - ICT.

4.11 **Sport and Leisure Portfolio**

- 4.11.1 To exercise strategic and political leadership and to formulate appropriate strategic and operational plans to achieve the Council's objectives in relation to the promotion of sport and leisure.
- 4.11.2 The following functions comprised within this Portfolio are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1of this Scheme):
- 4.11.3 In pursuit of this remit the Portfolio Holder will oversee the following functions/ services to ensure their effective management and continuous improvement:
 - Sports Facilities;
 - Leisure Trusts; and
 - Golf.

4.12 **Developing South Ayrshire Portfolio**

- 4.12.1 To exercise strategic and political leadership and to formulate appropriate strategic and operational plans to achieve the Council's objectives in relation to the development of South Ayrshire area.
- 4.12.2 The following functions comprised within this Portfolio are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1of this Scheme):
- 4.12.3 In pursuit of this remit, the Portfolio Holder will oversee the following functions/ services to ensure their effective management and continuous improvement:
 - Special Projects.

Terms of Reference and Delegations to Scrutiny Panels

Scrutiny Panels will focus on issues being decided on by the Cabinet and which support the Council Plan and the Council's Strategic Objectives and Outcomes.

In *all but one case* the specific legislative powers of the Council have either been reserved to the Council itself or delegated to officers, Joint Boards, Committees, Sub-Committees, Joint Committees, Panels or the Cabinet. The *one exception* is in the case of the Council's statutory audit function which has been delegated to the Audit and Governance Panel.

The Audit and Governance Panel has a specific power to consider and determine call ins of decisions of the Cabinet (see section 4 below).

The Service and Partnerships Performance Panel will receive and consider petitions received by the Council from the public in accordance with the Petitions Protocol.

Otherwise the Scrutiny Panels' functions relate to the governance and scrutiny of decisions, performance and improvement activity and all recommendations arising from the carrying out of the scrutiny process are to be reported back to the Cabinet or Council for decision.

In any situation of uncertainty, it is for the Chief Executive to determine which Scrutiny Panel should undertake any particular scrutiny activity.

The Council has established two Scrutiny Panels and their remits and terms of reference are as follows:

1. Audit and Governance Panel

- 1.1 To act as the Audit Committee of the Council within the remit and powers as set out in detail in the <u>Audit Committee Handbook</u> approved by Council, and including:
 - 1.1.1 considering the overall adequacy and effectiveness of the Council's framework of governance, risk management and control arrangements, including the associated anti-fraud and anti-corruption arrangements;
 - 1.1.2 undertaking regular scrutiny of the Council's risk register and challenging the effectiveness of the risk mitigations put in place by risk owners to reduce the risks in line with the Council's risk tolerance;
 - 1.1.3 receiving and considering the Council's unaudited Annual Accounts (including the statements which form part of the Annual Accounts) as submitted to the auditor by the Proper Officer (unless received and considered by full Council);
 - 1.1.4 receiving and considering the Annual Report to Members of the Council and the Controller of Audit in the annual audit;
 - 1.1.5 receiving, considering and approving the audited Annual Accounts (including the statements which form part of the Annual Accounts) by no later than 30 September immediately following the financial year to which the accounts relate (unless received, considered and approved by full Council), and in so doing to have regard to any report made or advice

- provided on the Annual Accounts by the Proper Officer or appointed auditor:
- 1.1.6 ensuring that any issues arising from the process of drawing up, auditing and certifying the Annual Accounts are properly dealt with;
- 1.1.7 undertaking the same role and remit as set out in paragraphs 1.1.2, 1.1.3,1.1.4 and 1.1.5 above in relation to the Annual Accounts of charitable trusts administered by the Council and of which Councillors are Trustees;
- 1.1.8 receiving and reviewing summary Internal Audit reports and the main issues arising, and seek assurance that action has been taken where necessary;
- 1.1.9 receiving the annual report of the Chief Internal Auditor and monitoring the performance of the Internal Audit service;
- 1.1.10 receiving and considering all reports of the external auditors, Audit Scotland, Accounts Commission (and other inspection agencies, where not within the remit of the Cabinet), including reports relating to charitable trusts administered by the Council and of which Councillors are Trustees, and, where appropriate, remit to another Scrutiny Panel for further detailed scrutiny;
- 1.1.11 monitoring management action in response to the issues raised by the external auditors, including but not limited to the Strategic Audit Priorities and follow-up to any Best Value Audit reports.
- 1.2 To deal with called-in decisions of the Cabinet for further discussion, consideration and investigation, all in accordance with the provisions of the <u>Scrutiny Handbook</u>, and to:
 - 1.2.1 agree the Cabinet decision(s); or
 - 1.2.2 continue the matter to the next meeting of the Panel (which may include an additional meeting held in terms of Standing Order 35.3 (2)) for further discussion, consideration, investigation or agreement; and/ or
 - 1.2.3 refer the matter back to the Cabinet, with recommendations, for final deliberation.
- 1.3 To deal with applications for review of decisions in relation to Community Asset Transfer requests for further discussion, consideration and investigation, and to:
 - 1.3.1 agree the Cabinet decision(s); or
 - 1.3.2 continue the matter to the next meeting of the Panel (which may include an additional meeting held in terms of Standing Order 35.3 (2)) for further discussion, consideration, investigation or agreement; and/ or
 - 1.3.3 refer the matter back to the Cabinet, with recommendations, for final deliberation.

- 1.4 To keep under review the Council's local Code of Corporate Governance (in terms of the Delivering Good Governance Framework) and ensure arrangements for its review and continuing relevance leading to the publication of an annual statement as part of the Council's Annual Accounts confirming how well the Council is complying with the framework.
- 1.5 To monitor and review the effectiveness of the Council's Scrutiny Panel arrangements having regard to the Council's powers and duties under Best Value, continuous improvement and effective resource management in the provision of services, performance management frameworks, value for money, and business improvement/ re-design.
- To promote and maintain high standards of conduct by all Elected Members of the Council, including consideration of the management and operation of ethical standards as set out in the Councillors' Code of Conduct within the Council, and recommending to Council, if appropriate, the adoption of any protocols relating to Members' conduct supplementary to the Councillors' Code of Conduct, and to consider and advise the Council on any requirements for supplementary training or additional support for Members in relation to ethical standards or any other matters.
- 1.7 To consider any issues which are referred to it by the Council or Cabinet for detailed scrutiny.
- 1.8 To ensure that areas of concern arising from the Audit Committee function are reported to Council, including those that may require further scrutiny either by the Panel or Council.
- 1.9 To make recommendations to the Cabinet or Council (as appropriate) on matters arising from the outcome of the scrutiny processes carried out by the Panel including recommendations for areas for Service Review in accordance with the Council's approved Framework.

2. Service and Partnerships Performance Panel

- 2.1 To monitor, review and challenge the performance of the Council's services and service delivery having regard to the Council Plan, the Council's strategic objectives and outcomes, corporate improvement programme, the approved Service and Improvement Plans and performance targets, across all service areas in accordance with the Scrutiny Handbook and including:
 - 2.1.1 receiving and considering regular reports in relation to performance in terms of the approved Service and Improvement Plans and corporate improvement programme;
 - 2.1.2 receiving and considering service benchmarking information; and
 - 2.1.3 reviewing the effectiveness of performance reporting arrangements.
- 2.2 To consider external inspection agency reports relating to services which have been referred to this Panel by the Cabinet or the Audit and Governance Panel.
- 2.3 To undertake in-depth reviews of particular issues of concern in areas of service provision where performance issues have been identified through the Panel's consideration of the Service and Improvement Plans or other performance reports, all as detailed in, and in accordance with, the Scrutiny Handbook and as set out in

- the Panel's annual work programme, and to refer any recommendations arising from such review to the Cabinet for consideration.
- 2.4 To receive and consider regular reports on public complaints handling and information governance arrangements within the Council.
- 2.5 To consider any issues which are referred to it by the Council, Cabinet or the Audit and Governance Panel for detailed scrutiny.
- 2.6 To make recommendations to the Cabinet or Council (as appropriate) on matters arising from the outcome of the scrutiny processes carried out by the Panel, including recommendations for areas for Service Review in accordance with the Council's approved Framework
- 2.7 To monitor, review and challenge the performance of services in South Ayrshire which are delivered through or in partnership with external bodies, including improvement actions and performance targets, where applicable, having regard to the Council Plan and the Council's strategic objectives and outcomes, and its duties of Best Value, Following the Public Pound, continuous improvement and effective resource management, in accordance with the Scrutiny Handbook, and including (but not limited to) performance of and in relation to:
 - 2.7.1 Any Leisure trusts and other arm's length external organisations in which the Council participates;
 - 2.7.2 Police Scotland;
 - 2.7.3 the Scottish Fire and Rescue Service:
 - 2.7.4 the use of Common Good funds and assets;
 - 2.7.5 Community Planning (including funded projects);
 - 2.7.6 Ayrshire Shared Services Joint Committee;
 - 2.7.7 hub South West Scotland Ltd; and
 - 2.7.8 Any other South Ayrshire Council funded projects and organisations.
- 2.8 To receive and hear Petitions addressed to the Council from members of the public, in accordance with the Council's Petitions Protocol, and to determine the appropriate action to be taken within the terms of that Protocol, including, where considered appropriate by the Panel, to report to Cabinet with recommendations.

Terms of Reference and Delegations to Panels, Etc

With the exception of powers which have been reserved to the Council itself and powers which have been delegated to officers or to Joint Committees, Joint Boards, the South Ayrshire Integration Joint Board or the Ayrshire Shared Service Joint Committee, all other powers are distributed between Committees and Sub-Committees.

In order to allow the Cabinet to concentrate on strategy, a number of Committees of the Council (to be known as Panels) and Sub-Committees have been established with delegated powers to deal with a specific range of functional and operational responsibilities.

The Panels, Joint Committees, Joint Boards, etc, are as follows:

Panel

Appointments/ Appraisal Panel

Appeals Panel

Regulatory Panel

Education Appeals Panel

Local Review Body

South Ayrshire Integration Joint Board

Ayrshire Shared Service Joint Committee

The terms of reference of Panels, etc, in respect of which they have been granted delegated powers, are as follows:

Panel, etc	Remit
Chief Officers Appointments/ Appraisal Panel	The appointment of Chief Executive, Directors, Heads of Service and Assistant Directors and Performance Appraisal issues.
Appeals Panel	The determination of appeals in terms of the Council's approved Disciplinary and Grievance Procedures, Finance, Rating, Maintenance Allowance Appeals, Road Traffic Orders, Allocations and other Housing Appeals, etc.
Regulatory Panel	The exercise of the Council's functions under the Civic Government (Scotland) Act 1982, Building Standards, Environmental Health, Trading Standards and Road Traffic Regulation Legislation, insofar as not delegated to officers or to East Ayrshire Council as Ayrshire Roads Authority.
	The exercise of the Council's functions in relation to the approval of venues for civil marriages and civil partnerships under the Marriage (Scotland) Act 1977

and 2002, the Civil Partnerships Act 2004 and the

Panel, etc

Remit

Local Electoral Administration and Registration Services (Scotland) Act 2006, insofar as not delegated to officers.

The exercise of the Council's functions in relation to Houses in Multiple Occupation under the Housing (Scotland) Act 2006 in so far as not delegated to officers.

The exercise of the Council's functions in relation to landlord registration (and de-registration) under the Antisocial Behaviour Etc (Scotland) Act 2004 insofar as not delegated to officers.

The determination of Planning Applications and other matters under Planning Legislation insofar as not delegated to officers or reserved to full Council.

Education Appeals Panel

The determination of appeals in relation to placing requests and exclusions, under section 28D and Schedule A1 of the Education (Scotland) Act 1980, (chaired by a member of the Appeals Panel).

Local Review Body

To review planning decisions taken by Appointed officers on 'local developments' as that term is defined in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009.

South Ayrshire Integration Joint Board

To discharge the functions set out in Section 6 of this Scheme, and the strategic planning and the operational oversight of integrated health and social care services and through the chief officer (the Director of Health and Social Care) the operational management of the integrated services, in accordance with the Council's policies and procedures where applicable.

Ayrshire Shared Service Joint Committee

To undertake discharge of statutory functions in terms of s56 and 57 of the Local Government (Scotland) Act 1973 and s15 of the Local Government in Scotland Act 2003 specifically to oversee the delivery of a range of discrete Local Authority services to the communities of East, North and South Ayrshire.

The functions to be delegated to the control of the Joint Committee shall be carried out by a Lead Authority, being the authority charged by East Ayrshire Council, North Ayrshire Council and South Ayrshire Council (or at least two of them) to undertake the provision of defined services.

The specific services and functions to be delegated to the Joint Committee (each referred to as a 'Shared Service') are set out in Section 5 of this Scheme.

Functions Delegated to the Ayrshire Shared Services Joint Committee

The following are the specific functions that have been delegated to the Ayrshire Shared Services Joint Committee to be carried out by South Ayrshire Council as lead authority:

Ayrshire and Arran Tourism Team

AAT01 To manage and oversee the delivery of tourism activities that are agreed by the three Ayrshire Councils (East, North and South) to be shared from time to time.

Ayrshire Civil Contingencies Team

ACCT01 To manage and oversee the planning, and discharge, by the three Ayrshire Councils (East, North and South) of their duties as local authorities in relation to civil emergencies.

The following are the specific functions that have been delegated to the Ayrshire Shared Services Joint Committee to be carried out by East Ayrshire Council as lead authority:

Ayrshire Roads Alliance

ARA01	to carry out the functions of the Council (including maintaining registers,
	inspecting and enforcing) in terms of the Reservoirs Act 1975;

- ARA02 to carry out the functions of the Council (including reporting and inspecting) in terms of the Flood Prevention (Scotland) Act 1961, the Flood Protection and Drainage (Scotland) Act 1997 and the Flood Risk Management (Scotland) Act 2009;
- ARA03 to carry out all the following functions of the Council in terms of the Roads (Scotland) Act 1984 (as amended from time to time):

ARA03.01	under Section 13 in relation to the imposition on frontagers of
	the requirements to make up and maintain private roads
	including the service of appropriate notices;

- ARA03.02 under Section 15 in relation to the completion of necessary work on private roads occasioned by an emergency (other than an emergency constituted by a danger as defined in Section 91);
- ARA03.03 under Section 16 (1) (b) in relation to the consideration and determination of applications for the adoption of private roads as public;
- ARA03.04 under Section 18 in relation to the adoption of footpaths associated with development;
- ARA03.05 under Section 21 in relation to applications for construction consent for new roads built by a person other than the roads authority;

ARA03.06 under Section 23 in relation to stopping up or temporarily closing any new road constructed by a person other than the roads authority, without consent or in contravention of, or in noncompliance with, a condition imposed by a construction consent; ARA03.07 under Section 31 (3) in relation to the service of notices in connection with the drainage of public roads or proposed public roads, on the owner and occupier of the land affected; ARA03.08 under Section 35 (1) and (4) and after giving notice in terms of Section 35 (5) in relation to the provision of road lighting and related structures; under Sections 36 and 37 in relation to the construction of road ARA03.09 humps; ARA03.10 under Section 51 in relation to the authorisation and withdrawal of authorisation for the planting and maintenance of trees. shrubs, grass or other plants by a person other than the roads authority within the boundaries of a public road: under Section 56 in relation to the authorisation of works and ARA03.11 excavations in or under a public road; ARA03.12 under Section 57 in relation to the prevention of termination of dangerous works or excavations in or under a public road; ARA03.13 under Section 58 in relation to the granting of permission for the deposit of building materials on roads; ARA03.14 under Section 59 in relation to the control of obstructions in roads: ARA03.15 under Section 60 in relation to the marking lighting and fencing of obstructions or roadworks and for shoring buildings requiring protection in similar circumstances; under Section 61 in relation to granting permission to place and ARA03.16 thereafter maintain apparatus in or under a public road; ARA03.17 under Section 62 in relation to the temporary prohibition or restriction of traffic on roads for reasons of public safety or convenience: ARA03.18 under Section 63 in relation to the imposition of the requirement to construct new accesses across road verges or footways where appropriate; ARA03.19 under Section 64 (2) in relation to the issue of consent to statutory undertakers for work on footways, footpaths or cycle tracks in connection with their apparatus in terms of Section 64 (1) (b);

ARA03.20 under Section 66 in relation to enforcing maintenance of vaults. arches, cellars, tunnels and related structures within the vicinity of a road: ARA03.21 under Section 67 in relation to enforcing safety provisions countering outward opening doors, gates, windows, window shutters or bars interfering with the safety or convenience of road users: ARA03.22 under Section 78 (2) in relation to the service of notices prior to the diversion of waters where necessary in connection with the construction, improvement or protection of a public road; ARA03.23 under Section 79 to negotiate terms and enter into agreements with bridge owners in relation to future maintenance obligations; ARA03.24 under Section 83 in relation to the prevention of obstructions of the view of road users at or near corners, bends and junctions; under Section 85 in relation to granting permission for the ARA03.25 location of builders' skips on roads; under Section 86 in relation to the removal or repositioning of ARA03.26 any builders' skip which is causing or is likely to cause, a danger or obstruction; ARA03.27 under Section 87 in relation to the removal from roads of unauthorised structures and the consequent reinstatement of the site: ARA03.28 under Section 88 in relation to the removal of projections interfering with safe or convenient passage along a road; ARA03.29 under Section 89 in relation to the removal of accidental obstructions from roads: ARA03.30 under Section 90 in relation to the granting of consent for fixing or placing over, along or across a road any overhead bridge, beam, rail, pipe, cable, wire or other similar apparatus; ARA03.31 under Section 91 in relation to the prevention of danger to road users and the prevention of obstructions caused by roadside vegetation, fences or walls; ARA03.32 under Section 92 in relation to granting consent for planting trees or shrubs within five metres of the edge of the made up carriageway; ARA03.33 under Section 93 in relation to the protection of road users from dangers near a road; under Section 94 in relation to the infill of dangerous ditches ARA03.34 adjacent to or lying near a road; ARA03.35 under Section 97 in relation to the issue of consent for trading;

	ARA03.36	under Section 99 (2) in relation to the issue of consent to persons undertaking works or excavations necessary to ensure compliance with Section 99 (1) (prevention of the flow of water, filth, dirt or other offensive matter onto the road);
	ARA03.37	under Section 99 (3) in relation to the service of notices on owners or occupiers requiring works or excavations to be undertaken to ensure compliance with Section 99 (1);
	ARA03.38	under Section 140 in relation to authorising persons to enter land to take any action or execute any work authorised or required to be taken or executed by the roads authority under the Roads (Scotland) Act 1984;
	ARA03.39	under Section 30 in relation to the serving of notices subject to Section 31 (3), in connection with carrying out works for protecting roads against hazards of nature;
	ARA03.40	to exercise the functions of the Council under Section 152 (2) to re-determine the means of exercise of a public right of passage over a road; and
	ARA03.41	to act as the Proper Officer to issue a certificate as provided in Section 96 (1);
ARA04	to carry out the following functions of the Council in terms of the Road Traffic Regulations Act 1984:	
	ARA04.01	under Section 14 in relation to the temporary prohibition or restriction of traffic on roads;
	ARA04.02	under Section 23 in relation to pedestrian crossings on roads other than trunk roads;
	ARA04.03	under Section 65 in relation to the placing of traffic signs;
	ARA04.04	under Section 68 in relation to the placing of traffic signs in connection with the exercise of other powers of the Authority as defined in sub-section (1) thereof;
	ARA04.05	under Section 69 in relation to the removal of signs; and
	ARA04.06	under Section 71 (1) in relation to the power to enter land in connection with the placing, replacing, converting and removal of traffic signs;
ARA05	_	the advertisement of any proposal for the making, revocation, or orders and Schemes under:
	ARA05.01	The Road Traffic Regulation Act 1984; and
	ARA05.02	Sections 68, 69, 70 and 71 of the Roads (Scotland) Act 1984;
ARA06	to grant Wayleaves in respect of public utilities;	

ARA07 to carry out the functions of the Road Safety Officer; ARA08 to deal with all requests for information in connection with grant applications made under Section 8 of the Railways Act 1974 (Grants to assist the provision of facilities for freight haulage by rail); ARA09 to carry out the functions of the Council under the Public Utilities Street Works Act 1950 and the New Roads and Street Works Act 1991 in relation to roads for which the Council is responsible: ARA10 to make grants to householders for the purpose of making good fabric and decoration (excluding curtains) in houses affected by work carried out by the Council under the Noise Insulation (Scotland) Regulations 1975 at the rates and on conditions which may be prescribed from time to time by the Council; ARA11 to exercise the functions of the Council under Section 12 of the Roads (Scotland) Act 1984 in relation to the stopping up or diversion of highways crossing or entering routes of proposed new highways; ARA12 to agree terms for Bridge Agreements with the British Railways Board and terms of discharge of the Council's liability for annual maintenance and renewal charges in that connection; ARA13 to consider and, where acceptable in road safety terms, approve locations for advertisements on road safety barriers and similar structures; ARA14 to make arrangements for the management of piers, harbours, car parks, etc. including, granting the use or part thereof to other persons or bodies and to carry out the functions of the Council as Harbour Authority under the Harbours Act 1964; ARA15 to carry out the following functions of the Council in terms of the Coast Protection Act 1949: ARA15.01 under Section 4 to enter into an agreement with any other person for the carrying out by that person or the Council of any coast protection work which the Council has the power to carry out: ARA15.02 under Section 5 to arrange for the publication of notices relating to proposed works in local newspapers and the serving of like notices on affected harbour authorities: ARA15.03 under Section 8, to arrange for the publishing of notices relating to works schemes and the serving of like Notices on affected harbour authorities: ARA15.04 under Section 12 to serve notice on owners of land where protection works are required; and

under Section 25 in relation to the authorisation of persons

taking entry to land for the purposes specified therein;

ARA15.05

- ARA16 to carry out road and footpath lighting works on new housing and industrial developments;
- ARA17 to carry out the functions of the Council under the Transport (Scotland) Act 2005, including enforcement and imposition of penalties as prescribed in the Act and the relevant Code of Practice; **and**
- ARA18 to authorise the erection and removal of bus shelters; and
- ARA19 to carry out the inspection and testing of taxis and private hire vehicles, under Section 11 of the Civic Government (Scotland) Act 1982 as amended.

Functions Delegated to the South Ayrshire Integration Joint Board

1. The following are the specific functions that have been delegated to the South Ayrshire Integration Joint Board (the 'SAIJB') with effect from the date specified in the strategic plan to be approved by the SAIJB insofar as these functions relate to the services set out at paragraph 2 below under the heading 'Services provided by South Ayrshire Council which are to be integrated' and at paragraph 3 below under the heading 'Services to be carried out by the EAIJB as lead IJB':

Column A	Column B
Enactment Conferring Function	Limitation
National Assistance Act 1948	
Section 45 (The recovery of expenditure incurred under Part III of that Act where a person has fraudulently or otherwise misrepresented or failed to disclose a material fact.)	
Section 48 (The protection of property of a person admitted to hospital or accommodation provided under Part III of that Act.)	
Matrimonial Proceedings (Children) Act 1958	
Section 11 (Reports as to arrangements for future care and upbringing of children.)	
The Disabled Persons (Employment) Act 1958	
Section 3 (The making of arrangements for the provision of facilities for the purposes set out in section 15(1) of the Disabled Persons (Employment) Act 1944.)	
The Social Work (Scotland) Act 1968	
Section 1 (The enforcement and execution of the provisions of the Social Work (Scotland) Act 1968.)	So far as it is exercisable in relation to another integration function.
Section 4 (The making of arrangements with voluntary organisations or other persons for assistance with the performance of certain functions.)	So far as it is exercisable in relation to another integration function.
Section 5 (Local authorities to perform their functions under the Act under the guidance of the Secretary of State.)	
Section 6B (Local authority inquiries into matters affecting children.)	

Column A	Column B
Enactment Conferring Function	Limitation
Section 8 (The conducting of, or assisting with research in connection with functions in relation to social welfare and the provision of financial assistance in connection with such research.)	So far as it is exercisable in relation to another integration function.
Section 10 (The making of contributions by way of grant or loan to voluntary organisations whose sole or primary object is to promote social welfare and making available for use by a voluntary organisation premises, furniture, equipment, vehicles and the services of staff.)	So far as it is exercisable in relation to another integration function.
Section 12 (The promotion of social welfare and the provision of advice and assistance.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (The assessment of needs for community care services, the making of decisions as to the provision of such services and the provision of emergency community care services.)	Except in so far as it is exercisable in relation to another integration function.
Section 12AZA (The taking of steps to identify persons who are able to assist a supported person with assessments under section 12A and to involve such persons in such assessments.)	So far as it is exercisable in relation to another integration function.
Section 12AA (The compliance with a request for an assessment of a carer's ability to provide or to continue to provide care.)	
Section 12AB (The notification of carers as to their entitlement to make a request for an assessment under section 12AA.)	
Section 13 (The assistance of persons in need with the disposal of their work.)	
Section 13ZA (The taking of steps to help an incapable adult to benefit from community care services.)	So far as it is exercisable in relation to another integration function.
Section 13A (The provision, or making arrangements for the provision, of residential accommodation with nursing.)	
Section 13B (The making of arrangements for the care or aftercare of persons suffering from illness.)	

Column A	Column B
Enactment Conferring Function	Limitation
Section 14 (The provision or arranging the provision of domiciliary services and laundry services.)	
Section 27 (Supervision and care of persons put on probation or released from prisons, etc)	
Section 27ZA (Grants in respect of community service facilities.)	
Section 28 (The burial or cremation of deceased persons who were in the care of the local authority immediately before their death and the recovery of the costs of such burial or cremation.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.
Section 29 (The making of payments to parents or relatives of, or persons connected with, persons in the care of the local authority or receiving assistance from the local authority, in connection with expenses incurred in visiting the person or attending the funeral of the person.)	
Section 59 (The provision of residential and other establishments.)	So far as it is exercisable in relation to another integration function.
Section 78A (Recovery of contributions.)	
Section 80 (Enforcement of duty to make contributions.)	
Section 81 (Provisions as to decrees for ailment.)	
Section 83 (Variation of trusts.)	
Section 86 (The recovery of expenditure incurred in the provisions of accommodation, services, facilities or payments for persons ordinarily resident in the area of another local authority from the other local authority.)	
The Children Act 1975	
Section 34 (Access and maintenance.)	
Section 39 (Reports by local authorities and probation officers.)	
Section 40 (Notice of application to be given to local authority.)	
Section 50 (Payments towards maintenance of children.)	

Column A	Column B
Enactment Conferring Function	Limitation
The Local Government and Planning (Scotland) Act 1982	
Section 24(1) (The provision, or making arrangements for the provision, of gardening assistance and the recovery of charges for such assistance.)	
Health and Social Services and Social Security Adjudications Act 1983	
Section 21 (The recovery of amounts in respect of accommodation provided under the Social Work (Scotland) Act 1968 or Section 25 of the Mental Health (Care and Treatment)(Scotland) Act 2003.)	
Section 22 (The creation of a charge over land in England or Wales where a person having a beneficial interest in such land has failed to pay a sum due to be paid in respect of accommodation provided under the Social Work (Scotland) Act 1968 or Section 25 of the Mental Health (Care and Treatment)(Scotland) Act 2003.)	
Section 23 (The creation of a charging order over an interest in land in Scotland where a person having such an interest has failed to pay a sum due to be paid in respect of accommodation provided under the Social Work (Scotland) Act 1968 or Section 25 of the Mental Health (Care and Treatment)(Scotland) Act 2003.)	
Foster Children (Scotland) Act 1984	
Section 3 (Duty of local authority to ensure wellbeing of and to visit foster children.)	
Section 5 (Notification to local authority by persons maintaining or proposing to maintain foster children.)	
Section 6 (Notification to local authority by persons ceasing to maintain foster children.)	
Section 8 (Power of local authorities to inspect foster premises.)	
Section 9 (Power of local authorities to impose requirements as to the keeping of foster children.)	
Section 10 (Power of local authorities to prohibit the keeping of foster children.)	

Column A	Column B
Enactment Conferring Function	Limitation
Disabled Persons (Services, Consultation and Representation) Act 1986	
Section 2 (The making of arrangements in relation to an authorised representative of a disabled person and the provision of information in respect of an authorised representative.)	
Section 3 (The provision of an opportunity for a disabled person or an authorised representative of a disabled person to make representations as to the needs of that person on any occasion where it falls to a local authority to assess the needs of the disabled person for the provision of statutory services by the authority, the provision of a statement specifying the needs of the person and any services which the authority proposes to provide, and related duties.)	
Section 7 (The making of arrangements for the assessments of the needs of a person who is discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which are integration functions.
Section 8 (Having regard, in deciding whether a disabled person's needs call for the provision of services, to the ability of a person providing unpaid care to the disabled person to continue to provide such care.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of the Act) which are integration functions.
The Children (Scotland) Act 1995	
Section 17 (Duty of local authority to children looked after by them.)	
Sections 19-27 (Provision of relevant services by local authority for or in respect of children in their area.)	
Sections 29-32 (Advice and assistance for young persons formerly looked after by local authorities; duty of local authority to review case of a looked after child; removal by local authority of a child from a residential establishment.)	
Section 36 (Welfare of certain children in hospitals and nursing homes, etc)	
Section 38 (Short term refuges for children at risk of harm.)	
Section 76 (Exclusion orders.)	

Column A	Column B
Enactment Conferring Function	Limitation
Criminal Procedure (Scotland) Act 1995	
Section 51 (Remand and committal of children and young persons.)	
Section 203 (Where a person specified in section 27(1)(b)(i) to (vi) of the Social Work (Scotland) Act 1968 commits an offence the court shall not dispose of the case without first obtaining a report from the local authority in whose area the person resides.)	
Section 234B (Drug treatment and testing order.)	
Section 245A (Restriction of liberty orders.)	
The Adults with Incapacity (Scotland) Act 2000	
Section 10 (The general functions of a local authority under the Adults with Incapacity (Scotland) Act 2000.)	
Section 12 (The taking of steps in consequence of an investigation carried out under section 10(1)(c) or (d).)	
Sections 37, 39-45 (The management of the affairs, including the finances, of a resident of an establishment managed by a local authority.)	Only in relation to residents of establishments which are managed under integration functions.
The Housing (Scotland) Act 2001	
Section 92 (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Community Care and Health (Scotland) Act 2002	
Section 4 (The functions conferred by Regulation 2 of the Community Care (Additional Payments) (Scotland) Regulations 2002 in relation to the provision, or securing the provision, of relevant accommodation.)	
Section 5 (The making of arrangements for the provision of residential accommodation outside Scotland.)	
Section 6 (Entering into deferred payment agreements for the costs of residential accommodation.)	
Section 14 (The making of payments to an NHS body in connection with the performance of the functions of that body.)	

Column A	Column B
Enactment Conferring Function	Limitation
The Mental Health (Care and Treatment) (Scotland) Act 2003	
Section 17 (The provision of facilities to enable the carrying out of the functions of the Mental Welfare Commission.)	
Section 25 (The provision of care and support services for persons who have or have had a mental disorder.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (The provision of services designed to promote well-being and social development for persons who have or have had a mental disorder.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (The provision of assistance with travel for persons who have or have had a mental disorder.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (The duty to inquire into a person's case in the circumstances specified in 33(2).)	
Section 34 (The making of requests for co-operation with inquiries being made under section 33(1) of that Act.)	
Section 228 (The provision of information in response to requests for assessment of the needs of a person under section 12A(1)(a) of the Social Work(Scotland) Act 1968.)	
Section 259 (The securing of independent advocacy services for persons who have a mental disorder.)	
Management of Offenders, Etc (Scotland) Act 2005	
Sections 10-11 (Assessing and managing risks posed by certain offenders.)	
The Housing (Scotland) Act 2006	
Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation as defined at s1(2) of the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc) (Scotland) Regulations 2014.
Adoption and Children (Scotland) Act 2007	
Section 1 (Duty of local authority to provide adoption service.)	

Column A	Column B
Enactment Conferring Function	Limitation
Sections 4-6 (Local authority to prepare and publish a plan for the provision of adoption service; local authority to have regard to Scottish Ministers' Guidance and; assistance in carrying out functions under sections 1 and 4.)	
Sections 9-12 (Adoption support services.)	
Section 19 (Local authority's duties following notice under section 18.)	
Section 26 (Procedure where an adoption is not proceeding.)	
Section 45 (Adoption support plans.)	
Section 47-49 (Family member's right to require review of an adoption support plan; cases where local authority under a duty to review adoption support plan and; reassessment of needs for adoption support services.)	
Section 51 (Local authority to have a regard to guidance issued by Scottish ministers when preparing or reviewing adoption support plans.)	
Section 71 (Adoption allowances schemes.)	
Section 80 (Application to court by local authority for the making of a permanence order.)	
Section 90 (Precedence of court orders and supervisions requirement over permanence order.)	
Section 99 (Duty of local authority to apply for variation or revocation of a permanence order.)	
Section 101 (Notification requirements upon local authority.)	
Section 105 (Notification requirements upon local authority where permanence order is proposed – relates to child's father.)	
The Adult Support and Protection (Scotland) Act 2007	
Section 4 (The making of enquiries about a person's wellbeing, property or financial affairs.)	

Column B
Limitation

Column A	Column B
Enactment Conferring Function	Limitation
Section 48 (Application for variation or termination of a child protection order.)	
Section 49 (Notice of an application for variation or termination of a child protection order.)	
Section 60 (Duty of local authority to provide information to Principal Reporter.)	
Section 131 (Duty of implementation authority to require review of a compulsory supervision order.)	
Section 144 (Implementation of a compulsory supervision order: general duties of implementation authority.)	
Section 145 (Duty of implementation authority where child required to reside in a certain place.)	
Section 153 (Secure accommodation.)	
Sections 166-167 (Requirement imposed on a local authority: review and appeal.)	
Section 180 (Sharing of information with panel members by local authority.)	
Section 183-184 (Mutual assistance.)	
Social Care (Self-Directed Support) (Scotland) Act 2013	
Section 3 (The consideration of an assessment of an adults ability to provide or continue to provide care for another person and the making of a decision as to whether an adult has needs in relation to care that the adult provides for another person, the decision as to whether support should be provided to that adult in relation to those needs, and the provision of that support.)	Only in relation to assessments carried out under integration functions.
Section 5 (The giving of the opportunity to choose a self-directed support option.)	
Section 6 (The taking of steps to enable a person to make a choice of self-directed support option.)	

Column A	Column B
Enactment Conferring Function	Limitation
Section 7 (The giving of the opportunity to choose a self-directed support option.)	
Section 8 Choice of options: children and family members.	
Section 9 (The provision of information.)	
Section 10 Provision of information: children under 16	
Section 11 (Giving effect to the choice of self-directed support option.)	
Section 12 (Review of the question of whether a person is ineligible to receive direct payments.)	
Section 13 (Offering another opportunity to choose a self-directed support option.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013.
Section 16 (The recovery of sums where a direct payment has been made to a person and the circumstances set out in section 16(1)(b) apply.)	
Section 19 (Promotion of the options for self-directed support.)	
Carers (Scotland) Act 2016	
Section 6 (Duty to prepare adult carer support plan.)	
Section 12 (Duty to prepare young carer statement.)	
Section 21 (Duty to set local eligibility criteria for carer support.)	
Section 24 (Duty to provide support.)	
Section 25 (Provision of support to carers: breaks from caring.)	
Section 31 (Duty to prepare local carer strategy.)	
Section 34 (Information and advice service for carers.)	
Section 35 (Short breaks services statements.)	

2. Services undertaken by South Ayrshire Council within the Health and Social Care Partnership

- Social work services for adults and older people;
- Services and support for adults with physical disabilities and/ or learning disabilities;
- Mental health services:
- Drug and alcohol services;
- Adult protection and domestic abuse;
- Carers support services;
- Community care assessment teams;
- Administration support services within social work;
- Care home services;
- Adult placement services;
- Health improvement services;
- Housing support services, aids and adaptations;
- Day services;
- Local area co-ordination;
- Respite provision;
- Occupational therapy services;
- Re-ablement services, equipment and telecare;
- Criminal justice social work services; and
- Children and families social work services.

3. Services to be carried out by the EAIJB as lead IJB

The following are the specific services to be carried out by the EAIJB as lead IJB from the date specified in the strategic plan to be approved by the EAIJB:

out of hours social work services.

Powers Delegated to Officers

Under exception of the delegated powers which arise from certain statutory appointments (see Section 7), all powers delegated to officers of the Council are delegated to one or more of the following officers:

- the Chief Executive;
- the Director of Education;
- the Director of Housing, Operations and Development;
- the Director of Strategic Change and Communities;
- the Director of Health and Social Care;
- the Head of Finance, ICT and Procurement; and
- the Head of Legal and Regulatory Services.

There are four main statutory officers that the Council is required by law to appoint. These are:

- Head of Paid Service;
- Monitoring Officer;
- Chief Financial Officer; and
- Chief Social Work Officer.

These statutory officers have an important, independent, role in promoting and enforcing good governance and compliance with legislation.

Powers, which have been delegated to officers are a mix of general delegations and specific delegations but when exercising any delegated power, officers must do so in full compliance with a number of requirements that have been laid down by the Council. On the pages that follow are details of:

- (a) The rules governing the exercise of powers delegated to officers;
- (b) General delegations (those which are available to all of the officers specified); and
- (c) Specific delegations (those which are available to individual officers).

(a) 'Rules' Governing the Exercise of Powers by Officers

- 1. Before exercising any authority officers must satisfy themselves that:
 - 1.1 they have the necessary delegated powers as specified in this Scheme in relation to each officer; and
 - 1.2 that any power expressed in this Scheme has not been modified by a more recent decision by the Council.
- 2. Officers must use the authority delegated to them:
 - 2.1 in the interests of South Ayrshire Council and in accordance with the provisions of this Scheme, Financial Regulations and Standing Orders relating to Contracts;
 - in accordance with the policies of the Council and its Panels and with any procedural guidelines which the Council and its Panels may make to regulate the exercise of delegated powers; and
 - 2.3 in accordance with legislation.
- 3. Delegated powers should not be exercised by officers where any decision would represent a departure from Council policy or procedure or would be contrary to a standing decision of Council or any of its committees etc, or would itself represent a significant development from policy or procedure. The only exception to this is in the case of urgency where the officer may, after consultation with the Chief Executive (or, in the absence of the Chief Executive, the nominated Depute), Leader (or, in the absence of the Leader, the Depute Leader) and relevant Portfolio Holder or Chair of the appropriate committee, exercise delegated powers. Should such powers be exercised in urgent circumstances, a report will be submitted to the next appropriate Committee for noting.

In exercising the authority delegated to them, officers must consult:

- the Section 95 Officer, the Monitoring Officer and/ or the Chief HR Adviser, as appropriate, in respect of matters where legal, financial, employment or other advice or guidance is necessary; and
- in respect of matters which are sensitive or likely to be controversial, the relevant Portfolio Holder(s), and the Chief Executive;

and the Chief Executive shall be the final arbiter of whether a matter is sensitive or likely to be controversial. Matters which are determined to be sensitive or controversial shall be referred to the Council for decision.

- 4. Where an applicant for a service provided by the Council (except one which is available to the general public for a set fee) is a Member of the Council or an employee, the officer within whose delegated authority it is to determine the application will, before exercising that authority, give consideration to the need to consult with the Chief Executive who may require the officer to refer the application to the appropriate Panel, as appropriate, for determination.
- 5. Where an applicant for employment with the Council is related to a Member of the Council, or to an employee, the officer within whose delegated authority it is to make

the appointment to the post in question will, before exercising that authority, consult with the Head of Legal and Regulatory Services who may require the officer to refer the appointment to the Chief Executive for decision.

- 6. Officers must publish, at such frequency and in such form as may be prescribed from time to time by the Cabinet details of decisions taken and actions authorised by them (or others authorised by them) in exercise of delegated powers.
- 7. Officers must record, notify the Monitoring Officer, and publish if required, details of arrangements made by them for the exercise on their behalf of delegated powers granted to them.

(b) General Delegations to Officers

The following is a list of the powers, which have been delegated to each of the following officers:

- the Chief Executive;
- the Director of Education;
- the Director of Housing, Operations and Development;
- the Director of Strategic Change and Communities;
- the Director of Health and Social Care;
- the Head of Finance, ICT and Procurement; and
- the Head of Legal Regulatory Services.

For the avoidance of doubt, it should be understood (unless it is otherwise stated, or unless the words make it clear that a wider application is intended) that the powers available to the Chief Executive and to individual Directors and Heads of Service are only in relation to the services for which they are responsible.

It should also be understood that expressions such as 'to serve', 'to issue', etc, include the delegated power to sign, on behalf of the Council, the documents concerned and to take all other steps necessary to ensure that these documents are appropriately delivered.

Nothing in this section or any other part of the Scheme empowers officers to alter national or local conditions of employment.

Where a specific delegation is made in terms of powers under a specific legislative provision, that delegation shall be deemed to include powers under any subsequent amendment to or replacement of that legislation.

Where a specific delegation exists in favour of a specified officer(s) the same power shall not be deemed to be a general delegation for any other officer.

The general delegations, which for ease of identification have the reference letter G. are as follows:

General Delegations

All powers necessary for the general management of the services for which they are responsible, including, but not limited to:

- G01 to expend the approved budget appropriate to the post;
- G02 to manage within the policies agreed by the Council;
- G03 to take measures, including incurring expenditure, as may be required in emergency or other unanticipated situations subject to consulting with the Chief Executive and the Head of Finance, ICT and Procurement (where expenditure is required) and consult the appropriate Portfolio Holder and advise local Members where possible and reporting to the appropriate Panel as soon as possible thereafter, on any items for which Panel approval would normally be necessary;

G04 to absent himself or herself or permit any member of his or her staff to absent himself or herself occasionally and temporarily during business hours to attend to duties or services of a civic, honorary, charitable or social nature provided that these do not interfere with the efficient discharge of his/ her duties to the Council:

G05 to sign and to issue:

G05.01 the necessary authorisation to officers of the Council to exercise statutory powers (including, where possible, the right to enter land and premises in connection with the discharge of their duties); and

G05.02 identity cards;

- G06 to make appointments within his or her service, to all posts below Head of Service/ Assistant Director level so long as such posts are within the approved establishment of the Directorate/ service (as the case may be);
- to pay valid claims for damage to, or loss of, personal property of employees in his or her service occurring during the course of their employment, up to an amount of £2,000 per claim for any one incident; and to pay claims in excess of £2,000 after consultation with the Chief HR Adviser;
- G08 to approve the provision of reasonable hospitality within the area, to representatives of other authorities, organisations, officers of the Council or others and also within the UK to make visits and to authorise officers within his or her Directorate to make visits as representatives of the Council, subject always to details of the expenses incurred in terms of this delegation being made available where requested by the Chief Executive;
- G09 to approve attendance at conferences within the UK of officers, in cases where he or she considers it to be in the interests of the Council:
- G10 to appoint consultants and other specialists on such terms and conditions as he or she considers to be appropriate, subject always to the requirements of the Standing Orders relating to Contracts;
- G11 to grant the use of Council accommodation to outside bodies if within the terms of any approved scheme;
- G12 to hire Council equipment within any approved scheme;
- do not be to purchase goods, supplies and services, and to undertake works in accordance with the Financial Regulations and Standing Orders relating to Contracts of the Council, and to sign contracts relating to these (save where statute requires execution by the Proper Officer);
- G14 to promote, market and present events;
- G15 to apply regulations relative to the use of Council facilities to ensure safety for staff and members of the public, including the authority to close or restrict the use of facilities as required;

- G16 to vary charges, rents and fees where, for operational and/ or promotional purposes, doing so may increase income;
- G17 to nominate officers to act in relation to powers of entry in terms of any relevant enactment;
- G18 to authorise Assistant Directors, managers or appropriately qualified officers to exercise any of the individual delegated powers which relate to a particular discipline or service area;
- G19 to exercise any general delegations contained in the Council's Standing Orders relating to Contracts;
- G20 to apply and enforce all policies and procedures approved by the Council relating to employees and to take decisions in respect of those, to include conducting Grievance and Disciplinary and other proceedings;
- G21A to determine urgent matters, during periods when the Council is in recess, where the matter has been covered by a previous policy decision of Council and in respect of which there is a budget or other financial provision and in accordance with the following: consultations must be undertaken with the relevant Portfolio Holder(s), the Leader of the Council and the Chief Executive and all matters dealt with must be reported to the first meeting of the Cabinet or other relevant Panel following the recess;
- to determine urgent matters during periods when the Council is in recess er during the COVID-19 Pandemic, and where it involves new policy or a change to existing policy, the Chief Executive will consult with the Cabinet remotely and all matters dealt with must be reported to the first meeting of the Council, Cabinet or other relevant Panel following;
- with the agreement of the Cabinet, and if required to enable effective decision making (or otherwise) in relation to the COVID-19 Pandemic, to amend the Standing Orders Relating to Meetings, the Scheme of Delegation, the Standing Orders Relating to Contracts and/ or the Financial Regulations;
- to take such operational management decisions as are necessary for the routine planning, organisation, operation and provision of Council services and facilities, where budgetary provision exists. For the avoidance of doubt, this delegation shall include the appointment of temporary employees where considered necessary, (and subject to six monthly review, existing payroll budgetary provision or costs being fully funded by an external agency), authorisation of secondments, and authorisation of overtime (including to sanction in exceptional or emergency circumstances, the payment of overtime to staff whose salary is above the overtime ceiling (currently Spinal Column Point 75);
- G23 to carry out investigations and research and enter into discussions with a view to proposing new or revised strategies, policies or procedures;
- G24 to respond on behalf of the Council to draft circulars, orders, notices, consultation papers and other such documents from the Scottish Government, UK Government and other bodies, this to be done after consultation with the relevant Portfolio Holder;

- G25 to promote South Ayrshire either directly or in conjunction with others and to support Council activities and events, provided that there is sufficient budget provision;
- G26 to seek sources of external funding and external funding partners to assist in Council activities and projects;
- to terminate on behalf of the Council any contract which the Council is entitled to terminate under the appropriate conditions of contract where, after consultation with the appropriate Head of Service and the Head of Legal and Regulatory Services, he/ she is satisfied that it is in the interests of the Council to do so;
- G28 to respond to and deal with participation requests received in accordance with the provisions of the Community Empowerment (Scotland) Act 2015;
- G29 to formally execute on behalf of the Council any agreements relevant to their services' operational workloads, save where statute requires execution by the Proper Officer;
- to determine for their service the information to be disclosed, including the application of any exemptions, in relation to requests for information in terms of the Freedom of Information (Scotland) Act 2002, and the Environmental Information (Scotland) Regulations 2004;
- **G29G31** all other matters in respect of the operation, development and implementation of policy for the service areas assigned to them unless specifically reserved to the Council or other Committees etc or contrary to a specific provision of this Scheme; and
- **G30G32** to exercise the discretionary powers available in implementation of the conditions of service in respect of all employees in the employment of the Council.

(c) Specific Delegations to Officers

Particular delegated powers, which have been granted to officers, are as set out below. For ease of identification, these specific delegations have been indexed using the following reference letters:

Officer	Reference Letter	Pages
Chief Executive	CX	<u>53</u>
Chief Executive (HR Delegations)	CXHR	<u>55</u>
Director of Education	ED	<u>56</u>
Director of Housing, Operations and Development	HOD	<u>58</u>
Director of Strategic Change and Communities	SCC	<u>66</u>
Head of Finance, ICT and Procurement	FIP	<u>67</u>
Head of Legal and Regulatory Services	LRS	<u>69</u>
Director of Health and Social Care	HSC	<u>75</u>

Chief Executive

CX01 to act as Head of Paid Service in terms of Section 4 of the Local Government and Housing Act 1989; CX02 to give a direction in special circumstances that any officer shall not exercise a delegated function: CX03 to give a direction on the applicability of the Scheme of Delegation to an officer in any specific case; CX04 where he or she considers that it would be in the interests of the Council to do so, to approve the provision of reasonable hospitality, outwith the area to representatives of other authorities, organisations, officers of the Council or others; and to make visits outwith the UK and to authorise such visits by officers and Members of the Council or others representing the Council; CX05 to approve attendance of officers at conferences outwith the UK in cases where he or she considers it to be in the interests of the Council; CX06 to consider and, in appropriate circumstances, to approve applications by employees convicted of and fined under the Health and Safety at Work, Etc Act; the Factories Act: the Offices, Shops and Railway Premises Act or associated legislation, or the Roads Traffic Acts for offences committed whilst acting in the course of their employment for payment of the fine imposed: CX07 to consider, and in appropriate circumstances, to approve applications from employees for reimbursement, in part or in whole, of reasonable legal expenses incurred in defending actions raised against them personally, providing: CX07.01 that they were acting within the course of their employment; in accordance with Council policies and procedures; and CX07.02 CX07.03 in good faith; CX08 to arrange as necessary for the affixing of the Common Seal of the Council to any document by the Head of Legal and Regulatory Services as Proper Officer of the Council; CX09 to prepare the polling scheme for South Ayrshire and to alter or amend polling places in the event of an approved place becoming unavailable or unviable for example, through fire or flood or some other circumstance; CX10 to appoint, in the absence of both the Chief Executive and the nominated Depute, an Acting Head of Paid Service to cover periods of absence. When the Chief Executive and the nominated Depute are absent, the Acting Head of Paid Service will have all the delegated authority of the Chief Executive; CX11 to instruct the actings of the Directors and Heads of Service, subject to restrictions as to professional competencies; CX12 to refer matters to the Police, in terms of the Council's Special Investigations Procedure;

- CX13 to delete vacant posts, approve new posts and amend existing posts within a Directorate or service structure where budgetary provision exists, in consultation with the relevant Portfolio Holder(s) and the Chief HR Adviser;
- to authorise ex gratia payments to employees who die in service and who are not in the pension scheme, of amounts not exceeding £4,000;
- CX15 with the exception of the powers delegated to statutory appointees (section 8) and other Proper Officer designations as provided for elsewhere in this Scheme of Delegation, to exercise every power delegated to Directors and Heads of Service and exercisable by them in relation to the business of the Council and the business of the South Ayrshire Integration Joint Board in so far as it relates to Council budgets and responsibilities;
- CX16 to approve, in conjunction with the Chief HR Adviser and in accordance with the Council's policies and practice, early retirement or voluntary severance;
- CX17 to take decisions under and in terms of the Council's workforce policies and procedures;
- CX18 to approve requests by the Directors and Heads of Service for the secondment of employees to external agencies where the total cost of the secondment is recoverable from the external agency and to approve the appointment where necessary of a temporary replacement for the duration of the secondment; and
- CX19 to appoint authorising officers, to authorise directed surveillance or the use of a covert intelligence source which involves the likelihood of obtaining 'confidential' information, and to authorise the use of covert human intelligence sources in relation to juveniles or vulnerable adults, all in terms of the Regulation of Investigatory Powers (Scotland) Act 2000 and associated regulations.

Chief Executive (HR)

CXHR01 to approve, in conjunction with the appropriate Director or Head of Service,

funding of and time off to attend (with or without pay) courses of further

education;

CXHR02

CXHR02.01 to approve changes in job titles where there is no change in

grade;

CXHR02.02 to review and amend grade and/ or grade placing in appropriate

circumstances, in line with job evaluation or re-evaluation and

the Council's pay models; and

CXHR02.03 to approve initial placing within approved salary scales;

CXHR03 to take decisions under and in terms of the Council's workforce policies and

procedures;

CXHR04 to approve payment of removal expenses, in accordance with approved Council

policy;

CXHR05 to deal with nominations for admitted body status by external agencies to the

Strathclyde Pension Scheme and any associated issues;

CXHR06 in relation to staffing matters, to instruct the immediate implementation of any

Circular from any officially recognised body which allows no discretion to the

Council;

CXHR07 to exercise the Council's functions in relation to the Superannuation Fund

through the lead authority arrangements and in accordance with the Council's

Financial Regulations;

CXHR08 to keep under review a Scheme of Members' Remuneration and Allowances

in accordance with legislation and relevant regulations/ guidance; and

CXHR09 to identify vacant posts to be ring-fenced for applications from young people

who have completed a Modern Apprenticeship with the Council and to

determine that such posts will not be advertised by the service.

Director of Education

ED01 to approve attendance by employees on authorised Youth Exchange visits overseas where the employees, as part of their duties, are required to accompany the group undertaking the exchange; ED02 to determine the provision of footwear and clothing for pupils at public schools, in terms of Section 54 of the Education (Scotland) Act 1980: ED03 to arrange programmes of in-service training for teachers; to receive and determine applications for disbursements of funds in any trusts/ ED04 endowments (subject to the terms of the trust/ endowment): to accept and administer any new Trusts or small endowments which may be ED05 offered to the Council for schools in their area: ED06 to appoint and supervise teaching staff within complements approved by the Council; ED07 to make grants to pupils to enable them to attend courses and conferences and to undertake educational visits and excursions at home and abroad within the approved budgets and policies of the Council: ED08 to issue licences in terms of the Children (Performances and Activities) (Scotland) Regulations 2014; ED09 to approve or refuse applications received from schools for arrangements to be made for visits during school terms in accordance with approved policy; ED10 to ensure that requisite provision is made for any pupil entitled in terms of Section 53(3) of the Education (Scotland) Act 1980 to receive school meals in the middle of the day; ED11 to permit parent/ teacher associations or such other organisations or persons as he or she considers appropriate to execute minor works of improvement within the curtilage of an educational establishment subject to: ED11.01 being satisfied that the works are relevant to the function of and will not prejudice the operation of the educational establishment; ED11.02 being satisfied that the works and practices are acceptable in terms of health and safety and Council standards; and ED11.03 the execution of the works being supervised by the Director of Housing, Operations and Development; ED12 to exercise at discretion the powers available to the Council as Education Authority, in terms of Section 23 of the Education (Scotland) Act 1980, with regard to the provision by the Council of Education for pupils belonging to the areas of other Education Authorities and incur outwith area fees and to pay the approved COSLA rate to any other Education Authority which has provided education for pupils normally resident in the area but who are for various reasons, placed in schools outwith the area;

- ED13 to consider and determine all placing requests under Section 28 of the Education (Scotland) Act 1980 and Schedule 2 of the Education (Additional Support for Learning) (Scotland) Regulations 2014 in accordance with the guidelines formulated by the Council and, where appropriate, to make representation to the Education Appeals Committee in respect of any appeals against decisions;
- to consider and determine all requests for school transport under the Education (Scotland) Act 1980 and in accordance with Council guidelines;
- ED15 to authorise the employment in appropriate circumstances of teachers in receipt of occupational pensions in accordance with Council policies;
- ED16 to exercise, at discretion, the powers available to the Council as Education Authority in relation to the exclusion of pupils from schools;
- ED17 to determine the dates of local school holidays within the area after consultation with the appropriate Parent Councils and appropriate Trade Unions;
- ED18 to carry out the functions of the Council in terms of Section 58 of the Education (Scotland) Act 1980 relating to the cleanliness of pupils at schools;
- to exercise the functions of the Council in terms of Section 50 of the Education (Scotland) Act 1980; (provision of travelling facilities and accommodation in exceptional circumstances);
- ED20 to exercise the functions of the education authority in relation to pupil attendance in terms of Sections 36 to 41 of the Education (Scotland) Act 1980; and
- ED21 to implement decisions taken by the Local Negotiating Committee for Teachers provided that spending will be contained within the Directorate's budget.

Director of Housing, Operations and Development

HOD01		all planning applications lodged in terms of the Town and Country otland) Acts in accordance with the procedures and delegations the Council;		
HOD02	to renew any planning permission granted for limited periods;			
HOD03		all applications for Advertisement in terms of Section 182 of the untry Planning (Scotland) Act 1997;		
HOD04		applications for Non-Material Variations in terms of Section 64 of Country Planning (Scotland) Act 1997;		
HOD05	9 of the Plan	applications for Listed Building Consent in terms of Sections 7 and Inning (Listed Buildings and Conservation Areas) (Scotland) Active notices under the said Act, after consultation with the Portfolio		
HOD06		ces in terms of Section 179 of the Town and Country Planning to 1997 in relation to land adversely affecting other land;		
HOD07	to determine a building opera	applications for the temporary siting of residential caravans during ations;		
HOD08	to determine applications for Conservation Area consent in terms of Section 66 of the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997;			
HOD09	to determine	to determine proposals under Section 37 of the Electricity Act 1989;		
HOD10	to determine applications for tree felling or other works to trees within Conservation Areas and Designated Tree Preservation Orders;			
HOD11		nfirm Tree Preservation Orders where no objections have been received he making of the Order was agreed by the relevant Panel;		
HOD12	to enter land in terms of the Town and Country Planning (Scotland) Act 1997, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997; the Planning (Hazardous Substances) (Scotland) Act 1997; and the Land Reform (Scotland) Act 2004;			
HOD13	to serve Enforcement Notices, Breach of Condition Notices and Hazardous Substances Contravention Notices in terms of the 1997 Act as amended by the Planning Etc (Scotland) Act 2006;			
HOD14	in cases of er	nergency and urgency, to make and serve:		
	HOD14.01	Provisional Tree Preservation Orders;		
	HOD14.02	Building Preservation Notices;		
	HOD14.03	Stop Notices; and		
	HOD14.04	Interdicts for Planning and related offences;		

HOD15 to respond on behalf of the Council to Historic Environment Scotland regarding the listing or scheduling of buildings of architectural or historic interest;

HOD16

- HOD16.01 to respond directly to consultations on development plans, planning applications, environmental assessments and planning guidance from neighbouring authorities at any stage in the process unless the Chief Planning Officer considers that:
 - the consultation raises a significant planning issue (which may include transport and other infrastructure matters) for the Council which should be drawn to the attention of the consulting authority;
 - the consultation raises a matter which is potentially controversial or likely to be of significant public interest; or
 - (c) the Council should formally object to a proposed development plan;
- HOD16.02 to respond directly to planning related consultations from the Scottish Government and Government Agencies unless the Chief Planning Officer considers that:
 - the consultation raises a significant planning issue for the Council which should be drawn to the attention of the Scottish Government/ Government Agency; or
 - (b) the consultation raises a matter which is potentially controversial or likely to be of significant public interest;
- HOD16.03 to determine whether a qualifying plan, programme or strategy, which is being prepared or modified, requires environmental assessment in accordance with the Environmental Assessment (Scotland) Act 2005 and to undertake environmental assessment where necessary, including preparing an environmental report and carrying out consultations;
- HOD17 to prepare, apply and implement local plans, associated documents and planning policy and to implement planning decisions and instructions of the relevant Panel and Council in relation to planning matters;
- HOD18 to refer to the Procurator Fiscal consideration of instigation of legal proceedings for offences under the Town and Country Planning (Scotland) Act 1997 and the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997, and re-planting notices under Section 168 of the Town and Country Planning (Scotland) Act 1997;
- HOD19 to determine applications for Certificates of Lawfulness of existing use or development and Certificates of Lawfulness of proposed use or development, in terms of Sections 150 and 151 of the Town and Country Planning (Scotland) Act 1997;

- HOD20 to respond on behalf of the Council to Scottish Forestry regarding consultations on forestry applications, proposals and strategies, providing that, where the response is to be one of objection, this will only be done after consultation with the Portfolio Holder;
- HOD21 to respond on behalf of the Council to consultations from Scottish Natural Heritage on matters falling within its remit, unless the response is to be one of objection or the consultation raises a significant planning issue or a matter which is potentially controversial or likely to be of significant public interest;
- HOD22 to determine all High Hedge Notice Applications, serve High Hedge Notices, when merited, and take direct action to ensure compliance with the provisions of such Notices, when necessary;
- HOD23 to respond on behalf of the Council to requests for screening and scoping opinions under the Environmental Impact Assessment (Scotland) Regulations 1999, the Electricity Works (Environmental Impact Assessment) (Scotland) Regulations 2000 and the Environmental Assessment (Scotland) Act 2005, and to prepare and publish habitats regulations appraisals as required by the Conservation (Natural Habitats etc) Regulations 1994 and the EC Habitats Directive:
- HOD24 to make Orders under Section 11 of the Land Reform (Scotland) Act 2003, exempting land from access rights for a particular purpose, for a period of less than six days:
- HOD25 to determine applications for the adoption of open space in accordance with the policies adopted by the Council;
- HOD26 to appoint suitably experienced representatives of access interest groups as members of the South Ayrshire Local Access Forum, as and when necessary, with the agreement of the Portfolio Holder;
- HOD27 to make and confirm Orders under Sections 207 and 208 of the Town and Country Planning (Scotland) Act 1997 for the stopping up or diversion of roads and paths where necessary to enable development to be implemented in accordance with planning permission granted;
- HOD28 to issue and/ or renew licences and certificates of registration and keep registers in respect of such legislation as may, from time to time, be within the remit of the Regulatory Panel, in accordance with approved codes of practice and the statutory provisions relating thereto;
- HOD29 to appoint as Inspectors and authorised officers for the purposes of the administration and enforcement of legislation within the remit of the Regulatory Panel such of his/ her officers as he/ she may deem necessary and appropriate;
- HOD30 to carry out the Council's functions in relation to any other Acts, Regulations or Orders falling within the remit of the Regulatory Panel;
- HOD31 to serve Notices on landowners under Sections 14 and 15 of the Land Reform (Scotland) Act 2003, requiring remedial action in respect of prohibition signs, obstructions, dangerous impediments and risk to injury;

HOD32		tion to Grants for Improvements, Repair and Conversions in terms ng (Scotland) Acts 1987, 2001 and 2006;		
HOD33	to issue Notic 1982;	otices in terms of Section 87 of the Civic Government (Scotland) Act		
HOD34		applications for Building Warrants in terms of the Building ets 1959 and 1970;		
HOD35		applications for Relaxation of the Building Standards (Scotland) 1990 in terms of Section 4 of the Building (Scotland) Acts 1959		
HOD36		applications for temporary and final Completion Certificates in ion 9 of the Building (Scotland) Acts 1959 and 1970;		
HOD37		applications for raised structures in terms of Section 89 of the Civic (Scotland) Act 1982;		
HOD38		cution of Works on Building Notices in terms of Section 87 of the ment (Scotland) Act 1982;		
HOD39		consultation with the Local Members, street names and postal terms of Section 97 of the Civic Government (Scotland) Act 1982;		
HOD40	In terms of the	e Building (Scotland) Act 2003:		
	HOD40.01	to determine applications for Building Warrant, including late applications and continuing requirements;		
	HOD40.02	to seek views from the Building Standards Division, Scottish Government;		
	HOD40.03	to grant extensions to the life of Building Warrants and to the periods of use of buildings intended to have a limited life provided such requests are reasonable;		
	HOD40.04	to accept or reject Certificates of Completion, including late submissions;		
	HOD40.05	to determine applications for temporary occupation or use;		
	HOD40.06	to exercise the function of the Council in relation to building operations to secure building sites and demolition sites against entry under the Building Regulations;		
	HOD40.07	to evacuate buildings and carry out works in case of immediate danger;		
	HOD40.08	to serve Notices on the owners of dangerous buildings;		
	HOD40.09	to give authority to enter buildings;		

	HOD40.10	to serve enforcement Notices on the owners of buildings to conform to the Building Regulations and continuing requirements;	
	HOD40.11	to serve enforcement Notices on the owners of unauthorised buildings; and	
	HOD40.12	to serve Defective Buildings Notices on the owners of defective buildings;	
HOD41		elevant officers to refer matters to the Procurator Fiscal and/ or to dings under Building Standards legislation;	
HOD42	of Sports Grouto exercise th	e powers of an authorised person under Section 11 of the Safety unds Act 1975 (power to enter and inspect a sports ground) and e powers of an authorised person under Section 35 of the Fire afety of Places of Sport Act 1987 (power to enter and inspect a ndstand);	
HOD43		y Certificates, Prohibition Notices and Special Safety Certificates e Safety of Sports Grounds Act 1975 and the Fire Safety and rt Act 1987;	
HOD44	to provide aids, equipment and adaptations for the homes of disabled persons within the Council's Scheme of Assistance as guided by the Housing (Scotland) Act 2006;		
HOD45	to make Compensation Payments under Sections 304 to 310 of the Housing (Scotland) Act 1987;		
HOD46	to instruct House Adaptations from Capital and Repair or Improvements from revenue expenditure up to a value of £10,000;		
HOD47	to act in relation to homeless persons under Sections 24 to 43 of the Housing (Scotland) Act 1987;		
HOD48	in relation to C	Council Housing stock:	
	HOD48.01	to instruct the raising of court action for re-possession and/ or for recovery of arrears, in appropriate cases;	
	HOD48.02	to instruct actions with a view to recovery of arrears; and	
	HOD48.03	to instruct eviction;	
HOD49	to postpone the ranking of Discount Standard Securities in relation to 'Right-to- Buy' transactions, in association with the Head of Legal and Regulatory Services and in accordance with practices in force from time to time;		
HOD50	to serve notice, enter premises and take any other action on behalf of the Council in terms of the Antisocial Behaviour etc (Scotland) Act 2004 as amended from time to time;		
HOD51	to purchase individual residential properties to be used as Council houses for rent on behalf of Housing Services up to the value of £150,000 and the		

acquisition of land either in Council ownership or on the open market of up to £250,000 with agreement from the Portfolio Holder or, in their absence, the Leader or Depute Leader of the Council each subject to available funds, and to instruct Legal Services to execute the transaction(s) arising; where appropriate, to enter objections on behalf of the Council to applications HOD52 for Goods Vehicles Operators' Licences, under Section 63 of the Transport Act 1968: HOD53 to seek and maintain Vehicle Operator Licences and Registrations for the Council fleet: HOD54 to set charges for fleet hire to external agencies and (with the agreement of the Chief Executive) for in-house users; to serve Litter Abatement Notice in terms of Section 92 of the Environmental Protection Act 1990;

- HOD55
- HOD56 to serve a Street Litter Control Notice in terms of section 93 of the Environmental Protection Act 1990;
- to prescribe premises or land to which a Street Litter Control Notice may be HOD57 issued in terms of Section 94 of the Environmental Protection Act 1990;
- HOD58 to enter any premises at any reasonable time in terms of Section 91 of the Control of Pollution Act 1974;
- HOD59 to take such persons and such equipment as is necessary when entering any premises in terms of section 92 of the Control of Pollution Act 1974;
- HOD60 to obtain information from any person by serving a notice on that person in terms of Section 93 of the Control of Pollution Act 1974;
- HOD61 to require any person to produce authority for transporting waste in terms of Section 5 of the Control of Pollution (Amendment) Act 1989;
- HOD62 to enter premises in terms of Section 7 of the Control of Pollution (Amendment) Act 1989;
- HOD63 to remove abandoned vehicles in terms of section 3 of the Refuse Disposal (Amenity) Act 1978;
- HOD64 to dispose of abandoned vehicles in such manner as the Director thinks fit in terms of Section 4 of the Refuse Disposal (Amenity) Act 1978;
- HOD65 to recover expenses for removal of vehicle from person responsible for abandoning vehicle in terms of section 5 of the Refuse Disposal (Amenity) Act 1978;
- HOD66 to remove and dispose of refuse other than a motor vehicle in terms of Section 6 of the Refuse Disposal (Amenity) Act 1978;
- HOD67 to enter any land at any reasonable time in terms of Section 8 of the Refuse Disposal (Amenity) Act 1978;

- HOD68 to make arrangements to advertise for disposal any property declared by the Council or relevant Panel to be surplus to the requirements of the Council, in accordance with the acquisitions and disposals policy;
- HOD69 to agree terms for the disposal of any land and buildings in accordance with the Council's acquisition and disposal policy provided: (i) the valuation figure is achieved; and (ii) the land and/ or buildings have been declared surplus to the requirements of the Council, and to then proceed to instruct Legal Services to execute the transactions arising without further reference to the Cabinet;
- HOD70 to agree terms for new leases up to 10 years and extensions and variations to existing leases, subject to the extensions or variations not extending the term of the existing lease by a period in excess of 10 years, provided the land and/ or buildings have been declared surplus to the requirements of the Council;
- HOD71 to agree terms for new leases over 10 years and extensions and variations to existing leases where this will extend the term of the existing lease by a period in excess of 10 years, provided that the proposed lease/ extension/ variation is not considered sensitive or controversial, and provided the land and/ or buildings in question have been declared surplus to the requirements of the Council;
- HODxx to agree terms for new leases and extensions and variations for existing leases, where the Council is the tenant, for a period of up to 10 years, subject to the extensions or variations not extending the term of the existing lease by a period in excess of 10 years;
- HOD72 to carry out day to day management of Council land and buildings;
- HOD73 to instruct repairs to Council property in accordance with Standing Orders Relating to Contracts;
- HOD74 to implement all lease and title conditions of Council property including the termination of leases and other agreements at their natural ish or in the event of breaches of conditions:
- HOD75 to manage surplus property;
- HOD76 to negotiate and agree terms for the renewal of lets, licences and the like;
- HOD77 to grant or instruct the granting of rent free periods of up to one year in order to allow for repairs, fitting out or decoration to be undertaken; to negotiate and agree termination of leases on suitable terms; to negotiate and agree alteration to rental payment periods;
- HOD78 to agree rent reviews:
- HOD79 to grant lets, wayleaves and/ or servitudes to utility undertakings (Scottish Power, Gas, etc);
- HOD80 to approve assignations and/ or sub-leases of leases of Council property on appropriate terms;

HOD81 to agree terms and instruct the granting of Minutes of Waiver where there is no prejudice to the Council; HOD82 to agree terms and instruct the granting or variation of wayleaves or servitude rights over Council property where there is no prejudice to the Council: to agree rent reviews at up to market value where the Council is the tenant; HOD83 HOD84 to contest as considered appropriate and agree Rateable Values and Valuation Notices in respect of Council owned land and buildings; HOD85 in relation to the capital investment programme, following consideration by the Capital Asset Management Sub-Group, or the Housing Asset Management Sub-Group as the case may be, and consultation with the Capital Asset Management Group, to formally approve a budget transfer to a capital project from another capital project providing such transfer is within the overall capital programme budget and the amount involved does not exceed £100,000; HOD86 in relation to the Repairs and Renewals Fund, following consideration by the Capital Asset Management Group, to formally approve expenditure from that fund on works requiring to be undertaken, provided the amount involved does not exceed £100,000; HOD87 to instruct the raising of court action for recovery of possession and/ or for recovery of rent arrears, in appropriate cases; HOD88 to maintain the Council's Asset Register and keep records of all assets held by the Council: HOD89 to grant the use of Council accommodation to outside bodies for the purpose of holding meetings and functions, etc, if outwith the scope of any approved Scheme and not otherwise provided for; HOD90 to apportion office accommodation between Council Directorates and services; HOD91 to carry out the functions of the Council under the Housing (Scotland) Acts 2001 and 2005, particularly in relation to Landlord registration; HOD92 to issue and/ or renew licences and certificates of registration and keep registers in respect of Houses in Multiple Occupation in accordance with approved codes of practice and the statutory provisions relating thereto; HOD93 to make grants for House Adaptations up to a value of £10,000; HOD94 to determine applications for the licensing of short term lets and to issue and/ or renew licences in terms of the Civic Government (Scotland) Act 1982 (licensing of short term lets) Order 2022, except where one or more competent written objection is received; and HOD95 to publish and maintain a public register of short term lets and to serve enforcement notices under the Civic Government (Scotland) Act 1982 (licensing of short term lets) Order 2022.

Director of Strategic Change and Communities

SCC01 to implement an approved approach to participatory budgeting, and to pay out to successful applicants sums held by the Council and approved for payment by the consultative body known as the South Ayrshire Rural Forum; SCC02 to arrange for the provision of information concerning the Council's services and functions, by: SCC02.01 publishing appropriate information; SCC02.02 placing advertisements, ordering printed material and arranging displays or producing guidebooks, directories and other publications describing and illustrating Council services or publicising and promoting any aspect of the Council; and SCC02.03 issuing press releases and similar articles for publication or broadcasting on behalf of the Council; SCC03 to implement an approved Events Programme within the South Ayrshire area and to approve individual events from time to time, subject to resources for the event being contained within existing budgets: SCC04 to seek sources of sponsorship to support Council events; SCC05 to represent the Council on Economic Development matters at appropriate meetings or events; SCC06 to seek the involvement of external agencies in the Economic Development of South Ayrshire; SCC07 to determine all applications for grant or loan assistance under such employment or development schemes as the Council may from time to time approve provided that there is sufficient budget provision, provided that approvals are on the basis of the approved scheme and provided that the total or cumulative Council assistance for the project does not exceed £100,000; and SCC08 to implement South Ayrshire Council's Scheme for Establishment of Community Councils, and to take all relevant and appropriate decisions in relation thereto.

Head of Finance, ICT and Procurement

FIP01 to be the Proper Officer for the administration of the financial affairs of the Council in terms of Section 95 of the Local Government (Scotland) Act 1973'; FIP02 in respect of Council tax/ non-domestic rates, to act as the Proper Officer in terms of the appropriate legislation for all administrative purposes, including: FIP02.01 to arrange the preparation and issue of rates notices, the collection of rates, the receiving and settling of claims for exemption from rates, the handling of objections to the amount of rates levied, and the abatement, remission or repayment of rates under the various rating provisions: FIP02.02 to prepare and issue Council tax notices, the collection of the aforementioned tax, the handling of objections to the assessments and the exemption, abatement, or remission of charges; FIP02.03 to enter into arrangements with Communities Scotland, etc, in accordance with Schedule 2 of the Local Government Finance Act 1992, to administer Council tax reduction and discounts on behalf of the Council for all those resident in the housing authority's property; FIP02.04 to enter into arrangements with neighbouring Councils and others concerning the collection of rates, or Council tax on behalf of the Council, and to make arrangements with each agent as to suitable collection points; FIP02.05 to make the necessary arrangements concerning terms and commissions payable for services rendered to the Council by other agents with regard to the collection of rates, and/ or other Council tax, and the administration of any Council reduction or discount schemes, etc; and FIP02.06 to enter into arrangements with Scottish Water for the collection of water and waste water charges with Council tax, and to negotiate appropriate terms and commission with the Water Authority in relation to the services rendered by the Council and its agencies; FIP03 in respect of loans and banking: FIP03.01 to act as the Proper Officer in the completion of certificates in terms of Section 92 of the Local Government (Scotland) Act 1973 (transfer of securities); FIP03.02 to make the necessary arrangements for duly authorised borrowing by all means specified in Schedule 3 of the Local Government (Scotland) Act 1975, subject to any statutory limitations; FIP03.03 to make application for the necessary consents for the issue of

Stock and foreign borrowing in terms of the Local Government

		(Scotland) Acts 1973 and 1975 and the regulations made thereunder;		
	FIP03.04	to ensure a placing with the Bank of England relative to Negotiable Bonds;		
	FIP03.05	to act as Registrar of Stocks, Bonds and Mortgages, except for Negotiable Bonds and to appoint, if deemed advisable, any United Kingdom or foreign bank as Registrar of Stocks, Bonds and Mortgages raised either within or without the United Kingdom and whether in sterling or in a foreign currency;		
	FIP03.06	to sign and to authorise the signature of cheques on behalf of the Council;		
	FIP03.07	to carry out temporary investment of surplus funds by making deposits with approved organisations; and		
	FIP03.08	to authorise the leasing of assets, and the signing of lease finance agreements and contracts;		
FIP04	to negotiate w	vith the Money Market;		
FIP05	to discharge the Investment functions of the Superannuation Fund under Regulation P6 and Paragraph 5 (C) of the Local Government Superannuation (Scotland) Regulations 1987 to review the investments made by the Managers;			
FIP06	to act for and represent the Council at Council Tax Appeal Hearings before the Valuation Appeal Committee in relation to Banding and Rebate Appeals;			
FIP07	to make advance payments – both by way of wages and to contractors;			
FIP08	to negotiate settlement of invoices by instalments;			
FIP09	to exercise the specific delegations contained in the Council's Financial Regulations;			
FIP10	to write-off debts of up to £10,000;			
FIP11	in relation to the opening of tenders in terms of Standing Orders Relating to Contracts, to nominate officers to open tenders; and			
FIP12	to return any	tenders received after the closing date and time.		

Head of Legal and Regulatory Services

LRS01 to issue Notices in terms of Section 79 of the Environmental Protection Act 1990; LRS02 to issue Licences in terms of the Milk (Special Designations) (Scotland) Order 1988; LRS03 to approve Chimney Heights (Clean Air Acts); LRS04 to enter any premises at any time in a situation in which in his/her opinion there is an immediate risk of serious pollution of the environment or serious harm to human health or at any reasonable time when a less immediate risk is perceived; LRS05 to take samples, measurements and photographs and to require any person to provide information and assistance with any such investigation in terms of Section 69 of the Environmental Protection Act 1990; LRS06 to seize any article or substance and render it harmless in terms of Section 70 of the Environmental Protection Act 1990; LRS07 to enter any premises in terms of the Environmental Protection Act 1990: LRS08 to require any person to provide information in terms of the Environmental Protection Act 1990; LRS09 to serve a Notice to remove a statutory nuisance in terms of the Environmental Protection Act 1990; LRS10 to discharge the duties of the Council under Section 19 (Appointment of Inspectors) of the Health and Safety at Work Etc Act 1974 as amended from time to time for the purpose of the Explosive Acts of 1875 and 1923 (as amended); LRS11 to serve notice, enter premises and take any other action on behalf of the Council in terms of the Antisocial Behaviour etc (Scotland) Act 2004 as amended from time to time; LRS12 to exercise the powers given to the Council by the Local Authorities (Goods and Services) Act 1970 as amended from time to time; LRS13 to authorise relevant officers to refer matters to the Procurator Fiscal related to or connected with alleged breaches of or offences under primary and secondary legislation relating to consumer protection or trading standards; LRS14 to appoint a duly qualified officer to act as Chief Inspector of Weights and Measures for the purposes of the Weights and Measures Act 1985; LRS15 to issue and/ or renew licences and certificates of registration and keep registers in respect of such legislation as may, from time to time, be within the remit of the Regulatory Panel, in accordance with the approved codes of practice and statutory provisions relating thereto and to vary, revoke and amend conditions contained within such licences:

- to authorise such officers as he/ she deems necessary and appropriate to exercise the powers and duties of an Inspector and authorised officer (including the powers of entry, inspection, sampling, purchase of goods and services, opening containers, seizure, serving notices, taking possession of animals and initiating prosecutions, where appropriate) and including the power to issue Notices (including Suspension Notices, Notices (requirement to mark or warn), Withdrawal or Recall Notices, Improvement Notices, Prohibition Notices, Emergency Prohibition Notices, Abatement Notices, Enforcement Notices, Remediation Notices, Care Notices, Fixed Penalty Notices and other such Notices) on behalf of the Council under such legislation as may from time to time be within the remit of the Regulatory Panel;
- LRS17 to authorise officers to take any necessary action under the Enterprise Act 2002;
- LRS18 to authorise relevant officers to refer matters to the Procurator Fiscal and/ or to initiate proceedings under primary or secondary Environmental Health legislation;
- LRS19 to issue Notices in terms of Section 94 of the Civic Government (Scotland) Act 1982;
- LRS20 to carry out the Council's functions in relation to any Acts, Regulations or Orders falling within the remit of the Regulatory Panel;
- LRS21 to agree transfer of enforcement authority with the Health and Safety Executive in terms of Regulations in force from time to time;
- to carry out all the duties and functions falling to the Council in terms of dealing with requests for information in terms of the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004, as amended from time to time:
- LRS23 to deal with requests for civic receptions/ hospitality in accordance with the approved guidelines;
- LRS24 to make and renew appointments to the Joint Panel of Curators ad Litem and Reporting Officers;
- LRS25 to determine whether Petition requests comply with the requirements of Council Standing Orders;
- LRS26 in consultation with the Chief Executive, the appropriate Director or Head of Service, to respond to allegations of maladministration notified by the Scottish Public Services Ombudsman:
- LRS27 to undertake the Council's duties in relation to records management including preparation of a Records Management Plan;
- LRS28 to take steps to ensure Council compliance with data protection legislation and to respond to requests for release of personal data;
- LRS29 to act as the Council's representative for functions of the Registrar General for Scotland as regards statistics;

- LRS30 to undertake the Council's duties in respect of registration of births, deaths and marriages, citizenship ceremonies, civil ceremonies and to conduct searches for the purposes of genealogy;
- LRS31 to sign missives and other similar documents binding the Council;
- to engage Counsel or external legal firms as may be appropriate for Court and other legal business if and when he or she may consider this to be necessary to enable the legal work of the Council to be carried out and to appoint parliamentary agents as and when deemed necessary;
- LRS33 to discharge the functions of the Council in relation to any type of judicial and quasi-judicial proceedings and in that regard to initiate, enter, defend, negotiate and agree extra judicial settlements in line with budgetary provision and withdraw from such proceedings;
- to settle claims arising in terms of the Land Compensation (Scotland) Act 1973, in respect of Home Loss Payments following compulsory acquisitions and also to settle any discretionary payments arising from acquisitions by voluntary agreement, provided that the statutory requirements have been met;
- LRS35 to authorise payments to account to sellers of property to the Council in cases where negotiations through the District Valuer are protracted for any reason, up to a value of 90 per cent of the valuation;
- LRS36 to authorise payments to account to sellers of property to the Council in cases where conveyancing procedures are protracted for any reason subject to the exhibition of a good title and the grant of appropriate undertakings;
- to act as the Proper Officer in terms of Section 190 of the Local Government (Scotland) Act 1973, for the receipt of notices of any legal proceedings served on the Council and for the receipt of any notice order or other document required or authorised by any Act to be sent, delivered or served to or upon the Council or to the Proper Officer;
- LRS38 to appoint such Depute Clerks to the Licensing Board as may be required;
- LRS39 to issue and/ or renew licences and certificates of registration and keep registers in respect of such legislation as may, from time to time, be within the remit of the Regulatory Panel, in accordance with approved codes of practice and the statutory provisions relating thereto;
- LRS40 to agree venues for Civil Marriages and Civil Partnerships;
- LRS41 to approve member attendance at conferences and seminars within budget;
- LRS42 to appoint as Inspectors and authorised officers for the purposes of the administration and enforcement of legislation within the remit of the Regulatory Panel such of his/ her officers as he/ she may deem necessary and appropriate;
- LRS43 to appoint in terms of section 13 of the Licensing (Scotland) Act 2005 one or more Licensing Standards Officers, authorised in respect of the functions as specified in the said Act;

- LRS44 to appoint in terms of section 45G of the Civic Government (Scotland) Act 1982 as amended, one or more Civic Licensing Standards Officers, authorised in respect of the functions as specified in the said Act; LRS45 to appoint from time to time such members of the Local Licensing Forum for the area of South Ayrshire as he/ she may deem necessary and appropriate, all in terms of section 10 and Schedule 2 of the Licensing (Scotland) Act 2005; LRS46 to act in terms of licensing functions within the remit of the Regulatory Panel from time to time, as follows: LRS46.01 Applications for refunds of licence fees; LRS46.02 Notification of material changes of circumstances; LRS46.03 Granting or refusing of temporary licences; LRS46.04 Granting of vehicle licences where the only adverse comments received are non-vehicle related; LRS46.05 Applications for public charitable collections of a non-political nature; LRS46.06 Suspension of Taxi or Private Hire Car Vehicle licences on failure to produce for annual inspection or where the vehicle is considered unfit for public usage having regard to its condition; and LRS46.07 Immediate suspension of Taxi or Private Hire Driver's licence on the grounds that the carrying on of the activity to which the licence relates is causing or is likely to cause a serious threat to public order or public safety. to make and execute on behalf of the Council orders under Section 63 of the LRS47 Civic Government (Scotland) Act 1982 with regard to the holding of public processions; to act as the Proper Officer and to sign all deeds and other documents which LRS48 require to be executed by the Council; LRS49 to act as Senior Responsible Officer, to appoint nominated officers, and to maintain a register of authorisations in terms of the Regulation of Investigatory Powers (Scotland) Act 2000 and associated regulations;
- LRS50 to execute transactions for the acquisition, disposal, lease etc of property or land on the basis of terms approved in accordance with the Scheme of Delegation and as instructed by the Director of Housing, Operations and Development;
- LRS51 in respect of insurance:
 - LRS51.01 to take out the necessary insurances to protect the interests of the Council;

LRS51.02 to make arrangements with insurance companies concerning the settlement of claims; and

LRS51.03 in respect of:

- claims not settled by the Council's Agents; and
- those claims up to a maximum of £25,000, to settle:
 - * Public liability claims;
 - * Employer's liability claims;
 - * Motor own fleet claims; and
 - Motor hired plant claims;

if the settlement involves a court action in which he/ she has represented the Council, or in cases and/ or for amounts to be settled below any insurance excess, or in cases where there is an uninsured loss;

- LRS52 to settle claims made against the Council where there is no insurance cover up to a maximum of £25,000;
- LRS53 to issue and/ or renew licences in respect of all licensing matters not specifically delegated to other Council Directorates, subject to conforming with established practice and any statutory provisions relating thereto;
- LRS54 in terms of the Health and Safety at Work Act 1974, to carry out all duties set out in the Council's Policies for Health, Safety and Welfare in Places of Work as amended from time to time:
- LRS55 to settle claims for damage to hired plant;
- LRS56 to make temporary loans of archival material for exhibition or research;
- LRS57 to accept private archives which may be offered to the Council;
- to refer to the Procurator Fiscal consideration of instigation of legal proceedings for offences under the Town and Country Planning (Scotland) Act 1997 and the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997, and re-planting notices under Section 168 of the Town and Country Planning (Scotland) Act 1997;
- LRS59 to act in relation to Sub-Standard Housing and Repair of Houses under Parts IV and V of the Housing (Scotland) Act 1987;
- LRS60 to act in relation to Closing and Demolition Orders under Part VI of the Housing (Scotland) Act 1987;
- LRS61 to act in relation to Overcrowding and Houses in Multiple Occupation under Parts VII and VIII of the Housing (Scotland) Act 1987;
- LRS62 authority during the COVID-19 Pandemic to determine any applications, suspensions, revocations or other business which would normally require a

determination by, or a hearing before the Licensing Committee, provided the rules of natural justice, namely a right to a fair hearing, can be satisfied; LRS63 authority during the COVID-19 Pandemic to vary the terms and to extend any licence which would otherwise expire during the emergency by 3 months: authority during the COVID-19 Pandemic to authorise such officers as deemed LRS64 necessary to act under health protection regulations made under Schedule 19 of the Coronavirus Act 2020; LRS65 to consider and determine appeals in terms of the South Ayrshire Council Scheme for Establishment of Community Councils; and LRS66 to consider requests or recommendations from the Service Lead -Thriving Communities in respect of suspension and/ or dissolution of a Community Council, and to report to Cabinet as appropriate thereafter.

Director of Health and Social Care

HSC01 To act as the Chief Officer of the South Ayrshire Integration Joint Board (SAIJB) and to be responsible for the strategic and operational management and performance of integrated health and social care functions delegated to SAIJB (see section 6 of this Scheme) insofar as they relate to services delivered by the Council, in accordance with Council policies and procedures where applicable;

HSC02 to carry out all the functions of the Council in terms of the Social Work (Scotland) Act 1968;

HSC03 to carry out the functions of the Council in terms of Section 12 of the Social Work (Scotland) Act 1968 under which the Council is required to promote social welfare by making available advice, guidance and assistance on such a scale as may be appropriate for its area; including authority:

HSC03.01 to make loans or grants up to a limit of £1,500 in one month in respect of any one individual and subject to a report being made to the Cabinet on the total amount of assistance so given in any one month:

HSC03.02 to give any other appropriate assistance, including provision for the storage of furniture in cases of emergency; and

HSC03.03 to accept or reject applications for the installation of telephones for people with disabilities, based on approved criteria and the availability of finance;

In calculating the amount given or lent for the purposes of this provision, account shall be taken of any additional payment made in terms of Section 12, otherwise authorised by the Council;

HSC04 to carry out all the relevant functions of the Council in terms of the Children (Scotland) Act 1995, the Children's Hearings (Scotland) Act 2011, the Children and Young People (Scotland) Act 2014, and all associated Regulations;

HSC05 to take decisions and make authorisations in terms of the Secure Accommodation (Scotland) Regulations 2013 and the Children's Hearings (Scotland) Act 2011 (Implementation of Secure Accommodation Authorisation) (Scotland) Regulations 2013;

HSC06 to carry out assessments under the Disabled Persons (Badges for Motor Vehicles) Regulations 1982 and subsequent legislation;

HSC07 to arrange or assist in arranging holidays, including holidays abroad or other temporary absences of any child in the care of Council, except in those cases where the cost to them is in excess of £1,500;

HSC08 to carry out the functions of the Council under Section 48 of the National Assistance Act 1948 relating to the temporary storage of furniture in certain circumstances on behalf of certain persons;

HSC09 to carry out the functions of the Council in relation to child protection through the statutory Child Protection Committee, and in relation to adult protection through the statutory Adult Protection Committee; HSC10 to carry out the functions of the Council in relation to the Adoption Agencies (Scotland) Regulations 2009 and the Adoption Support Services and Allowances (Scotland) Regulations 2009; HSC11 to carry out all the functions of the Council in terms of the Mental Health (Care and Treatment) (Scotland) Act 2003; HSC12 to carry out all the functions of the Council in terms of the Social Care (Selfdirected Support) (Scotland) Act 2013 and associated Regulations: HSC13 to carry out the functions of the Council under the Adults with Incapacity (Scotland) Act 2000, including those relating to Intervention Orders, Access to Funds and Guardianship Orders; HSC14 to carry out the functions of the Council in relation to the Adoption of Children in terms of the Adoption (Scotland) Act 1978, the Adoption and Children (Scotland) Act 2007, and the Children Act 1975 as amended from time to time; HSC15 to carry out the functions of the Council as care authority under the Looked After Children (Scotland) Regulations 2009; HSC16 to consider and determine reviews of original decisions made in connection with fostering and adoption matters; HSC17 to consider and determine recommendations by the Fostering and Permanency Panel for assistance with legal fees and medical expenses; and HSC18 to carry out all the functions of the Council in terms of the Adult Support and Protection (Scotland) Act 2007.

Role of Chief Social Work Officer

To the extent explicitly required by statute, the foregoing delegations shall be undertaken by the Council's Chief Social Work Officer in place of the Director of Health and Social Care.

The post designated Chief Social Work Officer will undertake the statutory role.

When the Chief Social Work Officer is absent due to annual leave or illness, the Director of Health and Social Care shall undertake the foregoing delegations, to the extent explicitly required by statute.

Statutory Appointments of Officers

In terms of various statutes, the Council is required to appoint officers for a variety of particular purposes. Officers so appointed are empowered to take such action as is implicit in their role. The statutory appointments agreed by the Council are as follows:

Statutory Provision	Purpose/ Role	Officer	
Social Work (Scotland) Act 1968			
Section 3	Chief Officer of Social Work	Chief Social Work Officer	
Local Government (Scotla	and) Act 1973		
Section 33A	Proper Officer for various purposes in connection with Councillors' declaration of acceptance of office	Chief Executive	
Section 34	Proper Officer for receipt of Councillors' resignations	Chief Executive	
Sections 43 and Schedule 7	Proper Officer for various purposes in connection with meetings and proceedings of the Council, Committees and Panels	Head of Legal and Regulatory Services	
Sections 50A – 50K	Proper Officer for various purposes in connection with access to meetings and documents of the Council, Committees and Panels	Head of Legal and Regulatory Services	
Section 92	Proper Officer for dealing with the transfer of securities	Head of Finance, ICT and Procurement	
Section 95	Proper Officer for the administration of the Council's financial affairs ('Section 95 Officer')	Head of Finance, ICT and Procurement	
Local Government (Scotland) Act 1973 (contd)			
Section 145	Proper Officer in respect of Ordnance Survey applications	Director of Housing, Operations and Development	
Section 190	Proper Officer for service of legal proceedings, notices, etc, on the Council	Head of Legal and Regulatory Services	

Statutory Provision	Purpose/ Role	Officer	
Section 191	Proper Officer in respect of claims on behalf of the Council in sequestrations and liquidations	Head of Finance, ICT and Procurement	
Section 193	Proper Officer in respect of authentication of documents	Chief Executive/ Director of Education/ Director of Housing, Operations and Development/ Director of Health and Social Care/ Head of Legal and Regulatory Services	
Section 197	Proper Officer in respect of arrangements for the inspection and depositing of documents	Head of Legal and Regulatory Services	
Sections 202 to 204	Proper Officer for various purposes in connection with byelaws	Head of Legal and Regulatory Services	
Section 206	Proper Officer in respect of the keeping of a register of persons admitted as freemen of the Council's area	Chief Executive	
Local Government (Scotla	and) Act 1975		
Sections 28 and 29	Proper Officer in respect of reports by the Ombudsman	Head of Legal and Regulatory Services	
Licensing (Scotland) Act	2005		
Section 5 and Schedule 1	Clerk to the Licensing Board	Head of Legal and Regulatory Services	
Civic Government (Scotla	nd) Act 1982		
Section 113	Proper Officer in respect of evidence of management rules	Head of Legal and Regulatory Services	
Representation of the People Act 1983			
Section 41	Returning Officer	Chief Executive	
Local Government and Housing Act 1989			
Section 2	Proper Officer in respect of lists of politically restricted posts	Chief Executive	
Section 4	Head of Paid Service	Chief Executive	

Statutory Provision	Purpose/ Role	Officer	
Section 5	Monitoring Officer	Head of Legal and Regulatory Services	
Section 19	Proper Officer for various purposes in connection with Members' interests	Head of Legal and Regulatory Services	
Requirements of Writing	(Scotland) Act 1995		
Paragraph 4, Schedule 2	Proper Officer in respect of execution of Deeds	Head of Legal and Regulatory Services/ Service Lead – Legal and Licensing	
Ethical Standards in Publ Regulations 2003	ic Life, Etc (Scotland) Act 2000 (Register of Interests)	
Regulation 3	Proper Officer for all purposes in connection with registration of Members' interests and other related purposes under the Councillors' Code of Conduct	Head of Legal and Regulatory Services	
General Data Protection Regulation 2016			
Article 37	Data Protection Officer	Service Lead – Democratic Governance	



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	Scheme of Delegation
Lead Officer	Catriona Caves, Head of Legal and Regulatory Services –
(Name/Position/Email)	catriona.caves@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)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low

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)
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	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

(A full Equa	uality Impact Assessment required? lity Impact Assessment must be carried out entified as Medium and/or High)	YES NO
Rationale for	or decision:	
following fu	provides an update on amendments to thurther review, and asks Members to approequality implications	
Signed :	Catriona Caves	Head of Service
Date:		

South Ayrshire Council

Report by Head of Legal and Regulatory Services to South Ayrshire Council of 7 December 2023

Subject: Revised Schedule of Meetings

1. Purpose

1.1 The purpose of this report is to seek approval of revisions to the timetables of Council and Panel meetings for the period January 2024 to June 2025.

2. Recommendation

2.1 It is recommended that the Council approves revisions to the timetables of Council and Panel meetings for the period January 2024 to June 2025 as detailed in para 4 below.

3. Background

- 3.1 The Council is required to set a timetable of meetings for itself and its Panels.
- 3.2 The timetable of Council and Panel meetings for the period August 2023 to June 2024 was approved by Council on 15 December 2022; and the timetable for the period August 2024 to June 2025 was approved by Council on 29 June 2023.
- 3.3 As a result of changes to the school holiday schedule, meetings of the Appeals Panel on 10 April and the Regulatory Panel Planning on 11 April 2024 will now fall during the school holiday period.
- 3.4 At the Licensing Board on 23 November 2023, Members asked that the meeting scheduled for 21 November 2024 be deferred to December to allow the licensed trade a couple of weeks extra for reports on extended hours, 'occasionals', etc, in the festive season.
- 3.5 Recommended practice is that a separate Council meeting be set aside in February each year for the budget setting exercise, with a further meeting in early March for consideration of general Council business.

4. Proposals

4.1 In line with the Council's commitment that Panel meetings should not be held during school holidays, Members are asked to approve the undernoted revisions to the timetable of meetings for the period January to June 2024:

Current/

Current:

Week 4		
Wednesday 10 April	10.00 am	Appeals Panel
Thursday 11 April	10.00 am	Regulatory Panel - Planning

Proposed:

Week 4		
Wednesday 27 March	10.00 am	Appeals Panel
Thursday 28 March	10.00 am	Regulatory Panel - Planning

4.2 Members are also asked to approve the undernoted revision to the timetable of meetings for the period August to December 2024:

Current:

Week 5			
Thursday 21 November	10.00 am	Licensing Board	

Proposed:

Week 7			
Thursday 5 December	10.00 am	Licensing Board	

4.3 Members are also asked to approve the inclusion of additional Council meetings in the timetables of meetings as noted below:

2024 - Week 1		
Wednesday 6 March	10.00 am	South Ayrshire Council

2025 - Week 7		
Thursday 27 February	10.00 am	South Ayrshire Council

Subject to approval, the existing Council meeting on Thursday 26 February 2024 and the meeting on Thursday 27 February 2025 would be set aside for the budget setting exercise and financial papers, and the meeting on Wednesday 6 March 2024 and the existing meeting on Thursday 6 March 2025 for consideration of general Council business.

5. Legal and Procurement Implications

5.1 The contents of this report are in compliance with the provision of the Local Government (Scotland) Act 1973, as amended.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Minimal costs for attending meetings, etc, can be met from existing budget.

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 In the absence of an approved timetable, the Council will be unable to undertake its business efficiently.

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 Martin Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Publish the updated meeting timetable	15 December 2023	Service Lead – Democratic Governance

Background Papers Report to South Ayrshire Council of 15 December 2022 -

Schedule of Meetings

Report to South Ayrshire Council of 29 June 2023 – Schedule

of Meetings

Scheme of Delegation

Person to Contact Catriona Caves, Head of Legal and Regulatory Services

County Buildings, Wellington Square, Ayr, KA7 1DR

Phone 01292 612556

E-mail catriona.caves@south-ayrshire.gov.uk

Date: 29 November 2023

South Ayrshire Council Equality Impact Assessment Scoping Template

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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. <u>FSD Guidance for Public Bodies</u> 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	Revised Schedule of Meetings
Lead Officer (Name/Position/Email)	Wynne Carlaw, Service Lead – Democratic Governance – wynne.carlaw@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)	-	-

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)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	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

(A full Equa	uality Impact Assessment required? lity Impact Assessment must be carried out if ntified as Medium and/or High)	——YES			
Rationale f	or decision:				
	submits for approval revisions to the timeta od January to December 2024. Members' de oplications				
Signed :	Wynne Carlaw	Service Lead			
Date:	14 November 2023				

South Ayrshire Council

Report by Head of Finance, ICT and Procurement to South Ayrshire Council of 7 December 2023

Subject: Financial Regulations Review

1. Purpose

1.1 The purpose of this report is to seek approval of the revised Financial Regulations following review.

2. Recommendation

2.1 It is recommended that the Council approves the revised Financial Regulations (Appendix 1), to be effective from 8 December 2023.

3. Background

- 3.1 It is a requirement of corporate governance that the Council's Financial Regulations be kept under review. The last report was approved by the Council on 15 December 2022.
- 3.2 The opportunity has been taken to review the Regulations to reflect issues arising since the last revision, including changes as a result of the implementation of Oracle Fusion.

4. Proposals

- 4.1 The Financial Regulations have been updated to adjust for some minor amendments. to clarify Ayrshire Growth Deal capital project governance arrangements and to reflect changes as a result of the implementation of Oracle Fusion, including:
 - 4.1.1 Section 2 Capital Investment programme;
 - 4.1.2 Section 14 Procurement of Goods and Services and Payment of Accounts;
 - 4.1.3 Section 19 Claims for Expenses and Allowances; and
 - 4.1.4 Section 20 Salaries, Wages and Pensions.
- 4.2 The proposed amendments are tracked and highlighted in **bold text** in the revised Regulations (attached as Appendix 1).

- 4.3 Subject to approval, it is proposed that the revised Financial Regulations are adopted with effect from 8 December 2023.
- 4.4 Subject to approval, the revised Financial Regulations will be published on The Core and the Council's website and will also be notified to employees by way of the SAC Staff Community Hub.
- 4.5 The Financial Regulations will continue to be reviewed on an annual basis in accordance with best practice, and any further proposed revisions, following consultation and review, will be reported to a future meeting of the Council.

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 Not applicable.

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 risks associated with rejecting the recommendations are that the Financial Regulations do not correctly reflect current responsibilities.

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 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.

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 Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Financial Regulations to be published and notified to employees	15 December 2023	Head of Finance, ICT and Procurement

Background Papers Financial Regulations

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

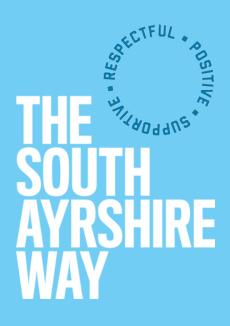
Date: 29 November 2023



Appendix 1

Financial Regulations

December 2023



Financial Regulations

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Financial Regulations

Scope and Observance

South Ayrshire Council is accountable for the stewardship of public funds. Stewardship is a function of management, and, therefore, a responsibility placed upon the Elected Members and officers of the Council. Responsibility is discharged by the establishment of sound arrangements and systems for the planning, appraisal, authorisation and control over the use of resources, and by the preparation, maintenance and reporting of accurate and informative accounts.

Failure to observe these financial regulations may be regarded as a breach of trust and may result in disciplinary action.

These financial regulations should be read in conjunction with other regulations of the Council, such as:

- Standing Orders Relating to Meetings;
- Standing Orders Relating to Contracts;
- Scheme of Delegation;
- Special Investigations Procedure;
- Disciplinary procedures;

and with other regulations observed by the Council:

- Data Protection legislation and regulations;
- the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (The Code);
- the CIPFA Service Reporting code of Practice for local authorities (SERCoP)
- the CIPFA Code for Treasury Management in Local Authorities;
- the Prudential Code for Capital Finance in Local Authorities;
- the CIPFA Code on Best Value Trading Operations; and
- the Public Sector Internal Audit Standards.

Elected Members and officers have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring that everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

The key controls and control objectives for financial management standards are:

- the promotion of the highest standards of financial management throughout the authority;
- a monitoring system to review compliance with financial regulations;

- regular comparisons of actual financial performance with planned performance that are reported to the Cabinet; and
- O the Audit and Governance Panel (as the Council's Audit Committee), fulfilling its duties under the Standing Orders and Scheme of Delegation.

1. Financial Administration

1.1 Responsibility of the Council

The Council is responsible for setting the Council's annual budgets, housing rent and Council Tax levels and the level of bad debt provision. The Council is also responsible for approving the Treasury Management Strategy of the authority.

1.2 Responsibility of Cabinet

Subject to the terms of reference of Panels, the Cabinet is responsible for regulating and controlling the finances of the Council within the budgets and policy frameworks determined by the Council.

1.3 Responsibility of the Proper Officer for Financial Arrangements of the Council (ie Section 95 Officer)

The proper officer for the financial arrangements of the Council (Section 95 Officer) as set out in the Scheme of Delegation shall:

- (1) be the proper officer of the Council for the purposes of Section 95 of the Local Government (Scotland) Act 1973 for the administration of the financial affairs of the authority; and
- (2) act as financial adviser to the Council and all its Panels.

Specific responsibilities include:

- (1) to advise Elected Members on a financial strategy;
- (2) to ensure the proper administration of the financial affairs of the authority;
- (3) to set the financial management standards, as outlined in the various CIPFA Codes of Practice, and to ensure that compliance with them is monitored;
- (4) to ensure proper professional practices are adhered to, and to act as head of profession in relation to the standards, performance and development of finance and accounting staff throughout the authority;
- (5) to advise on the key strategic controls necessary to secure sound financial management; and
- (6) to ensure that financial information is available to enable accurate and timely monitoring and reporting of financial performance.

1.4 Responsibility of Directors, Heads of Service and Assistant Directors

- (1) Directors, Heads of Service and Assistant Directors shall at all times seek to secure the best value for expenditure incurred by them with the objective of achieving the agreed policies, objectives and outcomes of the Council at the most effective cost.
- (2) Each Director, Head of Service and Assistant Director shall consult with the Head of Finance, ICT and Procurement in respect of any matter affecting his/ her Directorate/ service which is liable to affect materially the finances of the Council before any provisional or other commitment is incurred, or before reporting thereon to a Panel, except in an emergency and/ or as authorised by any Scheme of Delegation. In such cases of emergency, it must be reported to the Head of Finance, ICT and Procurement as soon as possible thereafter.
- (3) It is the responsibility of all Directors, Heads of Service and Assistant Directors to promote awareness of and adherence to these financial regulations.

1.5 Scope of Financial Regulations with regard to the Health and Social Care Partnership Arrangement with the South Ayrshire Integration Joint Board (the 'IJB')

- (1) The IJB is a legal entity in its own right created by Parliamentary Order 2015 No 88 (The Public Bodies (Joint Working) (Board Establishment) (Scotland) Order 2015) which came into effect on 1 April 2015 following Ministerial approval of the Integration Scheme between the Council and NHS Ayrshire and Arran.
- The IJB is accountable for the stewardship of public funds and is expected to operate under public sector best practice governance arrangements, proportionate to its transactions and responsibilities. Stewardship is a function of management and, therefore, a responsibility placed upon the appointed members and officers of the IJB.
- (3) Prior to any funding being passed by the Council to the IJB as part of the IJB's integrated budget, the Council's Financial Regulations will apply. Similarly, once funding has been approved from the integrated budget by the IJB and directed by it to the Council for the purposes of service delivery, the Financial Regulations of the Council will then apply to the directed sum, which will be utilised in accordance with the priorities determined by the Board in its Strategic Plan.

2. Capital Investment Programme

2.1 Financial Plan for Capital Investment Programme

The procedure for the preparation annually of a financial plan for the capital investment programme is as detailed within the Council's Asset Management Plan.

Capital Asset Management Group ('CAMG')

The Capital Asset management Group is established under the Council's Asset Management Plan to ensure the effective management of the capital investment programme and the evaluation of new bids brought forward. It comprises senior officers representing all services.

2.2 Capital Investment Programme

The Capital Investment Programme estimates shall detail the committed capital projects and new capital projects on which the Council intends to incur expenditure inclusive of commitments where projects span more than one financial year.

2.3 **Form**

The detailed form of the Capital Investment Programme shall be determined by the Chief Executive in consultation with the Director of Housing, Operations and Development and the Head of Finance, ICT and Procurement.

2.4 **Preparation**

- (1) All Directors, Heads of Service and Assistant Directors shall provide such information as may be required for the purpose of preparation of the General Services Capital Investment Programme. This will be coordinated by the Director of Housing, Operations and Development and submitted to the CAMG for consideration prior to the authorisation process as outlined in 2.5 below.
- (2) Housing capital estimates will be prepared by the Director of Housing, Operations and Development and submitted to the CAMG for consideration prior to the authorisation process as outlined in paragraph 2.5 below.

2.5 Authorisation Procedure

The Capital Investment Programmes shall be submitted to the Council for approval.

2.6 Effect of the Authorisation

The approval of the Capital Investment Programmes by the Council shall permit Directors, Heads of Service and Assistant Directors:

- (1) to incur preliminary expenses, preparatory works and design costs etc in respect of projects;
- (2) to take the steps necessary to acquire land associated with projects; and
- (3) to proceed with projects within the capital investment programmes, subject to further approval in terms of paragraph 3.2 below in the event that the actual tender cost of the project or the revised estimate of the project exceeds the provision in the capital estimates.

2.7 Delivery of Capital Projects

With the exception of Ayrshire Growth Deal capital projects (which are managed by the Special Projects Team who report to the Director of Strategic Change and communities), all General Services Capital projects and Housing capital projects shall be delivered through the Director of Housing, Operations and Development.

3. Control of Capital Expenditure

3.1 Limitation on Expenditure

No capital expenditure shall be incurred unless:

- (1) the expenditure is provided for in the Capital Investment Programmes estimates; and
- (2) it meets the definition of capital expenditure in the CIPFA Code of Practice, which states that 'the expenditure results in the acquisition, construction, or enhancement of fixed assets (tangible and intangible) in accordance with proper practices'. Scottish Ministers may also issue guidance that it would be proper practice to capitalise specified expenditure.

3.2 Budget Variance and Transfers during the Life of a Capital Project

With the exception of Ayrshire Growth Deal capital projects (which has its own separate governance arrangements in place) the CAMG is responsible for ensuring that the capital projects are delivered on time and for considering where projects may be advanced or delayed within the programme.

If, at any time following approval it becomes apparent that a capital project will be overspent or if the phased expenditure for the current year is likely to vary between years, then following consultation at either the Asset Management Sub-Group or the Housing Asset Management Sub-Group, it shall be the duty of the Director of Housing, Operations and Development to report such variation immediately to the Capital Asset Management Group (CAMG).

Budget variances across capital projects may be:

- (1) balanced by a budget transfer from another capital project providing such transfer is within the overall capital programme; or
- (2) balanced by identifying an alternative source of funding, subject to approval of the Head of Finance, ICT and Procurement.

Where the variance amount involved is less than £100,000, the transfers or adjustments to funding shall be considered by the CAMG and formally approved by the Director of Housing, Operations and Development as Chair of the CAMG.

Thereafter, a report must be submitted by the Director of Housing, Operations and Development to the Cabinet highlighting the variance, and the projected level of out-turn across the programme.

Where the variance amount is in excess of £100,000 or if the phased expenditure for the current financial year is at any time expected to vary by an amount in excess of £100,000, then approval must be sought from Cabinet:

- (1) to transfers budgets between projects;
- (2) to re-profiling budgets between years; and
- (3) to identify and seek approval of any alternative or additional funding required.

A report shall be submitted by the Director of Housing, Operations and Development to the Cabinet highlighting the reasons for the proposed variance, management action being taken and the projected level of out-turn variance across the programme and seeking Member approval.

In applying the budget transfer rules outlined above, all transfers to or from a project should be considered on a cumulative basis (both on an 'in year' and 'cross year' basis) – for example, if a transfer request is received for £90,000, and previously a budget transfer has been processed for £50,000 from/ to the same project, then that would result in a cumulative total of £140,000, and would therefore require Cabinet approval.

3.3 **Budgetary Control**

In consultation with the Head of Finance, ICT and Procurement, the Director of Housing, Operations and Development shall provide, for General Services and for Housing capital, regular budgetary control statements to Cabinet comparing actual spend with the initial and revised capital estimates in respect of each element.

It shall be the duty of the Director of Housing, Operations and Development, for General Services and for Housing, to ensure that the provision in the capital estimates is not exceeded, and that the expenditure conforms to the requirements of these regulations.

For Ayrshire Growth Deal capital projects, it shall be the duty of the Director of Strategic Change and Communities, in accordance with the separate Ayrshire Growth Deal governance arrangements, to ensure that the provision in the capital estimates is not exceeded, and that the expenditure conforms to the requirements of these regulations.

4. Revenue Estimates

4.1 Information

Each Director and Head of Service shall provide the Head of Finance, ICT and Procurement with such details as may be required for the purposes of preparing the revenue estimates.

4.2 Guidelines

After consultation with the Chief Executive and Directors, the Head of Finance, ICT and Procurement shall report to the Cabinet on the strategy to be adopted prior to recommending to Council the resource levels to be allocated to each Directorate for the purpose of preparing the revenue estimates.

4.3 **Preparation**

The Chief Executive and each Director shall, in conjunction with the Head of Finance, ICT and Procurement, prepare revenue estimates in respect of his/ her Directorate/ services in accordance with resource allocations laid down by the adopted strategy, and to a timetable set by the Head of Finance, ICT and Procurement, with the approval of the Chief Executive.

4.4 Authorisation Procedure

The revenue estimates for each financial year shall be submitted to the Council for approval, along with a recommendation as to the Council tax and Council house rent levels to be set (in accordance with statutory requirements).

4.5 Additional Funding Received

Any additional funding received by the Council after approval of the revenue estimates for the year shall be notified to the Cabinet together with detailed spending proposals, subject to the transfer limits at section 5.4 below.

5. Control of Revenue Expenditure

5.1 **Need for Panel Consent**

Expenditure shall only be incurred with the approval of the Cabinet, except as authorised by the approved estimates, and in accordance with the Scheme of Delegation and the Standing Orders Relating to Contracts.

5.2 Limitation on Expenditure

No expenditure chargeable to the revenue account shall be incurred unless it has been included in the revenue estimates, except:

- (1) where a supplementary estimate has been approved by the Cabinet or Council; or
- in unanticipated situations in consultation with the Chief Executive and Head of Finance, ICT and Procurement, provided that the expenditure is reported to the first available Cabinet; or
- (3) in emergency situations in terms of the Scheme of Delegation; or
- (4) as provided for by the rules on budget transfer in section 5.4 below.

5.3 **Budgetary Control**

It is the responsibility of the Head of Finance, ICT and Procurement and the Chief Executive and Directors to furnish regular budgetary control statements to Cabinet on revenue account income and expenditure comparing actual spend with the respective estimates.

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 Directorate/ services are not overspent, and that the income and expenditure of his/ her Directorate/ services conform to the requirements of these regulations.

The Chief Executive, Directors, Heads of Service and Assistant Directors shall also provide the Head of Finance, ICT and Procurement with whatever assistance and information he/ she considers necessary in order to ensure the effectiveness of the budgetary control system.

It shall be the duty of the Head of Finance, ICT and Procurement to report regularly to the Cabinet and/ or Council on the current overall financial position of the Council.

5.4 **Budget Transfers**

A Budget Transfer shall be permitted only in the following circumstances:

(1) A deficit under those subjective headings as defined by the CIPFA Service Reporting Code of Practice (SERCoP) and objective headings as defined by the Head of Finance, ICT and Procurement and as revised from time to time as required, may be balanced by a transfer from another head of expenditure on which there is a surplus, where the deficit has arisen due to circumstances which could not have been foreseen, and the transfer does not involve a change of policy of the Council.

Where the amount involved is £25,000 or under (Stage 1), the transfer shall be agreed between the Finance Co-ordinator and the Service Lead/ budget holder. Where the amount is between £25,000 and £50,000 (Stage 2), the transfer shall require the additional approval of the Service Lead — Corporate Accounting. Where the transfer is between £50,000 but less than £100,000 (Stage 3), the transfer shall also be agreed by the Director/ Head of Service and the Head of Finance, ICT and Procurement, in consultation with the Portfolio Holder. Where the amount is £100,000 or over (Stage 4), the transfer shall be approved by the Cabinet.

In applying the budget transfer rules outlined above, all transfer should be considered on a cumulative basis – for example, if a transfer request is received for £22,000, and previously a budget transfer has been processed for £31,000 from/ to the same objective/ subjective heading, then that would result in a cumulative total of £53,000, and would therefore require a Stage 3 approval.

A de-minimis of £5,000 will apply (below which no formal approval process is required) and all authorisation of budget transfers will be by e-mail, except where a decision of Cabinet is required.

- Where a net saving could be achieved by overspending under one head of expenditure without changing the policy of the Council, a transfer may be made from a head of expenditure which is in surplus, provided approval as in paragraph (1) above has been obtained.
- (3) Where new external grant income is received, the limits outlined in paragraph (1) above shall apply to all monies received/due to be received, subject to section 7.9 (below).
- (4) The rules concerning budget transfer within those service areas that fall under the Council's Devolved School Management (DSM) scheme are separately defined by the DSM policy.

Adherence to budget transfer rules is not required in the following circumstances:

- (1) where management responsibility for service delivery transfers from one Directorate or service to another;
- (2) where service responsibility transfers to the local authority from an external agency; and
- (3) where centrally-held budgets are allocated to service Directorates following approval of the annual revenue estimates for example, payroll management target, utilities, central support.

5.5 Variances

A Explanation of Variance

Where it appears that the actual amount of income or expenditure may vary materially or significantly (as defined below) from that appearing in the revenue estimates, it shall be the duty of the Chief Executive or Director concerned, in conjunction with the Head of Finance, ICT and Procurement, to report to the Cabinet as soon as possible after the variance has become apparent, highlighting the reasons for the variance, management action being taken and the projected level of out-turn variance.

B Materiality and Significance

Appropriate focus should be placed on variance analysis, the objective being to secure sufficient coverage of those variances that contribute most to the deviation from income and expenditure budgets rather than a comprehensive line by line analysis. By necessity, this will be a subjective professional judgment. Prescription is not advocated, as the materiality threshold for variance explanations will vary in accordance with:

- reporting levels;
- (2) scale of budget; and

(3) impact on service delivery and performance.

5.6 Reports to Panels

All reports presented to Council/ Panels must specifically identify the extent of any resource implications (Financial, Legal, Procurement and Human Resources). Reports to Panels must identify the costs and income/projected income in the current and future years, the impact on capital and revenue spending and whether or not, and exactly where, funding (including any additional funding required) is included in budget, or, if not, how and from where it is proposed that such financial resources be obtained.

The financial implications contained in reports must be agreed with the Head of Finance, ICT and Procurement or his/ her representative prior to issue of the report.

5.7 Use of the Contingency Fund

A - Qualifying Criteria

Where a contingency fund has been approved and included in the revenue estimates for the year, it should only be used to finance unexpected items of expenditure which it is necessary to incur, and which are outwith the level of service provided for in the approved revenue budget.

These items must be significant, and no contingency draws for sums of less than £25,000 will be considered (except in *exceptional circumstances*, and only by agreement with the Head of Finance, ICT and Procurement).

All contingency draws must also be classified as either recurring or non-recurring draws. In the case of recurring draws, these will automatically be built into the base during the budget process each year.

B - Access to the Fund

Where it is proposed to submit a report to the Cabinet in which the recommendation is that a contingency draw be sought, this report must first be considered by the Executive Leadership Team.

5.8 Use of the Efficiency and Improvement Fund

In order to re-design and develop service provision to be more efficient and effective, proposals may require up-front investment in new technology, additional temporary staffing resources, the introduction of alternative work patterns or other costs to enable the Council to secure savings or maximise income in the longer term (ie 'spend-to-save' initiatives). This fund is used to provide short-term enabling funding to promote and support service redesign.

To utilise the fund where the amount requested is £50,000 or under, the request shall be considered and agreed by the Chief Executive and Directors. All requests greater than £50,000 require to be considered by the Chief Executive and Directors and thereafter submitted to the Cabinet for approval.

5.9 Use of the Repair and Renewal Fund

This fund is used to assist with abnormal repairs and maintenance to Council

properties where these arise in an emergency situation and there is no mainline budget available, or where the use of the fund was planned as part of the budget process. It may also be used to facilitate asset improvement and savings/ efficiencies.

Works requiring to be undertaken and proposed to be funded by this Fund below £100,000 will require to be considered by the Capital Asset Management Group and formally approved thereafter by the Director of Housing, Operations and Development, as Chair of the CAMG. Works in excess of £100,000 will require to be considered by the Capital Asset Management Group and formally approved thereafter by the Cabinet.

5.10 Use of the Workforce Change Fund

The Workforce Change Fund is an earmarked fund within General Reserves and is used to meet the severance and other employee related costs arising from any Council's workforce service redesign measures. The level of the fund is reviewed regularly (at least annually) to ensure that the Council has sufficient funds available to support service redesign over the forthcoming period.

In order to access the fund the action being taken in releasing staff must meet the following two criteria:

- (1) be an approved council saving i.e. it appears in the Councils annual budget or is agreed as a separate Cabinet or Council paper; and
- (2) a maximum two year savings payback period will apply in all cases in relation to the cost of releasing the staff (ie - the time taken to recover the compensation costs against normal salary costs).

For example, if the cost of releasing the staff is £50,000 and the annual saving achieved is £25,000 or more then the costs of severance will effectively be paid back within the two year period. Conversely if the cost of releasing the staff is £50,000 and the saving is only £23,000 per annum then two years saving would only equate to £46,000 and therefore this criteria would not be met and any cost would have to be borne **in full** by the service rather than the workforce change fund.

No proportionate payments will be made from the fund if the two year payback criteria is only partially met, ie - if the payback period is greater than two years then the full cost will have to be borne by the service and not just the difference between the two year saving and the cost of releasing the staff.

Applying the maximum payback criteria at (2) above ensures that the Council adheres to the Scottish Government's non-legislative reform of public sector severance arrangements guidance, published in June 2019, which recommends that any severance costs be off-set by savings over a maximum 2-year payback period. This approach will ensure best value is achieved in service redesign.

5.11 Use of Uncommitted General Reserves

The use of General Reserves shall either:

- (1) form part of the approved annual revenue budget; or
- be used to finance expenditure not included in the original revenue budget for that year which it is deemed appropriate to incur, and which is outwith the level of service provided for in the approved revenue budget. Any such request requires to be submitted to Cabinet for approval.

6. Legality of Expenditure

6.1 It shall be the duty of Directors, Heads of Service and Assistant Directors to ensure that no expenditure is incurred unless it is within the legal powers of the Council. In cases of doubt, Directors, Heads of Service and Assistant Directors must consult the Council's Monitoring Officer or designated representative before incurring expenditure. Expenditure on new service developments, initial contributions to other organisations and responses to new emergency situations which require expenditure must be clarified as to legality prior to being incurred.

7. Control of Income

7.1 **Determination of Charges**

The Chief Executive and each Director, Head of Service and Assistant Director shall review the charges for goods or services provided by his/ her Directorate/ service in line with the approved Corporate Charging Policy except where the charge is fixed externally.

In order to preserve the real value of such income, increases recommended to Panels should have regard to the current rate of inflation, and should reflect the impact of any changes to the rate of value-added tax (VAT).

7.2 Accounting Arrangements

It is the responsibility of the Head of Finance, ICT and Procurement to make adequate financial and accounting arrangements to ensure:

- (1) the prompt and proper recording of all income due to the Council; and
- (2) the prompt and proper collection, custody, control and remittance of all cash in all Directorates of the Council.

7.3 Notification of Income to Head of Finance, ICT and Procurement

Particulars of all charges made for work done, rendered or goods supplied by the various services of the Council, and of all other amounts due to the Council shall be notified to the Head of Finance, ICT and Procurement promptly in a form approved by him/ her. All accounts for income due to the Council shall be raised and issued in a timely manner by, or under arrangements approved by, the Head of Finance, ICT and Procurement.

7.4 Write-offs

Sums due to the Council shall not be written off except with the approval of the Cabinet, or by the Head of Finance, ICT and Procurement or any person or persons authorised by him/ her in exercise of delegated powers.

Write-offs shall be permitted only after all appropriate avenues of recovery have been exhausted.

Where the amount involved is £10,000 or under, approval by the Head of Finance, ICT and Procurement or any person or persons authorised by him/ her is required.

Where the amount involved is greater than £10,000, this requires to be approved by the Cabinet, on request from the relevant Director, Head of Service or Assistant Director for the service to which the debt relates.

On occasion a debt previously written off may subsequently be recovered. In such instances, the amount previously written off will require to be reversed within the appropriate system.

Arrangements for the reversal of previously written off sums shall be approved by the Head of Finance, ICT and Procurement or any person or persons authorised by him/her.

7.5 Treatment of Monies Collected

All monies received on behalf of the Council in any Directorate or service shall be recorded and deposited immediately with the Head of Finance, ICT and Procurement or the Council's bankers in accordance with arrangements made with the Head of Finance, ICT and Procurement. No deduction may be made from such money unless considered necessary for operational purposes and having been agreed in advance with the Head of Finance, ICT and Procurement. Cash discount will not be offered to any debtor.

The Council must obtain identification of counter-parties at the commencement of a business relationship where there is potential for transactions to be conducted in cash amounts in excess of £10,000. Identification must also be sought for any one-off cash transactions in excess of £10,000 and notified to the Treasury Manager on behalf of the Head of Finance, ICT and Procurement in accordance with Money Laundering Regulations adopted by the Council in 2005.

Heads of Service are responsible for ensuring adequate custody and control of all cash held within their Service. Cash held should not exceed the maximum limits for cash holdings agreed with the Head of Finance, ICT and Procurement.

7.6 **Controlled Stationery**

All official controlled stationery, such as cheques, account receivable accounts and receipts for the disbursement and collection of monies, shall be in a form approved by the Head of Finance, ICT and Procurement, and shall be ordered, controlled and issued to Directorates/ services by him/ her or under arrangements agreed by him/ her.

7.7 Personal Cheques

Personal cheques shall not be cashed out of the monies held on behalf of the Council.

7.8 Transfers of Cash, Cheques, etc

All transfers of cash and cheques from one member of staff to another shall be evidenced by the signatures of both officers.

7.9 Grant Income

All grant applications/ offers/ claims shall be approved by the Head of Finance, ICT and Procurement or his/ her representative following consultation with the Head of Legal and Regulatory Services in appropriate cases, prior to submission to the appropriate body. The Head of Finance, ICT and Procurement or his/ her representative shall be advised on a timely basis of all relevant information necessary for him/ her to submit, accept or certify applications for grants due to the Council. All grants are to be paid direct to the Council.

Approval limits are as follows:

- (1) where the grant award is £25,000 or under, approval of the appropriate Finance Co-ordinator or Service Lead - Corporate Accounting or Head of Finance, ICT and Procurement is required;
- (2) where the grant award is over £25,000 and below £50,000, approval of the Service Lead Corporate Accounting or Head of Finance, ICT and Procurement is required; and
- (3) where the grant award is £50,000 and above, approval of the Head of Finance, ICT and Procurement is required.

All new grant income received beyond that identified and approved as part of the annual revenue and capital estimates shall be notified to the Cabinet in a timely manner and be treated in accordance with the transfer rules identified in section 5.4 above. To this end, applicants must submit a proposed funding allocation (coded by cost centre and heads of expenditure) for approval with the grant application.

7.10 Contract Rebates (Cash)

Where goods and services are procured through an agreed contract, a cash rebate may be received as part of the contractual arrangements.

Where a cash rebate is received by a Directorate/ service with conditions attached in relation to how it can be spent, then the rebate should be treated as follows:

(1) where the rebate is £20,000 or under, approval of the appropriate Finance Co-ordinator or Service Lead - Corporate Accounting or Head of Finance, ICT and Procurement is required before the Directorate/ service spend can be incurred;

- (2) where the rebate is over £20,000 and below £50,000, approval of the Service Lead Corporate Accounting or Head of Finance, ICT and Procurement is required before the Directorate/ service spend can be incurred; and
- (3) where the rebate is £50,000 and above, approval of the Head of Finance, ICT and Procurement is required before the Directorate/service can incur spend.

In each case the rebate may only be spent strictly in accordance with the conditions attaching and for the specified purposes.

Where a cash rebate is received without any conditions attached in relation to how it can be spent, then the rebate shall be allocated to the Council's general procurement savings target.

8. Treasury Management

8.1 Treasury Management Statement and Practices

The Council has adopted the key recommendations of CIPFA's 'Treasury Management in the Public Services: Code of Practice' (the Code), as described in Section 5 of that Code. Accordingly the Council has created and maintained as the cornerstones of effective treasury management:

- (1) a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and
- (2) suitable treasury management practices setting out the manner in which the Council will seek to achieve treasury management policies and objectives, and prescribing how it will manage and control treasury management activities.

The Council will receive reports for approval on its treasury management policies and activities, including, as a minimum:

- (1) an annual strategy and plan in advance of each financial year;
- (2) a mid-year review; and
- (3) an annual report in the form prescribed in the Council's treasury management practices not later than 30 September of the succeeding financial year on the activities of the treasury management operation, and on the exercise of treasury management powers delegated to him/her.

The Council has delegated responsibility for aspects of treasury management function as follows:

(1) the Head of Finance, ICT and Procurement has responsibility for the

execution and administration of treasury management decisions, who will act in accordance with the Council's approved policy statement and treasury management practices;

- (2) the Head of Finance, ICT and Procurement has responsibility for approving the treasury management practices and any amendment thereafter; and
- (3) the Audit and Governance Panel will be responsible for ensuring effective scrutiny of treasury management strategy and policies. The annual strategy, mid-year review and annual report will be considered by the Audit and Governance Panel before submission to Cabinet.

All money in the possession of the Council shall be aggregated for the purposes of treasury management, and shall be under the control of the Head of Finance, ICT and Procurement.

All executive decisions on borrowing, investment or financing shall be delegated to the Head of Finance, ICT and Procurement, or, through him/ her, to his/ her staff, who shall all be required to act in accordance with the Code, the Treasury Strategy Statement and the agreed Treasury Management Practices.

8.2 **Borrowing Arrangements**

All borrowing arrangements of the Council for the purpose of its functions shall be made by the Head of Finance, ICT and Procurement, and the arrangements made shall be reported to the Audit and Governance Panel (in line with the Council's Treasury Management Policy).

8.3 Borrowings to be in Name of the Council

All borrowings on behalf of the Council shall, unless they are for the purposes of any trust under any deed of trust or other document, be effected in the name of the Council. The Head of Finance, ICT and Procurement or other employees authorised by the Head of Finance, ICT and Procurement are authorised to sign all loan documents, unless:

- (1) statute or other legal requirements provide that other signatures are required; or
- (2) alternative arrangements have been approved by the Cabinet.

8.4 Registrar of Stocks, Bonds and Mortgages

The Head of Finance, ICT and Procurement shall be the registrar of stocks, bonds and mortgages, and shall maintain records of all borrowing of money by the Council, except where another registrar has been appointed by the Council, when the Head of Finance, ICT and Procurement shall maintain records of the total sums borrowed.

8.5 **Leasing**

With the exception of heritable property, and subject to the Standing Orders Relating to Contracts and the Scheme of Delegation, no leasing of equipment or capital assets extending beyond one financial year should be undertaken on behalf of the Council without prior approval of the Head of Finance, ICT and Procurement.

9. Banking and Control of Cheques

9.1 Arrangements with Bankers

All arrangements with the Council's bankers concerning the Council's bank accounts and the issue of cheques shall be made by the Head of Finance, ICT and Procurement.

9.2 Opening and Closing of Bank Accounts

Official bank accounts bearing the Council's name shall only be opened or closed by the Head of Finance, ICT and Procurement.

9.3 Payments into Bank

All monies received shall be paid into the Council's bank accounts daily, or at such other intervals as may be approved by the Head of Finance, ICT and Procurement.

9.4 Cheque Control

All arrangements for the ordering, controlling and signing of cheques on behalf of the Council shall be made by the Head of Finance, ICT and Procurement.

10. Credit Cards

10.1 **Scope**

The Council shall use a Corporate Credit Card facility (in the form of a physical or virtual credit card) provided by its bankers. The purpose of this account is to provide individual Chief Officers and Directorates a credit card payment facility for ad-hoc expenditure and expenses.

10.2 Approval to Use

The Head of Finance, ICT and Procurement has responsibility for approving the issue of credit cards to individual Chief Officers and Directorates.

Individual credit cards shall be issued in the name of the individual officer, and cannot be issued in the generic name of the Council.

All credit cards bearing the Council's name shall only be opened or closed by the Head of Finance, ICT and Procurement.

10.3 Credit Limits

Overall credit limits will be negotiated with the Council's bank. The Head of Finance, ICT and Procurement shall approve the allocation of individual credit limits for each card user in line with requirements and projected spend. These

credit limits will be periodically reviewed and revised where appropriate.

Requests for credit card increases will be made in the first instance to the Treasury Manager and any revision approved by the Head of Finance, ICT and Procurement.

10.4 Authorisation

All Chief Officers holding an individual card or responsible for a Directorate card shall be responsible for ensuring that appropriate authorisation is obtained, adequate records and receipts are kept and provide information to the Head of Finance, ICT and Procurement regularly, in line with approved procedures,

10.5 Accounting Arrangements

The Head of Finance, ICT and Procurement shall arrange for all necessary charges to be allocated to Directorates timeously in line with approved procedures.

11. Purchasing Cards

11.1 **Scope**

The Council does not currently operate a purchasing card facility. Any new purchasing card scheme introduced will bear the Council's name and shall only be opened or closed by the Head of Finance, ICT and Procurement.

12. Investments and Trust Funds

12.1 Investments

- (1) Council funds shall be invested in accordance with the treasury management policies of the Council, and shall be held in the name of the Council.
- (2) All trust funds shall, whenever possible, be held in the name of the Council.
- (3) The sale of investments, unless otherwise provided for in a trust deed or other document, shall require the prior approval of the Cabinet.

12.2 **Deposit of Trust Securities**

All officers acting as trustees by virtue of their official position shall deposit all securities, bank books and documents (other than title deeds to heritable property) and articles of value relating to any trust with the Head of Finance, ICT and Procurement unless the relevant trust deed otherwise provides.

12.3 Control of Charitable Funds

The Head of Finance, ICT and Procurement shall ensure the proper and safe custody and control of all charitable funds held by the Council, and that all expenditure is in accordance with the conditions of the fund and in accordance

with regulations laid down by the Office of the Scottish Charity Regulator (OSCR).

13. Stores, Inventories and Costing

13.1 Costing System and Stores Control

Arrangements made by the Directors, Heads of Service and Assistant Directors for costing systems and stock and stores control shall be subject to the approval of the Head of Finance, ICT and Procurement.

13.2 Custody of Stores and Stocktaking

The care, custody and level of stores and equipment in any Directorate or service shall be the responsibility of the appropriate Director, Head of Service or Assistant Director, who will ensure that:

- (1) stocktaking is carried out at regular intervals as agreed by the Head of Finance, ICT and Procurement;
- (2) all obsolete or excess stock or scrap material is identified and disposed of in an appropriate manner and in accordance with industry disposal standards, where applicable; and
- (3) any obsolete, excess or scrap material disposed of should be written off in accordance with established year –end accounting procedures.

13.3 Write-offs or Surpluses of Stores

Each Director and Head of Service shall report annually, in accordance with the year-end accounting procedures, to the Head of Finance, ICT and Procurement the total values of write-offs and surpluses of stock, the net effect of these adjustments on the book value of consumable stores under his/ her control and a brief explanation of the reasons for these differences.

13.4 Inventories

Every Directorate and service of the Council shall maintain full and accurate inventory records in a form approved by the Head of Finance, ICT and Procurement. The Head of Finance, ICT and Procurement shall be responsible for issuing instructions on inventory procedures and record-keeping.

13.5 **Use of Equipment and Stores**

The Council's property shall not be removed other than in the course of the Council's normal business or used other than for the Council's purposes without the specific approval of the Director, Head of Service or Assistant Director concerned.

14. Procurement of Goods and Services and Payment of Accounts

14.1 **Method of Payment**

Apart from petty cash and other payments from imprest accounts, the preferred

method of payment of money due from the Council shall be by BACS. Payment of money due by any other method must be approved by the Head of Finance, ICT and Procurement or any person or persons authorised by him/ her.

14.2 Official Orders

Except for petty cash purchases, supplies of public utility services and periodic payments such as rent and rates, all goods, materials or services supplied to or work executed for the Council shall be ordered by means of an electronic **purchase** order through the corporate financial management system, and acceptances shall be by officers authorised by the Director, Head of Service or Assistant Director of the ordering Directorate/ service.

Authorisation of orders must be by an authorised officer in accordance with the privileges set in the corporate financial management system, **Fusion i- Procurement.**

The authorisation rights as determined by the Director, Head of Service or Assistant Director of the ordering Directorate/ service should be reviewed on a regular basis, at least annually.

Purchase orders must not be disaggregated, packaged or split into separate smaller amounts or requirements to avoid the application of any provision of the Standing Orders for Contracts, the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations or any other legislative provisions including retained EU law. An overarching purchase order must be prepared in sufficient detail and reflect the total award value as noted in the contract -award value/letter from Procurement or match the value with the appropriate electronic catalogue.

All purchase orders state that invoices must be sent, by a supplier, electronically to <u>fusionsuppliers@south-ayrshire.gov.uk</u>. Any deviation from this instruction must be authorised by the Head of Finance, Procurement and ICT.

14.3 Procurement

All procurement of goods, materials, services and works must be carried out in full compliance with approved Standing Orders Relating to Contracts.

14.4 Check on Goods, Materials and Services Received

It shall be the duty of the Director, Head of Service or Assistant Director of each Directorate/ service which places an order to ensure that all goods, materials services and works received following the placing of orders by him/ her or any person or persons authorised by him/ her are as ordered in respect of price, quantity and quality, and duly recorded in the corporate financial management system.

Where goods have been ordered using the corporate financial management system, Fusioni-Procurement, the receipt of goods shall be recorded against the appropriate order on the system. Goods and Services received must be receipted when satisfactory goods/services have been delivered to ensure no delay in payment.

14.5 Creditor Status

It shall be the duty of Service Leads to authorise all new supplier requests and to provide the following information to the Central Accounts Payables team for input to Oracle **Fusion** payment systems:

- (1) Tax status for CIS purposes;
- (2) VAT status whether registered or non-registered, if registered provide VAT registration number; and
- (3) employment status of the supplier.

14.6 **Certification of Payment**

The **Fusioni-Procurement** system has controls in place to ensure that only authorised officers (as approved by their Director, Head of Service or Assistant Director) can approve orders and invoices. The **Fusioni-procurement** system will not allow payment to be made unless the goods are recorded as being received and the invoice value agrees with the order. Where any variances are identified between the order, receipt and invoice, this requires additional approval from the requester/approver to ensure a 3-way match prior to payment being made. No payment shall be made unless certified by an authorised officer.

The Director, Head of Service or Assistant Director of each Directorate/ service which incurs expenditure shall arrange for the certification in accordance with the systems processes by an officer of his/ her Directorate/ service that all payments comply with the following:

- (1) the expenditure is on items or services which it is within the Council's legal powers to incur;
- the goods, materials, services or work to which the account relates have been received or carried out as the case may be, and have been examined and approved, and are in accordance with the order;
- (3) the prices, extensions, calculations, trade discounts, other allowances, credits and tax are correct;
- (4) the relevant expenditure has been properly incurred, and is within the relevant estimate provision;
- (5) appropriate entries have been made in inventories, stores records or stock records, as required; and
- (6) the expenditure is charged against the relevant account.

The certification must be by an authorised officer in accordance with the privileges set in the corporate financial management system.

14.7 Direct Electronic Bank Payments

All payment for goods and services shall be made using the approval process

described in 14.1 to 14.6 above except In certain circumstances where a bank transfer (ie - direct payments from the Council's bank account to a third party) is permissible, as follows:

- (1) legal settlement for capital purchase transactions; and
- (2) in emergency situations.

In both circumstances the authorisation of the Head of Finance, ICT and Procurement or any person or persons authorised by him/ her Is required. The request for a direct electronic payment must be supported by appropriate justification and documentation.

14.8 Payments in Advance

Payments shall not be made in advance of receipt of goods and services except in the following circumstances;

- (1) where the service provider's non-negotiable terms and conditions require payment in advance;
- (2) in urgent or emergency situations; or
- (3) where the likelihood of default is considered an acceptable or immaterial level of risk.

For payments up to £500, approval is required in advance of payment from the appropriate Service Lead. For payments between £501 and £5,000, approval is required in advance of payment from the appropriate Service Lead and Finance Team Co-ordinator. For all other payments above this level, approval is required in advance of payment from the appropriate Director/ Head of Service and the Head of Finance, ICT and Procurement.

For grants awarded to external organisations, the grant should only be paid in advance (either wholly or partially) if it is in accordance with the Council's agreed terms and conditions for the award.

14.9 **Duplicate Invoices, etc**

Payment shall not be made on duplicate or photocopy invoices unless the Director, Head of Service or Assistant Director or other authorised officer certifies in writing that the amounts have not been previously passed for payment.

15. Accounting

15.1 Accounting Procedures and Records

All accounting procedures and records of the Council shall be determined by the Head of Finance, ICT and Procurement, and all accounts and accounting records of the Council shall be compiled by the Head of Finance, ICT and Procurement or under his/her direction.

15.2 Internal Check

The following principles shall be observed in the allocation of duties:

- (1) procedures to be followed regarding the calculation, checking and recording of sums due by or to the Council should be arranged in such a way that, wherever possible, the work of one person is proven independently, or is complementary to the work of another, and these operations shall be separated from the duty of collecting or disbursing such sums; and
- (2) officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

15.3 'Year End' Accounting Returns

Each Director and Head of Service shall, at dates to be specified by the Head of Finance, ICT and Procurement, submit to him/ her:

- (1) a copy of the certified stock list for his/ her Directorate/ service as at the end of the financial year (or date in lieu thereof as laid down by the Head of Finance, ICT and Procurement) together with any reports referred to in sections 13.2 and 13.3 above:
- (2) a certificate confirming that inventories of all moveable furniture, equipment, plant and other items are kept on a continuous basis in all locations under his/ her control; and
- (3) any other information necessary to close the Council's accounts.

16. Surplus or Deficit on Property Maintenance Service

16.1 **Background**

The Council's Property Maintenance Service does not operate as a statutory trading account. As such, its annual budget is prepared on the basis that work will be recharged on the basis of cost, in order for it to achieve a break-even position at the end of each financial year. In practice, actual expenditure and income may vary from budget, resulting in a surplus or deficit at the year-end.

16.2 Treatment of Surplus or Deficit

In recognition of Scottish Government Guidance on the operation of the Housing Revenue Account (HRA) a mechanism to facilitate the reimbursement to HRA of the appropriate proportion of Property Maintenance year-end surpluses or deficits attributable to Council housing activity should be applied at the end of each financial year.

16.3 **Accounting Mechanism**

- (1) Where the Property Maintenance service records a surplus or deficit for the financial year, then the proportion of that surplus or deficit attributable to Housing activity should be transferred to the HRA with the balance relating to General Services activity being retained in the General Fund; and
- (2) the proportion of Property Maintenance income received from HRA

should be identified and used as the basis to allocate the proportionate share of the surplus or deficit to be transferred to the HRA.

17. Internal Audit

17.1 Responsibility for Internal Audit

Internal Audit, under the control and direction of the Chief Executive, shall be arranged for the purpose of carrying out an examination of financial and related systems of the Council to ensure that the interests of the Council are protected. Internal Audit work is undertaken within the terms of the Internal Audit Charter which is formally approved by the Audit and Governance Panel. The Internal Audit Charter is available on Re-Wired. Internal Audit adheres to the United Kingdom Public Sector Internal Audit Standards.

17.2 Reporting Arrangements for Internal Audit

- (1) Officers engaged in Internal Audit will report directly to the Chief Executive.
- (2) Internal Audit reports will be distributed as follows:
 - (a) Directorates/ services will receive a copy of the Internal Audit report at the conclusion of the audit assignment;
 - (b) the Chief Executive, the Council's Monitoring Officer and the Council's Head of Finance, ICT and Procurement will receive copies of all Internal Audit reports; and
 - (c) all Elected Members will receive copies of all Internal Audit reports which will be made available to them on The Core.
- (3) The Annual Audit Plan will be submitted to the Audit and Governance Panel at the beginning of the financial year. The purpose is to advise Members of the programme of audit work for the forthcoming financial year. The plan will be compiled following consultation with the Chief Executive and all Directors/ Heads of Service/ Assistant Directors.
- (4) Audit reports showing the activity of the Internal Audit section, progress achieved against plan and a summary of significant audit findings will be presented to the Audit and Governance Panel (Audit Committee).
- (5) The External Auditor will report annually to the Audit and Governance Panel providing an assessment of the Internal Audit function.

17.3 **Authority of Audit**

The Chief Executive or his/ her authorised representatives shall have authority, on production of identification, to:

- (1) enter at all reasonable times on any Council premises or land;
- (2) have access to all systems, records, documents and correspondence

relating to financial and other transactions of the Council;

- (3) have access to all IT hardware/ software running systems on behalf of the Council, including hardware/ software owned by third party service providers, in line with agreed protocols;
- (4) require and receive such explanations as are necessary concerning any matter under examination; and
- (5) require any employee of the Council to produce cash, stores or any other Council property under his/ her control.

17.4 *Irregularities*

Any evidence or reasonable suspicion of an irregularity relating to funds, stores or other property of the Council shall be reported immediately by the Director, Head of Service or Assistant Director to the Chief Executive or his/ her nominated officer and the Head of Finance, ICT and Procurement. Such irregularities shall be dealt with in accordance with the Council's Anti-Fraud and Anti-Bribery Strategy and Special Investigations Procedure.

18. Cash Imprests/ Petty Cash

18.1 Purpose of Cash Imprests

The imprest system is an accounting system for paying out and subsequently replenishing petty cash. Petty cash is a small reserve of cash kept on-site at a business location for incidental cash needs. The imprest system is designed to provide a rudimentary manual method for tracking petty cash balances and how cash is being used.

18.2 **Provision of Imprests**

On the recommendation of the Director, Head of Service or Assistant Director concerned, the Head of Finance, ICT and Procurement shall provide such imprest accounts as he/ she considers appropriate for such officers of the Council as he/ she considers may require them for purposes of defraying petty and other minor expenses.

18.3 Bank Accounts for Imprest Holders

The Head of Finance, ICT and Procurement shall open bank accounts where it is considered appropriate, and in no circumstances shall the imprest holder overdraw the account. It shall be a standing instruction to the Council's bankers that an imprest holder's account shall not be overdrawn. Bank accounts will not be opened by any officer other than the Head of Finance, ICT and Procurement or delegated responsible officer.

18.4 Exclusion of Payments to the Council

No payments to the Council shall be paid into an imprest account, but shall be lodged in a bank as provided for in paragraph 9.3 hereof. Any bank interest earned on imprest accounts will be remitted separately and immediately to the Head of Finance, ICT and Procurement, and will not be left in the imprest bank

balance.

18.5 Limit on Expenditure

Payments from imprest accounts shall be limited to minor items of expenditure, and to only such other items as the Head of Finance, ICT and Procurement may approve. Payments shall be supported by a voucher/ receipt. Imprests must not be used to pay major expenses claims or any suppliers' invoices. The Head of Finance, ICT and Procurement may prescribe an upper limit to individual items of expenditure to be met out of imprest accounts.

18.6 **Accounting Arrangements**

Claims for reimbursement of imprest expenditure shall be submitted regularly to Central Accounts Payable, and, when submitting a reimbursement claim, sufficient imprest cash shall be available to cover the period between submission of the claim and receipt of monies.

Claims must be submitted to 31 March each year within the timescales laid down within the year-end procedures issued by the Head of Finance, ICT and Procurement.

18.7 Statement of Account

An officer responsible for an imprest account shall, when requested, give to the Head of Finance, ICT and Procurement a certificate as to the balance of his/ her imprest account.

18.8 **Termination as Imprest Holder**

On an officer leaving the employment of the Council, or otherwise ceasing to be entitled to hold an imprest advance, that officer shall account to the Head of Finance, ICT and Procurement for the amount advanced to him/ her. A formal record of this accounting shall be prepared and retained in the Directorate concerned for inspection.

19. Claims for Expenses and Allowances

19.1 Arrangements for Claims

The **Head of Finance, ICT and Procurement Head of Legal and Regulatory Services** shall be responsible for making arrangements for the administration, regulation and payment of claims for expenses and allowances to Members and employees of the Council and other approved bodies.

19.2 Regulations

The **Chief HR Adviser**Head of Legal and Regulatory Services shall make available the current regulations on expenses and allowances to Members and employees of the Council and of other approved bodies.

19.3 Employees' Claims

All claims for payment of travelling allowances, subsistence allowances, car allowances and incidental expenses shall be submitted via the Expenses tile

available within the Oracle Fusion System, duly certified in a format approved by the Head of Legal and Regulatory Services, to him/ her at such regular intervals as he/ she requires. VAT receipts are required to support all mileage claims and subsistence allowances where appropriate.

Such payments shall not be made out of imprest accounts without the express authority of the Head of Finance, ICT and Procurement. All such expenses shall, as far as practicable, be paid via the **Oracle Fusionpayroll** system. Cash advances can be provided in appropriate cases where no other means of payment is available.

Directors, Heads of Service and Assistant Directors shall authorise officers in their services to certify such claims and to upload payments into the Oracle FusionPayroll system by either self service submission or delegated authority to submit expenses on another officers behalf by means of the procedures set down by the Chief HR AdviserHead of Legal and Regulatory Services and Directors, Heads of Service and Assistant Directors shall maintain up to date lists of those officers who are so authorised. The list of officers who can approve employee's expense claims, and their approval limits, shall be maintained within the Councils Purchase to Pay hierarchy held within the ORACLE Fusion system.

In addition, a regular review of such authorisations should be carried out by each Directorate and service to ensure that the list of those authorised is complete and up-to-date. No officer authorised to certify such claims shall certify his/ her personal claim. Personal claims must be certified by a separate authorised signatory.

19.4 Certification of Employees' Claims

The certification by or on behalf of the Director, Head of Service or Assistant Director shall be taken to mean that the certifying officer is satisfied that the journeys were authorised, the expenditure properly and necessarily incurred, and that any allowances are properly payable. Certifying officers should satisfy him/ herself that supporting VAT receipts are attached where applicable.

It shall be the duty of the claimant and the authorising officer to ensure that claims are submitted promptly to allow payments to be made from the appropriate budgets. All claims must be submitted on at least a monthly basis and no later than three months after the journey has been completed. Line managers must ensure that employees work within these timescales. Claims submitted outwith this time limit will not be processed or paid.

Claims applicable to a financial year shall be submitted within one month after 31 March in that year.

19.5 Members' Claims

Payments to Members, including co-opted members of the Council or its Panels, who are entitled to claim attendance and other allowances, shall be made by the Head of Legal and Regulatory Services upon receipt of the claim in the prescribed format. All claims must be submitted on at least a monthly basis and no later than three months after the journey has been completed. Claims

applicable to a financial year shall be submitted within one month after 31 March in that year. VAT receipts are required to support all mileage claims and subsistence allowances where appropriate.

The Head of Finance, ICT and Procurement shall maintain a record of all expenses paid to Members, showing the name of the recipient and the amount and nature of the payments. This record shall be available for public inspection and will be published on the Council website no later than 1 June each year.

20. Salaries, Wages and Pensions

20.1 Information regarding Payroll Amendments

The Director, Head of Service or Assistant Director concerned shall notify the **Chief HR AdviserHead of Legal and Regulatory Services** timeously, and in the prescribed format, of all matters affecting the payment of emoluments, in particular:

- (1) appointments, contract variations, resignations, dismissals, suspensions, secondments and transfers;
- (2) changes in remuneration (including overtime worked), other than normal increments and pay awards;
- (3) absences from duty for sickness or other reason apart from approved leave; and
- (4) information necessary to maintain records of service for superannuation and HM Revenue and Customs purposes.

20.2 Arrangements for Payments

The payment of all salaries, wages, pensions, compensation and other emoluments to all employees, former employees or beneficiaries shall be made by the **Chief HR AdviserHead of Legal and Regulatory Services** or under arrangements made by him/ her. All such payments will be made, as far as practicable, by credit transfer to the employee's designated bank account.

20.3 Form and Certification of Records

All pay documents/ processes (either paper or electronic) shall be in a format prescribed or approved by the **Chief HR AdviserHead of Legal and Regulatory Services**, and shall be authorised by or on behalf of the appropriate Director, Head of Service or Assistant Director.

The authorisation of such documents/ processes is achieved within the Council's **Fusion payroll** system by way of embedded access rights which shall be granted to officers by Directors, Heads of Service and Assistant Directors on the basis of business and security requirements. The authorisation rights as determined by the Director, Head of Service or Assistant Director should be reviewed on a regular basis, at least annually.

21. Security

21.1 Responsibility for Security

Each Director, Head of Service or Assistant Director shall be responsible for maintaining proper security, custody and control at all times of all plant, buildings, materials, stores, furniture, equipment, cash, etc, under his/ her control. He/ she shall also consult the Head of Legal and Regulatory Services, as appropriate, in any case where security is thought to be defective, or where it is considered that special security arrangements may be required.

21.2 Limits to Cash Holdings

The Head of Finance, ICT and Procurement shall agree with the appropriate Director, Head of Service or Assistant Director the maximum amount of cash to be held in the premises under his/ her control, and the agreed amount shall not be exceeded except with the written agreement of the Head of Finance, ICT and Procurement. Cash boxes/ safes should only be used to hold funds belonging to the Council or school funds. The level of funds held in safes should be within the insurance limits. Additional uplifts should be arranged with the Head of Finance, ICT and Procurement where large amounts of cash are likely to be held.

21.3 Safe Keys/Electronic codes

Keys or **Electronic codes** to safes and similar receptacles containing cash or valuable documents or articles shall be carried on the person of those responsible. The loss of any such keys/ **electronic codes** shall be reported immediately to the Head of Finance, ICT and Procurement and the appropriate Director/ Head of Service. A register of all such keyholders will be kept in each Directorate/ service, and notified to the Head of Finance, ICT and Procurement.

21.4 Pre-printed/ Pre-signed Cheques, etc

The Head of Finance, ICT and Procurement shall be responsible for ensuring that secure arrangements are made for the preparation and holding of pre-printed/ pre-signed cheques, stock certificates, bonds and other financial documents.

21.5 **Security/ Retention of Documents**

Each Director and Head of Service shall be responsible for maintaining proper security, custody and control of all documents within his/ her Directorate/ service. The retention period for all books, forms and records related to financial matters shall be determined by the Head of Finance, ICT and Procurement in conjunction with the Head of Legal and Regulatory Services.

21.6 Data Protection Act/ Regulations

Each Director and Head of Service shall be responsible for the use and security within his/ her Directorate/ service of all personal data output from Council computer systems in line with the Data Protection Act and Regulations in force from time to time and approved data sharing protocols.

21.7 Asset Register

The Head of Finance, ICT and Procurement, in conjunction with the Director of Housing, Operations and Development, shall be responsible for the maintenance of the asset register of the Council. All Directors, Heads of Service and Assistant Directors shall give prompt notification to the Head of Finance, ICT and Procurement/ Director of Housing, Operations and Development of any amendments to be made to the register. The register holds, as a minimum, information relating to all assets valued at £5,999 and above owned and operated by the Council. This 'de minimis' level has been set based on recommendations contained in the Code of Practice on Local Authority Accounting in the United Kingdom.'

22. Risk Management and Insurance

22.1 Responsibility for Risk Management and Insurance

Subject to the Standing Orders Relating to Contracts, the Scheme of Delegation, and except as authorised by them, the Head of Legal and Regulatory Services shall make appropriate risk management and insurance arrangements for all aspects of the Council's activities.

22.2 Identification of Risk

The Head of Legal and Regulatory Services shall be responsible for the maintenance and co-ordination of an effective strategic risk register, the content of which shall be informed by the Corporate Management Team. The Chief Executive, Directors, Heads of Service and Assistant Directors shall be responsible for ensuring that a suitable risk management reporting framework is incorporated within their Directorate or service, and shall notify the Head of Legal and Regulatory Services of all significant risks facing their Directorate or service, how they propose to mitigate the risks and the timescales involved.

The Chief Executive, Directors, Heads of Service and Assistant Directors shall give prompt notification to the Head of Legal and Regulatory Services of all new areas of service provision, additional assets or partnership arrangements that may increase the Council's overall exposure to risk, and which should be covered by insurance, or of any removal of service, disposal of assets or other changes to work activity which no longer requires insurance arrangements.

22.3 Notification of Claims

Directors, Heads of Service and Assistant Directors shall notify the Head of Legal and Regulatory Services as soon as possible in writing of any loss, liability, injury or damage or any event likely to lead to a claim. Thereafter, the Head of Legal and Regulatory Services shall be responsible, where applicable, for advising the insurance company concerned. He/ she shall also arrange the negotiation of all insurance claims on behalf of the Council in consultation with any Director, Head of Service or Assistant Director concerned, as appropriate.

22.4 Fidelity Guarantee Insurance

The Council shall be covered by fidelity guarantee insurance, and this will be

arranged by the Head of Legal and Regulatory Services.

22.5 Review of Insurance Cover

The Head of Legal and Regulatory Services shall review periodically all insurances in consultation, where appropriate, with the Chief Executive, Directors, Heads of Service and Assistant Directors.

23. Contracts for Capital Works

23.1 Record of Contracts

The Director of Housing, Operations and Development shall maintain a record of all relevant contracts and payments made on contracts for capital works. The Head of Finance, ICT and Procurement shall have access to such records, and use whatever information he/ she considers necessary.

23.2 Variations to Contracts

Variations to capital works contracts which result in budget variances shall be dealt with in accordance with Section 3, Control of Capital Expenditure, and in accordance with Standing Orders relating to Contracts

23.3 Claims from Contractors

Claims from contractors in respect of matters not clearly within the terms of any existing contract for capital works shall be referred to the Director of Housing, Operations and Development for consideration of the Council's liability, and, where appropriate, to the Head of Finance, ICT and Procurement and the Head of Legal and Regulatory Services for consideration before a settlement is reached.

23.4 **Delay of Contract**

Where completion of a contract is delayed, it shall be the duty of the Director of Housing, Operations and Development to consult the Head of Finance, ICT and Procurement and/ or the Head of Legal and Regulatory Services as appropriate prior to taking any action in respect of any processes to liquidate or levy other damages.

23.5 Interim Payment

Interim payments to contractors shall be certified by the Director of Housing, Operations and Development or delegated officer responsible for the control and supervision of the work. Nominating delegated officers shall be in writing from the Director of Housing, Operations and Development. The Head of Finance, ICT and Procurement shall be provided with specimen signatures of the authorised signatories by the Director of Housing, Operations and Development.

23.6 Reports on Final Measurements/ Final Contract Amount

A report on all final measurements/ final contract amounts shall be made by the Director of Housing, Operations and Development or delegated officer to the

Head of Finance, ICT and Procurement.

23.7 Procurement Procedures/ Guidance

All matters relating to contracts for capital works shall be conducted in accordance with Standing Orders relating to Contracts and other guidance and the Head of Legal and Regulatory Services. Failure to follow these procedures may result in disciplinary action.

24. Economy, Efficiency and Effectiveness/ Best Value

- 24.1 The Council has a duty under the Local Government Etc (Scotland) Act 1994 and the Local Government in Scotland Act 2003 to invoke proper arrangements for securing economy, efficiency and effectiveness/ best value in the use of resources. There shall be a process of strategic planning which shall have full Elected Member involvement in order to establish the systematic identification of priorities and realisation of economy, efficiency and effectiveness/ best value. It shall be the responsibility of the Chief Executive to deliver the arrangements put in place to secure best value and to co-ordinate Council policy in regard to ensuring that the Council provides best value.
- 24.2 The Chief Executive and each Director and Head of Service shall be responsible for ensuring implementation of both the corporate and Directorate applications of the strategic planning process. All Directors, Heads of Service and Assistant Directors must ensure that they can demonstrate that proper arrangements are in place to provide best value, and that there is the application of documented procedures, operational performance indicators and targets and a customer/user focus in service planning.
- 24.3 Best value should cover the areas of human resource and physical resource management, capital programme and contract management, financial management and policy, performance and service delivery process reviews.

25. External Funding (Following the Public Pound)

- 25.1 The principles of openness, integrity and accountability in decisions on spending public money shall apply to funds or other resources which are transferred by the Council to bodies such as companies, trusts, voluntary organisations and individuals where such bodies/ individuals are subject to local authority control or influence, and where they operate at arms' length.
- 25.2 Services providing grants to external organisations should adhere to South Ayrshire Council's Local protocol Following the Public Pound and Funding External Bodies (published September 2020) which provides guidance on managing and monitoring funding arrangements in relation to external bodies.
- The Chief Executive and each Director, Head of Service or Assistant Director shall be responsible for ensuring the implementation of and adherence to all Codes and Guidance issued on external funding arrangements (*Following the Public Pound*).
- Any agreements required shall include right of access of Internal Audit to the systems, records, documents and correspondence of that organisation.

26. Partnerships

- 26.1 Partnerships can play a key role in delivering community strategies. In some circumstances, the Council has a leadership role to bring together the contributions of a variety of stakeholders to deliver a shared vision of services based on user needs. Examples of partners include:
 - (1) a public or private organisation undertaking part funding or participating as a beneficiary in a project including PPP/ PFI; or
 - (2) a body whose nature or status gives it a right or obligation to support a particular project; or
 - (3) HubSW in the delivery of Council or Council-partnership projects and initiatives
- 26.2 In all instances, the Director of the lead Directorate for the Council should be able to demonstrate that:
 - (1) appropriate financial regulations have been adopted for the partnership. There should be a presumption that the Council's financial regulations will prevail in all circumstances, unless alternative or additional guidance is considered appropriate. The approval of the Head of Finance, ICT and Procurement will be required for any such departure;
 - the roles and responsibilities of each of the partners involved have been agreed and formally accepted before any project commences, and that individuals representing the partner organisations are aware of their personal responsibilities;
 - (3) documented project management arrangements are in place;
 - (4) responsibility for budgetary control for any project is vested in one officer;
 - (5) the limits of responsibility for all groups involved in decision-making for any partnership project are clear and agreed. This could include Project Teams, Project Boards, Council Panels and the Council itself;
 - (6) a project exit strategy is in place for limited life projects; and
 - (7) arrangements are in place for risk appraisal, monitoring, management and control.

27. Devolved Management of Resources

27.1 The Council operates a Scheme of Delegation for schools (Devolved School Management) in line with the Local Government Etc (Scotland) Act 1994. This devolves decision-making powers and budget responsibilities to Head Teachers, in particular, budget transfer and carry-forward facilities, which require to be managed in accordance with the Council's Financial Regulations.

27.2 The Council's Scheme of Delegation delegates Panels and officers powers to deal with matters falling within their remit as specified therein.

28. Observance of Financial Regulations

28.1 Responsibility of Directors, Heads of Service and Assistant Directors

It shall be the duty of each Director and Head of Service to ensure that these regulations are made known to the appropriate persons within the Directorate, and to ensure that they are adhered to.

28.2 **Breach of Regulations**

Any breach or non-compliance with these regulations must, on discovery, be reported immediately to the Chief Executive, who may discuss the matter with the Head of Finance, ICT and Procurement and/ or such other Director, Head of Service or Assistant Director as may be appropriate in order to determine the proper action to be taken.



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. <u>FSD Guidance for Public Bodies</u> 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	Financial Regulations Review
Lead Officer (Name/Position/Email)	Tom Simpson, Service Lead – Corporate Accounting – tom.simpson@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)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	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

(A full Equal	uality Impact Assessment required? lity Impact Assessment must be carried out if ntified as Medium and/or High)	——YES
		NO
Rationale for	or decision:	
This report advises of the outcome of a further review of the Financial Regulations to take account of the implementation of Oracle Fusion, and asks Members to approve. Their decision on this has no specific equality implications		
Signed :	Tim Baulk	Head of Service
Date:	29 November 2023	

South Ayrshire Council

Report by Head of Finance, ICT and Procurement to South Ayrshire Council of 7 December 2023

Subject: Digital and ICT Strategy 2023 - 2028

1. Purpose

1.1 The purpose of this report is to seek approval of the Council's Digital and ICT Strategy covering the period 2023-2028.

2. Recommendation

2.1 It is recommended that the Council approves the Council's Digital and ICT Strategy (attached as Appendix 1).

3. Background

- 3.1 The Council's ICT Strategy was last updated and approved by the Leadership Panel on 9 February 2021 and covered the period 2021-2022.
- 3.2 At the Leadership Panel of 14 May 2019 a Digital Strategy covering the period 2019-2022. This included a recommendation that a future Digital Strategy should also include ICT, moving the Council away from technology-led strategies and plans to become more outward looking, focusing on how digital technology can deliver better outcomes for citizens, communities and council staff.
- 3.3 This Digital and ICT Strategy was developed through a process of research and engagement and identifies key areas of focus for digital service delivery over the next five (5) years.
- 3.4 Development of this strategy has sought to recognise best practice, national strategies and emerging innovative digital approaches throughout Scotland and demonstrates our ambitions for using digital, information and technology to deliver better outcomes for our citizens, communities and Council staff.
- 3.5 This strategy is intended to set out South Ayrshire Council's overarching vision for digital services, but additional strategies and/or action plans may be required in specific policy areas.
- 3.6 It is aligned with "A Changing Nation: How Scotland will Thrive in a Digital World", a strategy jointly owned by local and national government, the recommendations from Audit Scotland on the characteristics of a digital council and the Council Plan 2023-2028.

- 3.7 It supports the Council's priorities of driving collaboration between services and partners and seeks to involve local communities in shaping our future digital services.
- 3.8 South Ayrshire's success in the digital world requires an all-Council collaborative approach, with digital being integrated into our everyday practice.
- 3.9 This strategy acknowledges that digital is not limited to ICT and should be considered as part of service planning, service redesign, and workforce planning across all Council services.

4. Proposals

4.1 Members are asked to approve the Council's Digital Strategy (attached as Appendix 1).

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 Not applicable.

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 2.
- 9.2 While an Equalities Impact Assessment is not required for the specific proposals in this report, separate Assessments may required in relation to the design of the individual projects that deliver against the outcomes of the Strategy.

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 – Play, Sport and Recreation, Priority 2 – Education and lifelong learning and Work and economy and Priority 3 – Pride in South Ayrshire 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 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
Develop and deliver through a face-to-face session a module within the Essential Leadership Skills part of the Leadership Development Programme covering the Digital and ICT Strategy	31 January 2024	Service Lead – ICT Enterprise Architecture
Publication of the Council's Digital and ICT Strategy and notification to employees through communications channels. Messaging will include summary infographics and a link to the full strategy	1 March 2024	Service Lead – ICT Enterprise Architecture

Background Papers Report to Leadership Panel 9 February 2021 – ICT Strategy

2021-2022

Report to Leadership Panel 14 May 2019 - Digital Strategy

2019-2022

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Phone 01292 612733

E-mail stewart.mccall@south-ayrshire.gov.uk

Date: 29 November 2023



Digital and ICT Strategy

2023 - 2028

A Digital and ICT Strategy for South Ayrshire Council

December 2023



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Document information

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Document version history

Version Number	Version Date	Revised By	Description
0.1	27-10-23	-	First draft
0.2	01-11-23	S McCall	Revisions based on reviewers comments

1. About the Strategy

This Digital and ICT Strategy was developed through a process of research and engagement and identifies key areas of focus for digital service delivery over the next five (5) years. Development of this strategy has sought to recognise best practice, national strategies and emerging innovative digital approaches throughout Scotland and demonstrates our ambitions for using digital, information and technology to deliver better outcomes for our citizens, communities and Council staff.

The way we live and work and how organisations like a Council deliver digital public services and interact with citizens has changed rapidly over the last few years. Since March 2020 South Ayrshire has seen this pace of change accelerate with the introduction of a range of digital services and collaboration tools to support new ways of working and to allow the continued delivery of public services, often to the most vulnerable in our communities. Digital technology has become a lifeline, but its use has also exposed the risk of digital exclusion and of not having the skills or resources to access vital public services, maintain learning, and stay connected with others. This risk from digital exclusion not only affects our citizens but also those who work for the Council.

This strategy is intended to set out South Ayrshire Council's overarching vision for digital services, but additional strategies and/or action plans may be required in specific policy areas. It is aligned with "A Changing Nation: How Scotland will Thrive in a Digital World", a strategy jointly owned by local and national government, the recommendations from Audit Scotland on the characteristics of a digital council and the Council Plan 2023-2028. It supports the Council's priorities of driving collaboration between services and partners and seeks to involve local communities in shaping our future digital services. The strategy has also been shaped by a Digital Maturity Assessment, conducted in partnership with the Digital Office for Local Government, which evidenced the progression we have made so far and the actions we need to take to further develop our digital services.

South Ayrshire's success in the digital world requires an all-Council collaborative approach, with digital being integrated into our everyday practice. This strategy acknowledges that digital is not limited to ICT and should be considered as part of service planning, service redesign, and workforce planning.

2. Digital Vision

Digital is 80% about the people and ways of working and 20% about the technology. Through this strategy the Council is rethinking its approach to digital, putting people at the heart of future digital services and using technology to support new ways of working. Identifying skills gaps across our workforce and understanding the emerging needs of a future workforce is also our priority.

To thrive in this digital world the Council must embrace three key opportunities: designing and implementing our technology in a secure, efficient and user centred way; realising the potential of our data to improve services, increase efficiency and deliver better outcomes; and

transforming our culture and the way we work through digital leadership. This is reflected in our vision for digital at South Ayrshire:

Making a difference every day by providing digital services that are focused on delivering better outcomes for our citizens, communities and Council staff.

Delivering on this strategy and achieving successful outcomes for our communities requires the support of the technology enabling services referenced in our Council Plan. It is critical that these services continue to be run efficiently and effectively to allow our outcomes and priorities to be achieved.

3. Our approach, our digital principles

This strategy recognises best practice, national strategies and emerging innovative digital approaches throughout Scotland. The Principles for a Digital Nation, set out in April 2021's "A Changing Nation: How Scotland will Thrive in a Digital World", have been incorporated into the strategy and our approach has been informed by Audit Scotland's "Digital Progress in Local Government". Aligning at a national level increases the opportunities for effective collaboration and ensures key local and national priorities are always part of our decision-making processes on digital.



Principles of a Digital Nation from Digital Scotland, "A Changing Nation: How Scotland will Thrive in a Digital World".

Our Principles form the backbone of this strategy and look to deliver better outcomes for our citizens, communities and staff.



Digital Leadership, Culture and Collaboration

We recognise that digitisation can deliver better outcomes for our citizens, communities and workforce and communicate a clear digital vision and ambition for South Ayrshire. We adapt our leadership style to champion change and engage and empower our staff to innovate. We will collaborate at a community, local, regional and national level and across different sectors to deliver better benefits and outcomes for South Ayrshire. We will look to improve how we monitor outcomes from digital change, taking a benefits-realisation approach that includes financial and non-financial benefits.



Digital Workforce and Skills

To develop and sustain a digital future for the Council we will equip our workforce with Digital, Data and Technology (DDaT) skills, knowledge and confidence to develop new ways of working, including in the use of new technology. We recognise the need to prepare detailed workforce plans that are aligned with our digital ambitions and to build the capacity to deliver on this. We will consider the types of skills and job roles needed to support new digital technologies in the future. We will ensure that our young people and staff are equipped with the skills to thrive in the digital world and to ensure no one is left behind.



Inclusive and User Focused

We recognise that our citizens and communities expect more transparent, accessible, and responsive services from the Council. Our digital services will be designed and delivered based on outcomes rather than our internal requirements, hierarchies and processes. We will work with the Scottish Government through the Verity House Agreement to deliver sustainable person-centred public services. We will introduce the Scottish Approach to Service Design into our work with communities and involve them in the design of our digital services. Our services will be inclusive, ethical and resilient and uphold our citizen's digital rights.



Secure by Design

We recognise that there are many threats to the privacy, integrity and availability of digital services and build security into our digital services by design.



Insight and Data

To develop a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. To improve the understanding of the value of data, ensuring that trusted data is available securely to drive informed decisions and deliver better outcomes to our citizens, communities and staff. We will support the priorities set out in the Verity House Agreement, improving our use of data to support evidence-based policy making. We will use and share our data appropriately when working with our partners to enable joint service delivery. We will work to improve data literacy in our workforce.



Enabling Technology and Infrastructure

We will look to make best use of digital technology and adopt common solutions that can be reused and shared to create better value for money. We will develop a clear plan for addressing legacy systems to reduce the cost of technology to the Council and create a more standardised and simplified technical architecture. We will continue to explore how new and future technologies can improve outcomes for the Council. Our governance structures and processes will continue to ensure that the Council makes the right decisions when investing in new technology.



Innovative and Sustainable

We understand that digital provides opportunities to deliver better outcomes for our citizens, communities and Council staff. We will work with our partners to share ideas and best practice and work with them to co-develop new and innovative solutions to our common problems.

4. People, Place and Partners

The role of digital technology is no longer to optimise what we do, but to re-imagine what we do, and how we might do it. Citizens today expect more transparent, accessible, and responsive services from the public sector and those expectations are rising. As we move more services online, however, we also need to acknowledge that digital exclusion continues to be an issue for many in our local communities with access, affordability and skills being key issues that must be addressed.

South Ayrshire must put the needs of our people first when designing services. It is vital that the Council does not design and deliver services based on our own requirements, hierarchies and processes but instead focus on the needs of the people we serve and importantly the

outcomes we look to deliver. Service led, service partnership, service design and user needs are a key focus and ambition for South Ayrshire, with particular focus around upskilling all staff across the organisation and linking to Council plans and national strategies.

We will look to improve outcomes for our citizens, communities and staff through:

• No one left behind: We will continue to retain our traditional contact channels, providing assisted digital services via telephone and our Customer Contact Centres to address the issue of digital exclusion. We will use our libraries and learning centres to give our communities access to digital technology. We will work with our partners to provide learning opportunities for our communities to understand the benefits and limitations of digital and develop the skills they need to be safe and productive online.



Inclusive and User Focused

• **Digital education**: We will support Priority 2 – Education and lifelong learning of our Council Plan ensuring our Educators are supported and our learners have access to a high quality digital learning environment that builds their digital skills and helps them and fulfil their potential. We will ensure the digital infrastructure and technology available in our learning environments continue to be fit-for-purpose. We will work towards tackling digital exclusion, providing staff and learners with access to a device when required and using appropriate digital tools to support learners, including those with additional support needs. We will support the development of a broad range of digital skills for our staff, growing the number of Microsoft Innovative Educator Experts (MIEE) across the Council, and the attainment of Digital Schools Award Scotland for all our schools.



Digital Workforce and Skills

Digital workforce: We are aligned with national best practice for digital skills and we will embed the SCVO digital champions and motivators framework into our work practices. We continue to identify digital skills gaps and explore and develop effective training and support (both online and face-to-face). We will promote and review digital skills within our workforce planning activities and governance.

 See Appendix B for further information on our approach to a digital workforce.



Digital Leadership, Culture and Collaboration



Digital Workforce and Skills

 Play, sport and recreation: We will use digital to support Priority 1 of our Council Plan, developing and enhancing customer-focussed digital marketing solutions within Leisure and Golf facilities and online, ensuring customer information is relevant, accessible and provides commercial opportunity.

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Inclusive and User Focused

• **Destination South Ayrshire:** We will use digital to support Priority 3 of our Council Plan, using innovative digital solutions to promote the events, culture and heritage of our area.



Inclusive and User Focused

5. Digital Economy

Priority 2 of the Council Plan 2023-2028 aims for everyone to benefit from a local economy that provides opportunities for the people in our communities and for the Council and our partners to help local businesses to flourish.

Digital technology and the digital economy present an opportunity for our local businesses to innovate in an interconnected world. Through the Ayrshire Growth Deal and the Ayrshire Regional Economic Strategy we will look to improve outcomes for our businesses through:

Helping our businesses flourish in a digital world: We will work with our
partners to create the conditions for local businesses to adapt, grow, create
jobs and become successful in the digital economy. Through the Ayrshire
Growth Deal, we will ensure that improvements continue to be made to our
digital infrastructure and that our local communities are able to benefit from
this. We will also work with our partners to build digital skills in the local
workforce to ensure everyone can benefit from the opportunities a vibrant
digital economy can bring.



Digital Leadership, Culture and Collaboration



Enabling Technology and Infrastructure

6. Digital Council

The Scottish digital strategy, A Changing Nation: How Scotland will Thrive in a Digital World, recognises that the "maturity of digital technologies such as the web, cloud computing, data analytics, artificial intelligence and the internet of things (IoT)" offer "unprecedented opportunities to reimagine how public services are delivered". Through this strategy we recognise these opportunities and will look to use these digital technologies to improve outcomes for our citizens, communities and staff through:

• Customer Contact and Telephony: We will review our traditional telephone communication channel, implementing a solution that supports the ways citizens now wish to engage with the Council.



Enabling Technology and Infrastructure



Secure By Design

 Online application and support forms: We will further develop our digital services platform to enhance and expand the range of applications and support forms that can be completed online. We will ensure citizens can securely access the services they require and allow them to manage and monitor their own service requests. We will look to reduce waiting times for our Housing customers by increasing the range of digital services on offer.



Enabling Technology and Infrastructure



Secure By Design

• Improving our processes: Working with our Council and commercial partners we will consider how we can reduce costs, streamline processes and drive better customer experiences through the introduction of digital technology that carries out high volume repetitive tasks.



Enabling Technology and Infrastructure

 Parent Portal: We will look to automate and/or speed up existing paperbased processes in our schools estate by providing a consistent method for families and carers to access information and reduce the resource demand on schools' staff.



Enabling Technology and Infrastructure

 Common Platforms and Data: We will use and understand our data to improve insight and decision making. We will collaborate with our partners in local and national government to define and procure platforms that support common processes, reducing our technical diversity to control cost and complexity. We will look at adopting common digital and data standards where it improves partnership working and delivers better outcomes for our citizens and communities. We will collaborate with our partners and look at the process and efficiency opportunities generative AI might provide the Council.



7. Enabling Technology and Infrastructure

ICT services provide the technology and infrastructure that enable better digital outcomes for our citizens, communities and Council staff. ICT provisions and supports the enabling hardware, software and digital services that allow Council services to make a difference every day. ICT also explores any new digital opportunities, providing the high-level strategic advice and project delivery governance on all future investment by the Council as it looks to deliver against its digital ambitions.

The aim of our ICT services is to make the best use of digital technology to build and deliver solutions that create better value for money to the Council. It is critical that these services continue to be run efficiently and effectively to allow the Council's outcomes and priorities to be achieved.

7.1 Run - Keeping our Lights On

Our ICT services are responsible for "keeping the lights" on with the day-to-day provision of digital technology and infrastructure to our citizens, communities and Council staff. We will look to improve outcomes for our business-as-usual activities through:

Secure, compliant and resilient infrastructure: We will ensure that the
Council's infrastructure is secure and resilient and refreshed when appropriate
and that it continues to comply with national security standards. Continuity
of service will be maintained using appropriate technical measures to protect
our assets.



Enabling Technology and Infrastructure



Secure By Design

• Smarter working: All Council staff are equipped with fit-for-purpose technology appropriate to their workstyle that works securely in a range of locations. They have secure access to line-of-business systems which facilitate rather than constrain their work, which work well together and can be changed rapidly to meet users' changing needs. We will support local democracy by providing Elected Members with the appropriate digital technologies to engage with their communities.



Enabling Technology and Infrastructure



Inclusive and User Focused

 Digital schools: We will continue to support the use of digital technology in our schools and early years centres. We will equip our schools with the appropriate digital technology to enable our teaching staff to provide a stimulating and engaging digital learning environment, equipping our young learners with the skills to thrive in the digital world. We will support a range of uses of digital technology in schools including "Bring Your Own Device" and remote working.



Enabling Technology and Infrastructure



Digital Workforce and Skills



Inclusive and User Focused

• Securing our information and data assets: Security, data protection and privacy requirements will inform how we design, procure, deliver and manage all our technology solutions. Staff and Elected Members will be supported through cyber awareness training to play their role in maintaining the security of our infrastructure, technology solutions and information. We will continue to provide preventative monitoring and intervention of cyber security threats via our Security Operations Centre and use our Playbooks when responding to any cyber security incident.



Secure By Design

7.2 Grow - Our People and Processes

People are needed to help deliver and to support our digital solutions and are fundamental to this strategy. We will deliver better outcomes for our ICT staff through:

 Efficient and effective ICT services: We will monitor the effectiveness of our ICT structure and resources to ensure we continue to meet the changing requirements of the organisation and a modern workforce. We will also prepare detailed workforce plans that are aligned with the Council's digital ambitions.



Digital Leadership, Culture and Collaboration

 A digitally confident workforce: To develop and sustain a digital future for the Council we will equip our ICT staff with the Digital, Data and Technology (DDaT) skills, knowledge and confidence to support new ways of working, including in the use of new technology. To build ICT culture and awareness, we will also continue to support development events that empower staff to take a leading role in digital service delivery.



Digital Leadership, Culture and Collaboration



Digital Workforce and Skills

Consistency in delivering processes and measuring performance are critical to effective delivery and improvement of our ICT services. Existing processes are starting to deliver long term benefits and ongoing value from the ICT services, and these will be continually reviewed as they mature. We will deliver better outcomes through:

• Good governance and technical standards: We will ensure that our governance structures and processes support the Council in making the right decisions when investing in new technology. How we monitor outcomes from digital change will be improved and we will take a benefits-realisation approach that includes financial and non-financial benefits. We will continue to develop the appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, and citizens.



Digital Leadership, Culture and Collaboration

Alignment with national initiatives and industry standards: We will continue
to work closely with the Digital Office for Scottish Local Government to ensure
compatibility and alignment with emerging national solutions and common

platforms. Our processes follow industry standards including Information Technology Infrastructure Library (ITIL) set of practices for IT service management (ITSM) processes and performance metrics and TOGAF for our approach to Enterprise Architecture.



Digital Leadership, Culture and Collaboration



Innovative and Sustainable

7.3 Transform - Our Digital Future

ICT is a key enabler of the digital vision and ambition for South Ayrshire and we will support these ambitions and deliver better outcomes through:

Simplified technology architecture: We will look to make the best use of
digital technology and adopt common platforms that can be reused and
shared to create better value for money. We will develop a clear plan for
addressing legacy systems to reduce the cost of technology to the Council
and create a more standardised and simplified technical architecture. We
plan to simplify ICT service delivery through the use of cloud-based
infrastructure and services that can be consumed on-demand. This will reduce
the risk of service disruption or failure.





• Enterprise Architecture approach: We will continue to ensure new digital solutions comply with our Enterprise Architecture standards and principles (see Appendix A) with customers at the heart of the design process. To reduce the cost of digital to the Council, we will look to use the digital solutions we have rather than introducing new solutions to continue old ways of working. Our Service Advisors and Solutions Analyst will be utilised to combine deep technical understanding with line-of-business expertise to better exploit how emerging technologies can improve service delivery.





Making better use of data: We will lead and coordinate the Council's
development of a data strategy that defines standards and controls and sets
out the future direction for data and analytics across the Council. ICT will
support the digital analytic platforms needed for information and data to be
used more effectively in decision making processes.



Digital South Ayrshire: We will support an all-Council collaborative approach
to ensure digital is embedded in our everyday practice and considered as part
of service planning, service redesign and workforce planning. We will look to
foster a culture in which technology-based solutions are considered at an
early stage in all business change activities to avoid unnecessary cost and
ensure legislative and cyber compliance. We will lead on the development of
governance on the use generative Al across the Council.



8. Our digital and technology decision making

The Strategic Change Executive, chaired by the Director of Strategic Change and Communities, provides digital transformation focus and governance. This group agrees on future digital priorities across the whole Council. Scrutiny and performance monitoring is provided by the Service and Performance Panel as part of our Performance Management framework.

At an operational level, the Technology Review Board, chaired by the Head of Finance, ICT and Procurement, reviews all proposals for investing in technology, ensuring the digital technology choices made by the organisation are the best option for all Council Services. This Board also manages and oversees a rolling multi-year technology investment programme, taking responsibility for reviewing and approving business cases for all significant ICT-enabled investment decisions.

To improve the visibility and scrutiny of new digital projects and proposals across ICT, a Service Portfolio Management process has also been introduced. This ensures that the digital services offered by the Council meet the needs of staff, citizens, and communities.

9. Corporate Action Plan – delivering this strategy

Progress and a summary of achievements for the actions from our previous strategy are outlined in Appendix C. All actions noted as having not been completed are continued into this new strategy and a reference provided to the successor action.

For our new strategy, the actions to deliver against this have grouped across four strategic goals that align with our digital priorities. Our actions to deliver against this strategy are:

Strategic Goal 1 – People, Place and Partners

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
	 No one left behind Provide assisted digital services to our customers. Support and promote digital learning opportunities across our libraries and learning centres. Provide free Wi-Fi in Council buildings used by our communities. 	All Frontline Services Thriving Communities Destination South Ayrshire ICT Operations	ICT Operations ICT Enterprise Architecture
Put the needs of our citizens, communities and staff first to ensure that geography, background or ability are not barriers to getting online and benefiting from digital technology.	 Digital Education Develop an Educational Digital Skills Strategy and support establishments to achieve the Digital Schools status. Provide a programme of digital professional learning opportunities to support teachers and school staff to be skilled and confident in using technology to enhance teaching and learning. Ensure all learners can access the curriculum no matter their learning needs. Attainment of Digital Schools Award Scotland for our schools. 	Education	ICT Operations
	 Promote and review digital skills within our workforce planning activities. Engagement with employees and services to identify digital skills gaps. Development of a competency framework to help define digital skills expectations and levels within job roles. Utilisation of digital champions to support digital solutions. Further develop the role of Digital Motivators. 	OD and Customer Services	All

	 Play, sport and recreation Develop and enhance customer-focussed digital marketing solutions within Leisure and Golf. Ensure customer information is relevant, accessible and provides commercial opportunity. 	Destination South Ayrshire	ICT Operations ICT Enterprise Architecture
	 Using digital to promote the events, culture and heritage of our area. 	Destination South Ayrshire	ICT Enterprise Architecture
Priority One Spaces and Places			
Priority Two Live, Work, Learn			
Priority Three Civic and Communi	ty Pride		

Strategic Goal 2 – Digital Economy

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Everyone to benefit from a digital economy that provides opportunities for the people in our communities.	 Helping our businesses flourish in a digital world Work with our partners to support local businesses adopting digital. Work with our partners to build digital skills in the local workforce including the promotion of digital apprenticeships. 	Economy and Regeneration	
Priority Two Live, Work, Learn			

Strategic Goal 3 – Digital Council

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Use digital technologies to reimagine how our	Implementation of a new customer contact and internal telephony solution	Strategic Change	All
public services are delivered to improve outcomes for our citizens, communities and staff.	 Online application and support forms Continue to develop our digital services platform to enhance and expand our online capabilities. Further embed MyAccount into our online services. 	ICT Enterprise Architecture Strategic Change	All

 Increase the range online housi services and opportunities and customers to interact digitally we housing services. 	for	
Improving our processesPilot Robotic Process Automati (RPA).	Strategic on Change	ICT Enterprise Architecture ICT Operations
Parent PortalIntroduction of Parent Portal to schools community.	Strategic our Change	Education
 Develop a Data Strategy for the Council. Continue to work with the Loca Government Digital Partnership collaborate with other Scottish on initiatives and projects that digital technologies to reduce to f services and improve outcom 	ICT Enterprise Architecture and councils exploit he cost	OD and Customer Services Performance, Policy and Community Planning Education

Strategic Goal 4 – Enabling Technology and Infrastructure

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Provide the technology and infrastructure that enable better digital outcomes for our	 Secure, compliant and resilient infrastructure Continue investment in our digital infrastructure including delivery of a new Wide Area Network (WAN). Ensure our infrastructure meets Public Services Network and Payment Card Industry Data Security Standards compliance. Continue the migration from onpremise data centre to Cloud hosting. Review the corporate and schools Wi-Fi networks and ensure public access Wi-Fi community facilities. 	ICT Operations	ICT Enterprise Architecture
citizens, communities and Council staff.	 Embed and support Microsoft 365 (M365) across the Council. Rollout of Multi-Function Devices across the estate. Build on Oracle Fusion to move more processes to a single solution. Improve M365 collaboration between the Council and its partners, including HSCP. 	ICT Enterprise Architecture ICT Operations	All

	 Adopt SharePoint as our document repository, improving document/records management as part of removal of shared network storage. 		
ſ	 To continue the technology refresh programme across our schools. 	ICT Operations	Education
	Securing our information and data assets Continue to improve and promote cyber security. Rollout of Multi-Factor Authentication. Consolidation of zero-trust Cloud security solution. Introduction of cyber security to induction training for all staff.	ICT Operations ICT Enterprise Architecture	
I	A digitally confident workforce Embed Microsoft Skills Initiative into the PDR process of our ICT staff.	ICT Enterprise Architecture ICT Operations	
	 Good governance and technical standards Prepare a detailed 3-year Technology Roadmap. Review existing governance processes. Introduce resource and capacity planning. 	ICT Enterprise Architecture	ICT Operations
S	 Complete Application Portfolio Assessment. Develop a clear plan for addressing legacy systems. 	ICT Enterprise Architecture	
Ī	Making better use of data Lead and coordinate the development of a data strategy for the Council.	ICT Enterprise Architecture	OD and Customer Services Performance, Policy and Community Planning Education
1	 Lead and coordinate the development of governance on the use of Al. 	ICT Enterprise Architecture ICT Operations	All Services
/ Two /ork, Learn			

Appendix A: Enterprise Architecture

A.1 Enterprise Architecture Principles

Our Enterprise Architecture Principles define the underlying general rules and guidelines for the use and deployment of all ICT resources and assets across the South Ayrshire Council. They form the basis for making future ICT decisions for the organisation and underpin our approach to digital transformation.

The principles should be used to:

- Evaluate the selection of suppliers, solution designs, products and services;
- Support evidence-based decision making; and
- Help define functional requirements.

Our principles are outlined below:

Туре	Ref	Principle	Description
	BP-01	Primacy of principles	These principles apply to all directorates and services within the Council.
	BP-02	Leverage and consolidate	Reuse before buy. Buy before build. Configure before customise.
Business	BP-03	Technology appraisal	Initiatives and investments must represent value for money and return a business benefit and will be subject to architectural approval.
Dusiness	BP-04	Business continuity	Services are maintained in spite of system interruptions.
	BP-05	Reliability	Information and information services are reliable, accurate, relevant and timely.
	BP-06	Solutions have an owner	All solutions must have a named Business Responsible Owner (BRO) and where appropriate Technical Responsible Owner (TRO).
	IP-01	Asset	Data and information are assets that have value.
I. C C	IP-02	Data has an owner	Data will have a named Owner accountable for the data quality and currency.
Information	IP-03	Information governance	Secure data practices are used to avoid the inappropriate disclosure of sensitive or personally identifiable information and prevent unauthorised access.
	AP-01	Usable and accessible	Applications are easy to use.
A	AP-02	Requirements-based change	Changes to applications and technology are driven by business needs.
Application	AP-03	Agility and sustainability	Capabilities including business processes, information, applications, and technical assets are able to evolve and adapt to a changing environment.
Technical	TP-01	Service model	Cloud-based service models should be considered with the following order of preference: Software as

			a Service (SaaS); Platform as a Service (PaaS); then Infrastructure as a Service (laaS).
	TP-02	Use less software	Technical diversity is minimised to control cost and complexity.
	TP-03	Support	Systems need to be supported during the hours that they are operational and kept up-to-date
	SP-01	Secure by design	Security needs to be designed into the architecture in a scalable and efficient manner.
Security	SP-02	Regulatory compliance	All architectures and solutions must meet all relevant legal and regulatory requirements and industry best practices.
	SP-03	Enabler	Cyber Security measures will encourage and support use of cyber technologies.

A.2 Reference Architecture

To control cost and reduce the complexity in the Council's digital services, the following reference architecture will be used to guide the optimal design and delivery of our digital technologies. This architecture is based on collaboration with our partners in the Local Government Digital Office and is based on accepted industry best practices.

Engagement layer

Where our customers interact with our digital services

Business layer

Key line-of-business applications used by our staff to deliver services both internally and externally

Common Platforms and Data layer

Common systems and data that support all higher layers

Foundation layer

Our enabling infrastructure and digital services

Aligning this with our Enterprise Architecture Principles noted in Section A.1, we will look to:

- Make it easier for customers to interact digitally with the Council by simplifying the Engagement layer;
- Control cost and complexity by standardising across the Business and Common Platforms and Data layers; and
- Ensuring that the Foundation layer is flexible and scalable.

Appendix B: Digital Skills and Workforce Planning

Digital skills and workforce planning are active initiatives across South Ayrshire Council. The Council is maturing its process around workforce planning and has started to align these with it programme of digital transformation. This will ensure the capacity needed to meet our future digital ambitions is recognised and built into our workforce planning.

Our Organisational Development service is collaborating with the Local Government Digital Office and SPDS to develop a digital Competency Framework that will consider digital models, mapping, training, and pilots. This will give the Council a better understanding of the number of staff, skills and job roles required to support our digital transformation.

With regards to digital skills across our organisation we recognise that:

Digital does not mean remote.

Digital confidence is currently lower for frontline and operational employees.

Support needs to be targeted and relevant, and for some employees the starting point is strengthening basic skills Face-to-Face.

Digital confidence fluctuates as systems and processes evolve.

Having essential digital skills for work applies to all employees, including leaders.

The workplace provides an effective route to improving wider digital confidence in and out of work.

Those working part-time are the least likely to have essential digital skills for work.

Our actions have included:

- Engagement with employees and services to identify digital skills gaps;
- The development of a competency framework to help define digital skills expectations and levels within job roles; and
- The utilisation of digital champions to support solutions such as Microsoft 365 and Oracle Fusion with feedback sought on how to improve this approach for future digital projects.

The current digital skills position is reflected below:









Transacting

Problem Solving

Handling
Information and
Content

Communication

Security

What employees have told us they need more confidence in¹

Requesting, submitting, and recording a range of employee related actions. (25%) Collating, analysing, and presenting information and data. (50%)

Recording, planning, and streamlining work activity. (30%) Accessing and retrieving information remotely and via the Cloud. (40%)

Updating settings to improve functionality. (40%) Collaborating online effectively with colleagues, customers, and stakeholders. (30%)

Using systems, software, and processes to keep information and devices safe and secure. (20%)

The core expectations within our Digital Competency Framework

Access and update information via corporate platforms.

Using digital solutions can make customers and colleagues lives easier, and lead to better decision-making.

Information must be stored in a structured format and be retrievable when required. Communicating digitally will often be the most effective and efficient way to receive and send information and updates.

Digital activity has important data and security considerations, and key processes and protocols must be followed.

¹ SAC Essential Digital Skills Survey 2022/23 – 1500 responses

Appendix C: Outcomes from previous strategy actions

Our previous digital strategy "A Digital Strategy for South Ayrshire Council 2019 - 2022" called out key actions to be delivered against the themes of Infrastructure, Systems, Information, Services and Skills. The achievements from these actions are outlined below.

Theme: Infrastructure

Action	Status	Achievements to date
Upgrade the capacity of our corporate and school networks.	√ Completed	 The transition to a new Wide Area Network (WAN) was successfully completed. Consideration was given to the current and future bandwidth requirements of each site to ensure our network is fit-for-purpose to support digital working and learning.
Expand the corporate and schools Wi-Fi networks and provide public access Wi-Fi in Council buildings across the area.	√ Completed	Wi-Fi provision successfully expanded to all priority locations with secure and open access available to staff, citizens and the local community.
Work collaboratively with partners and providers to consider opportunities for improving connectivity.	On Target	 Surveys initiated to identify poor connectivity with a programme of works started to renew and improve access points and coverage. Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Secure, compliant and resilient infrastructure.

Theme: Systems

Action	Status	Achievements to date
Rollout Microsoft 365 (M365).	√ Completed	 Microsoft 365 has been successfully rolled out to the organisation. The Council adopted an iterative service-by-service approach rather than a "big bang" deployment of M365. A repeatable onboarding, engagement and offboarding process was used to support each service as they transitioned away from the old version of Office. Champions were established across the Council to further support and embed this change.

		 A M365 Centre of Excellence group has now been established 		
Deliver a new intranet capable of becoming a Digital Workplace for the Council.	✓ Completed	 A new intranet site (The Core) built on the Council's digital services platform has been delivered. Documents held in on-premise SharePoint 2012 were also migrated to SharePoint Online as part of this successful transition. 		
Upgrade and enhance the technology used in our customer service centres.	✓ Completed	 Project completed to move to the latest version of the telephony solution used in our customer service centres. This stabilised the solution and delivered improved functionality. 		
Conduct a fitness-for-purpose assessment of all applications implement the recommendations	Not on target	 Council has aligned this work with the Gartner TIME approach: Tolerate, Invest, Migrate, Eliminate. This approach considers both technical and business aspects of all our applications. A project team was established, and work has started on this assessment. Progress is ongoing but has been impacted by a number of other competing activities and this activity is reporting as not on target. Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Simplified technology architecture. 		
Develop and deliver mobile ways of working which are integrated into our models for service delivery.	√ Completed	 Council's investment programme has introduced mobile-compliant solutions in a range of settings to support the new ways of working for staff. Digital services platform produces as standard mobile-compliant we pages and solutions. Initial action now complete but work to deliver this continues. 		
Look to develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	√ Completed	 Mobile GIS solutions introduced to a number of frontline services that enable data to be captured once and immediately available to office-based staff. Council's investment programme has introduced mobile-compliant solutions in a range of settings to support the new ways of working for staff. Initial action now complete but work to deliver this continues. 		

Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery.	On Target	 The creation of a Digital Learning Officer role to develop and deliver a programme of professional learning opportunities aimed at giving educators the skills, knowledge and confidence to be able to use digital across all areas of the curriculum. Continued investment in interactive technology resulting in all teaching spaces, in all schools, having access to a Promethean ActivPanel. Simultaneously, a sustainable community of experts was established to ensure all staff were equipped with the skills and knowledge required to maximise the ActivPanels potential. The creation of a Digital Lending Library equipped with a wide range of codeable/programmable devices that are loaned out to schools to support the development and progression of Computing Science. Continued investment in the refresh of desktops, laptops and iPads whilst working towards a 1:3 device to pupil ratio in all schools. Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Digital schools.
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Theme: Information

Action	Status	Achievements to date	
Develop a policy and approach for Open Data.	On Hold	 Good progress has been made with the Council's spatial data, publishing this data on a spatial Open Data site on the external website. The Council also has a strong collaboration with the Improvement Service, providing a live feed of our spatial data for their national Spatial Hub site. Further activity on this action, broadening the scope of non-spatial data, was placed on Hold pending the development of a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. 	

		Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards .
Look to make better use of data to remove the need to apply for grants and services where residents may be automatically entitled.	On Hold	 This action was placed on Hold pending the development of a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards.

Theme: Services

Action	Status	Achievements to date		
Look to communicate and engage with our employees using digital technology.	 The introduction of M365 has expanded the options and reach of the Coudigital communications. Digital communication and engagement solutions like Viva Engage and are now in use. 			
Make electronic payslips the default option for our staff.	• Electronic payslips and P60's are now available for all staff following the introduction of a new HR and Payroll Cloud solution.			
Adopt MyAccount as a single sign on for customers to get online.	✓ Completed	 MyAccount was introduced at the same time as the Council transitioned to a new external website. A growing range of digital services are now delivered that support MyAccount. MyAccount is required for all new public-facing digital services. 		
Work with the Local Government Digital Partnership and collaborate with other Scottish councils on initiatives and project that exploit digital technologies to reduce the cost of services and improve outcomes.	On Target	 Collaborations between the Digital Office, the Council and SPDS, focussed on developing a Competency Framework and other considerations around digital models, mapping, training, pilots, and shared procurement. Successful collaboration on a range of projects and initiatives including aspects of M365 Cross-Organisation Collaboration Programme and Digital Telecare. Collaboration with the Digital Office and other public bodies on Enterprise Architecture. Successful collaboration on a Digital Maturity Assessment. 		

		 Collaborations are ongoing and we will look to work with them on any future initiatives of common interest. Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards.
Improve the customer experience around booking and paying for the use of Council facilities and services.	√ Completed	 Bookings module for our digital services platform now live. Digital services platform now interfaces with our key financial systems to allow online payment, A range of booking solutions have now been delivered across the website, providing a consistent user experience to our customers.
Look to use technology to improve the scheduling of home carers and monitoring of external care suppliers.	✓ Completed	 New digital solution delivered to provide mobile scheduling and monitoring of home care to our customers. Solution works for both in-house care staff and external care providers, improving the monitoring for visits.
Look to use technology to improve public safety and the protection of vulnerable adults and children.	√ Completed	 Renewal of the Council-wide CCTV network and improvements to the functionality and resilience of the monitoring operation that supports Police Scotland. Deployment of a new digital health and social care solution to improve outcomes for our vulnerable adults and children.
Improve digital access for our workforce who currently have little or no access to ICT on a day-to-day basis.	On Target	 The Council have now started to offer and support digital services to this group of users. Frontline M365 licenses have been issued to this staff group. Focus has been on access and digital skills. Shared-use terminal devices have been deployed to a wide range of frontline service delivery locations. Initial face-to-face training on the use of the shared terminals and Oracle Fusion has been provided to this staff group and a range of other training resources have been made available to support them. Work to deliver the above continues.

		Action continued in new Strategy under Strategic Goal 1 – People, Place and Partners Digital Workforce and Strategic Goal 4 – Enabling Technology and Infrastructure Smarter working.
Improve access to digital technology for all learners.	On Target	 Ongoing technology refresh across all our education settings. Increase in the availability and ratio of devices per pupil. Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Digital schools.

Theme: Skills

Action	Status	Achievements to date
Develop our employees to be comfortable with the technologies we use to deliver services.	→ On Target	 To implement and embed high-profile and wide-ranging corporate digital solutions (M365 and Oracle Fusion) the Council has developed and utilised over 100 digital/change champions who help promote awareness and increase confidence within individual services. Further training and support related to the above has included f-2-f support for frontline workers in accessing Fusion, a range of Fusion awareness sessions and online resources to support launch, a series of regular 'bitesize' awareness sessions for all employees focusing on core M365 functionality, and regular advanced training sessions for M365 champions. ICT temporary-funded resource has also worked closely with services in exploring M365 functionality/configuration to streamline and redesign processes that will assist service delivery. Target, as set out in strategy revised to encompass the whole period the strategy was in effect. Action continued in new Strategy under Strategic Goal 1 – People, Place and Partners Digital Workforce

Baseline digital skills internally and identify a programme for improvement.

On Target

- 1,300 employees completed the recommended Digital Office digital skills survey. This data (shared with services to assist their workforce planning) provides a baseline of digital skills confidence across services and has highlighted gaps, especially within frontline services. Organisational Development recruited two graduate interns early 2023 to assist in delivering an improvement programme and they are currently exploring support mechanisms with the Health and Social Care Partnership and Property Maintenance.
- Organisational Development has been working with the Digital Office to develop a light-touch competency framework which is currently being piloted. The framework will assist services in articulating digital skills expectations to employees and support mechanisms.
- The Council does not have a Digital Board, and this was highlighted in the 2021/22 Digital Maturity Assessment. Benchmarking with other Councils with more advanced digital skills maturity has indicated that a Digital Board makes a significant impact in ensuring a co-ordinated and effective programme.
- Target, as set out in strategy revised to encompass the whole period the strategy was in effect.

Action continued in new Strategy under **Strategic Goal 1 – People, Place and Partners Digital Workforce**



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. <u>FSD Guidance for Public Bodies</u> 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	Digital and ICT Strategy 2023 - 2028
Lead Officer (Name/Position/Email)	Stewart McCall Service Lead – ICT Enterprise Architecture stewart.mccall@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	-	Digital education – p8 of Strategy We continue to identify digital skills gaps and explore and develop effective training and support
		(both online and face- to-face)
Disability	-	Digital solutions must be able to support accessibility aids for those in our community who require these.

Community or Groups of People	Negative Impacts	Positive impacts
		Our websites will
		meet with the
		legislative
		requirements on
		accessible content.
		Using appropriate
		digital tools to
		support learners,
		including those with
		additional support
Conder Descriptment /Trans/Transgender		needs
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	-	We will continue to
maintain regular payments such as bills, food,		retain our traditional
clothing		contact channels,
		providing assisted
		digital services via
		telephone and our
		Customer Contact
		Centres to address
		the issue of digital
		exclusion. We will
		use our libraries and
		learning centres to
		give our communities
		access to digital
		technology. We will
		work with our

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
		partners to provide learning opportunities for our communities to understand the benefits and limitations of digital and develop the skills they need to be safe and productive
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		online We will continue to retain our traditional contact channels, providing assisted digital services via telephone and our Customer Contact Centres to address the issue of digital exclusion. We will use our libraries and learning centres to give our communities access to digital technology. We will work with our partners to provide learning opportunities for our communities to understand the benefits and limitations of digital and develop the skills they need to be safe and productive online
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	, -	We will continue to retain our traditional contact channels, providing assisted digital services via telephone and our Customer Contact Centres to address the issue of digital exclusion. We will use our libraries and learning centres to

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
		give our communities
		access to digital
		technology. We will
		work with our
		partners to provide
		learning
		opportunities for our
		communities to
		understand the
		benefits and
		limitations of digital
		and develop the skills
		they need to be safe
		and productive
		online
		We will work towards
		tackling digital
		exclusion, providing staff and learners
		with access to a
		device when required
		and using
		appropriate digital
		tools to support
		learners, including
		those with additional
		support needs.
Area Deprivation – where you live (rural areas),	-	We will continue to
where you work (accessibility of transport)		retain our traditional
		contact channels,
		providing assisted
		digital services via
		telephone and our
		Customer Contact
		Centres to address
		the issue of digital
		exclusion. We will
		use our libraries and
		learning centres to
		give our communities
		access to digital
		technology. We will
		work with our
		partners to provide
		learning
		opportunities for our
		communities to
		understand the
		benefits and
		limitations of digital

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
		and develop the skills
		they need to be safe
		and productive
		online
Socio-economic Background – social class i.e.	-	We will continue to
parent's education, employment and income		retain our traditional
		contact channels,
		providing assisted
		digital services via
		telephone and our
		Customer Contact
		Centres to address
		the issue of digital
		exclusion. We will
		use our libraries and
		learning centres to
		give our communities
		access to digital
		technology. We will
		work with our
		partners to provide
		learning
		opportunities for our
		communities to
		understand the
		benefits and
		limitations of digital
		and develop the skills
		they need to be safe
		and productive
		online

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

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

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)	
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/

5. Summary Assessment

(A full Equali	ality Impact Assessment required? y Impact Assessment must be carried out if ified as Medium and/or High)	YES	
		NO	
Rationale fo	r decision:		
The report seeks approval of the Council's Digital and ICT Strategy. Their decision on this has no specific equality implications.			
Signed :	Stewart McCall	Service Lead	

South Ayrshire Council

Report by Director of Strategic Change and Communities to South Ayrshire Council of 7 December 2023

Subject: Golf South Ayrshire – Strategy Update

1. Purpose

1.1 The purpose of this report is to update Council on progress regarding the Golf Strategy (2022-2032) and seek approval to continue to deliver against the approved strategic objectives.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 considers the progress made by officers in the implementation of the Golf Strategy (a full update is attached as Appendix 1);
- 2.1.2 notes the progress made by officers in a programme of works to improve the golf course infrastructure (attached as Appendix 2); and
- 2.1.3 requests that the Director of Strategic Change and Communities provides a follow up report to the Service and Partnerships Performance Committee in December 2024.

3. Background

- 3.1 South Ayrshire Council's golf estate extends to 8 courses, providing Golf and Leisure provision to around 5000 members. In the last year, the rounds of golf played by season ticket holders has increased by more than 7,500 rounds compared to last year because of the quality and level of provision available. A summary of the golf facilities available is attached as Appendix 3.
- 3.2 On 16 March 2021, Leadership Panel agreed to establish a short-term Member/ Officer Working Group (MOWG) to consider the Council's proposed Golf Strategy. Four Councillors were appointed to this group on a cross party basis.
- 3.3 At the Leadership Panel in June 2021, Members agreed that officers should enter consultation with season ticket holders, golf clubs who play on Council courses and the wider public on the proposals for a future operating model for golf.
- 3.4 On the 11 November, the MOWG approved the <u>Golf Strategy</u> and requested officers present the strategy to full Council on 9 December 2021.

- 3.5 The 10-year Golf Strategy was presented to Council on 9 December 2021 and approved. The enabling works identified as being required most urgently were approved as part of the 2021/22 Capital budget.
- 3.6 The implementation of the strategy commenced, and a full business case was prepared for each golf course taking into consideration all the principles outlined in the Golf Strategy and ensuring that golf is affordable and accessible to all.
- 3.7 Approval of £5,019,998 capital investment was approved by Council on 01 March 2023 for Golf Course Infrastructure over three years (£1,519,998 in 2024-25, £2,500,000 in 2025- 26 and £1,000,000 in 2026-27) for investment in golf course infrastructure.

4. Proposals

- 4.1 Members are asked to consider the update on the implementation outlined in Appendix 1 and the progress with the programme of works in Appendix 2 against the Golf Strategy (2022-2032) and provide feedback.
- 4.2 Members are asked to agree that a further progress update is provided to Cabinet in December 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.

6. Financial Implications

6.1 Not applicable.

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 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 Priority 1 of the Council Plan Spaces & 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 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
Provide Cabinet with a report on the implementation of the Strategy at the end of year 3	December 2024	Service Lead – Destination South Ayrshire

Background Papers Report to South Ayrshire Council of 9 December 2021 - Golf

Strategy 2022-2032

Person to Contact Ali Mutch, Acting Service Lead

County Buildings, Wellington Square, Ayr, KA7 1DR

Phone 01292 617616

E-mail Alistair.mutch@south-ayrshire.gov.uk

Date: 29 November 2023

Golf Strategy Implementation Update December 2023

Our Strategic Objectives

The following strategic objectives have been identified to deliver the Golf Strategy in South Ayrshire 2022-2032:

1. Achieve Golfing Excellence

- Provide golf courses with a year-round playing experience that is equal to, or better than, any comparable course in the region.
- Establish a high-quality development programme and practice facilities which support all standards of golfers and to increase participation, particularly by female golfers, families, and young people.
- Invest in golf courses to ensure they are compliant with modern safety standards, reflect advances in technology and meet the needs of members, visitors, and other users.

2. Evaluate and Remove Obstacles

- Establish a membership fee structure which supports inclusive golf.
- Establish a comprehensive and professional internal and external communications programme to raise the profile and reputation of Golf in South Ayrshire.

3. Create the Environment

- Ensure a warm, friendly, and welcoming environment for all members and visitors.
- Continue to invest in non-course assets to ensure that they are secure, maintained and developed to a high standard.
- Provide a consistent, high quality and cost-effective bar and catering service which supports both golfing and non-golfing activities.

4. Health and Wellbeing

- Establish a comprehensive programme to maximise the benefits of golf for all.
- Provide ease of access, year-round, for all.

5. Environmental Sustainability

- Ensure best greenkeeping practices and the latest techniques are used to maintain the courses.
- Achieve recognised environmental accreditation.
- Identify potential sources of green energy and income generation.
- Protect the courses from the effects of climate change.
- Ensure all working practices and facilities are compliant with current regulations.

 Meet or exceed reductions in annual carbon budgets to support the achievement of the Council's Net Zero ambitions by 2030.

6. Management Control

- Establish a sustainable and business aware management operation that guides the long-term ambitions of golf in South Ayrshire.
- Ensure that best practice governance sits at the core of decision making.
- Improve financial performance and planning through cost control, implementation of efficiency savings, and maximise opportunities to increase income generation.

These strategic objectives will be delivered across nine functional areas as follows:

1. THE COURSES

In August 2022, Golf Course Architects, KimberGlen, were appointed through a procurement exercise, to undertake a comprehensive appraisal of six Golf South Ayrshire courses. Belleisle and Darley Golf Courses were previously appraised in 2018 and 2020 respectively also by KimberGlen.

The appraisals considered all aspects of the golf courses including:

- Course layout
- Enhance playability and reputation
- Health and Safety
- Resilience to climate change
- Reduce long-term operational/maintenance costs

Options for the redevelopment of courses were also included, which would enable South Ayrshire Council to achieve the agreed Strategic Outcomes and increase income from visitor and members.

Options for the redevelopment of courses were also included, which would enable South Ayrshire Council to achieve the agreed Strategic Outcomes and increase income from visitor and members.

Based on the recommendations made by KimberGlen, it was proposed and agreed that the two priority courses receiving investment would be Darley and Belleisle. Options for the redevelopment of the remaining courses should be considered when further investment becomes available.

Investment is required to ensure that the condition of our courses does not deteriorate and significantly impact year-round playability, and visitor and member income.

An appraisal has not been carried out for the Maybole Golf Club; KimberGlen visited the site and reported that the upgrade required for the course would not warrant the investment.

Golf South Ayrshire is continuing to engage with Agronomists to undertake an agronomical assessment of all eight courses. The reviews will provide an insight into current turf and environmental conditions as well as current maintenance practices to assist the service to create five year maintenance plans.

Key Progress since March 2023

✓ Initial funding of £500,000 from uncommitted reserves was granted in December 2021 to improve course condition, address health and safety issues and drainage on the golf courses. This money, following a successful procurement process, has been allocated to three on-course projects:

- 1) Darley Safer Walking Routes (supported by an additional grant of £100,000 from the Place Based Investment Fund)
- 2) Belleisle & Seafield Drainage Improvement (supported by an additional grant of £140,000 was allocated from NatureScot)
- 3) Lochgreen 2nd & 3rd (including Fullarton 8th, 14th and 15th holes) Drainage Improvement
- ✓ Projects 1 & 2 were completed in July 2023 with Project 3 anticipated to be completed by January 2024.
- ✓ Capital funding (£5M) to redevelop Belleisle and Darley Golf Courses was approved by Council in March 2023. Preliminary Ecological Assessments have been undertaken at both sites in September 2023, and will be used to inform the service of any additional wildlife / habitat surveys required as part of the planning process.
- ✓ Pre-application engagement sessions will be undertaken early in 2024, ahead of submitting a planning application. If approved and following the statutory procurement process led by Professional Design Services, it is anticipated that construction works will commence in Autumn/Winter 2024 with a planned completion date in 2025.
- ✓ Golf South Ayrshire has registered to 'On Course', an online portal for recording and tracking data pertaining to Golf Course Operations. Once sufficient data in 3 key areas of operation: Nature, Resources and Community, have been provided it will then be possible to apply to be assessed and if successful, be awarded GEO Certified Status.
- ✓ Golf Course Maintenance documents for all courses are being finalised and will clearly set out the services ambitions to refine day to day activities on the courses, improve turf quality and support the service's application for GEO Certification.
- ✓ A new fleet of golf course maintenance equipment has been purchased for Troon Links, Belleisle Park and Northfield Bowling Centre including new hybrid and electric machinery which will assist the service in achieving its Carbon Budget responsibilities as well as providing the service with additional efficiency savings and improved course presentation.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- ACHIEVE GOLFING EXCELLENCE
- ENVIRONMENTAL SUSTAINABILITY
- MANAGEMENT CONTROL

2. MEMBERSHIPS

Following a significant upturn in popularity of the game during and post COVID, Membership sales have remained strong in 2023/24. Demand for tee times at both Troon Links and Belleisle Park courses have continued to be very high.

As part of the 23/24 budget setting process a savings target was introduced aligned to a review of the Access to Leisure Scheme.

Key Progress since March 2023

- ✓ A new Golf Concession Scheme was introduced as part of the 23/24 Season Ticket renewal period with new discounts and new categories, simplifying eligibility and qualifying criteria.
- ✓ The impact of the revised membership scheme has been positive for the service, and it is currently projecting to achieve the saving target by the end of the financial year.
- ✓ Golf South Ayrshire has been in discussions with the National Governing body, Scottish Golf and local area and county representatives regarding the current relationship between the service and Golf Clubs with playing rights to play on the public courses. Discussions have been positive with an understanding and agreement that Inclusion, Equality and encouraging Participation from under represented demographics should be central to any future agreements.
- ✓ Work is ongoing in relation to affiliated golf clubs who have permission to play on the courses. Consultation is planned with the aspiration to implement any changes in season 2024-25.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- EVALUATE AND REMOVE OBSTACLES
- HEALTH AND WELLBEING
- MANAGEMENT CONTROL

3. MARKETING

Further work on a fully costed marketing plan is being developed with a renewed focus and recognition that Golf is a main tourism driver for the region. Specific campaigns will be launched in partnership with the Destination South Ayrshire team to increase awareness of South Ayrshire Council golf courses and other related businesses and organisations.

The current Golf South Ayrshire website is over 6 years old. It is the intention of the service to replace the current website to improve its internet presence using several techniques including professionally created video footage of the courses and improved photography to increase the number of visitors to the region. The cost of this project will be met within existing revenue budgets.

Key Progress since March 2023

✓ Due to the various projects undertaken on the golf courses, it was decided not to relaunch the Tour Operators and Hoteliers Scheme in 2023, instead, now that

- the courses are recovering from the works, the scheme will be launched in 2024 to coincide with the return of The Open to Troon in July.
- ✓ The service engaged with an award-winning photographer who specializes in Golf Course imagery who completed several visits to the courses unaffected by the construction works. These images will be used in all new marketing campaigns and refreshed website.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- EVALUATE AND REMOVE OBSTACLES
- CREATE THE ENVIRONMENT
- MANAGEMENT CONTROL

4. DEVELOPMENT

A comprehensive 5-year development plan to actively increase the opportunity for young people and new golfers in South Ayrshire has been created and the service will be looking to obtain several internal and external partners, such as the Children's Golf Trust, Professional Golfers Association and Scottish Golf, to assist its delivery. The development plan sets out to increase the number of golfers in key areas including Young People, Females, and other under-represented demographics.

The development plan sets out to increase the number of golfers in key areas including Young People, Females, and other under-represented demographics. The development plan is due to commence in April 2023 and will be completed at the end of the 2028 season.

Key events such as 'The Open', Royal Troon and the 'Scottish Ladies Open', Dundonald and others not yet announced, should be used to increase participation and opportunity for the key demographics previously identified. A 15-month roadmap will be set out working with key partners, such as the Children's Golf Trust, Professional Golfers' Association and Scottish Golf, and will be completed by March 2023.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- ACHIEVE GOLFING EXCELLENCE
- EVALUATE AND REMOVE OBSTACLES
- CREATE THE ENVIRONMENT
- HEALTH AND WELLBEING

5. CLUBHOUSES

Key Progress since March 2023

✓ The Troon Links and Belleisle Park Clubhouses and The Stables Café have been refurbished, with new furniture throughout and the introduction of new lighting and additional décor. The venues are more welcoming and less clinical than before, coupled with an improved menu has increased turnover and popularity.

- ✓ Staffing and recruitment of skilled employees remains to be a challenge and is anticipated to be so, until the Service review is completed in 2024.
- ✓ A new, integrated ePOS system was introduced in May which will allow the service to make the necessary steps to becoming cashless venues and with improved management reporting permit senior officers to make better informed decisions regarding stock control, profit maximisation and improved customer service.
- ✓ The service has recently completed a pilot project working alongside Procurement and the Community Wealth building team, to engage with local suppliers and food producers to showcase some of Ayrshires finest produce. It is anticipated that this will commence fully in 2024 and assist the council in supporting local Ayrshire Businesses.

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- MANAGEMENT CONTROL
- ACHIEVE GOLFING EXCELLENCE
- ENVIRONMENTAL SUSTAINABILITY

6. ANCILLARY BUILDINGS AND INFRASTRUCTURE

Replacement of maintenance and staff welfare facilities at Troon Links and Health and Safety (H&S) issues are progressing. Procurement and Professional Design Services, (P.D.S.), have engaged KimberGlen to progress the H&S work and P.D.S. are going through the design and build options at present.

The Nature Restoration and Environmental Project on Belleisle Golf Course has now been completed.

The Place Based Investment Programme to create a network of paths to create a safe walking route through and around the perimeter of Darley Golf Course, Troon, has now been completed.

The service has also recently engaged with Ayrshire Roads Alliance and SWECO to discuss the potential impact to Lochgreen and Darley Golf Courses with the planned upgrading of the National Cycle Network. A number of course alterations are required to ensure the safety of Pedestrians and Cyclists using the upgraded route.

Following the successful progression of the outstanding P.D.S. Projects, the Service will further engage with P.D.S. to assist in the creation of a costed 10-year Capital Investment Programme based on the requirements of the Service to further enhance the Courses and Staff Welfare facilities at each location. This would be in addition to the proposed investment for upgrading Darley and Belleisle Golf Courses and would run from years 5-10 of the investment.

Key Progress since March 2023

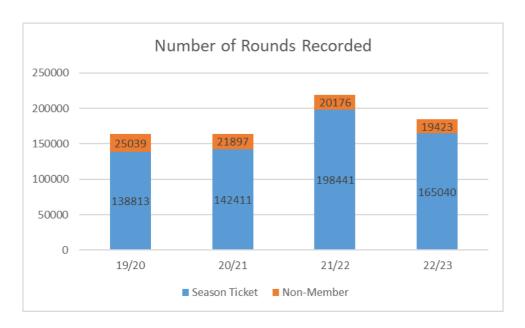
✓ A full assessment and safety analysis of the proposed Active Travel route from Ayr to Barassie adjacent to Lochgreen and Darley Golf Courses has been completed along with a final design and Bill of Quantities submitted to Ayrshire Roads Alliance / SWECO. The service remains in discussion with these organisations to protect the integrity of the golf courses and minimise disruption to all course users. Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- ACHIEVE GOLFING EXCELLENCE
- ENVIRONMENTAL SUSTAINABILITY
- MANAGEMENT CONTROL

7. SALES AND ADMINISTRATION

Key Progress since March 2023

- √ 2022/23 playing statistics are now available, whilst rounds played by Season Ticket holders has fallen from the year previously, the sale of season tickets remains considerably higher than Pre-Pandemic levels.
- ✓ Non-Member rounds remain relatively stable but still lower than they were prepandemic.



- ✓ Year to Date figures for 23/24 (1st April 31st October) are encouraging with Season Ticket sales remaining comparable to 22/23.
- ✓ The footfall on the courses has increased significantly with over 7,500 more rounds of golf played by Season Ticket Holders.
- ✓ Nearly 1,500 more rounds have been played by Non-Members compared to the previous year, despite the disruption on Darley, Belleisle and Seafield Courses experienced over the summer months.
- ✓ The Ayr Golf Week and competitions were evaluated and reviewed this summer, with the decision taken to deliver fewer competitions played over fewer days. Competition Entries were not adversely affected and feedback from the competitors was generally positive regarding the new format.
- ✓ The Troon Junior Open (Tom Lehman) was moved from its normal Tuesday date
 in August to be incorporated within the Troon Weekender Competition and
 entries increased by over 50% which far exceeded all expectations.

8. FINANCIAL

FUNCTIONAL AREA	ACTION	COMPLETION DATE	ASSIGNED TO
Financial	Complete profiled projections for each key area of the service to achieve relevant KPI's as agreed	MARCH 2024	GSA
Financial	Review current budget monitoring process and create Income and Expenditure budgets based on actual costs and projected income	MARCH 2024	GSA / Finance
Financial	Complete a Commercialisation Review of the Service exploring opportunities for new revenue streams and sources of income	MARCH 2024	GSA / Commercialisation Team

Completing these actions will ensure Golf South Ayrshire fulfils the following objectives:

- EVALUATE AND REMOVE OBSTACLES
- MANAGEMENT CONTROL

9. GOVERNANCE

Key Progress since March 2023

- ✓ Internal Audit previously highlighted some areas of weakness within the current management of cash transactions in the Golf Clubhouses. An action plan was agreed and employees have now been provided with updated management procedures and training to address any gaps.
- ✓ Progress is being made to upgrade the customer service with a move to cashless catering and membership benefit offering.

Further/

Further actions in this functional area are due for completion by March 2024. These are:

FUNCTIONAL AREA	ACTION	COMPLETION DATE	ASSIGNED TO
Governance	Review and propose a revised Structure for Golf based on achieving outcomes agreed within Strategy and new Council objectives.	MAR 2024	GSA
Governance	Review and Update where necessary all Terms and Conditions and Operational Policies	MAR 2024	GSA/Trading Standards / Legal

Golf Course Infrastructure Improvements

Troon Links

Project Title	Strategic Objective/s	Progress to date	Project Outcomes
Darley Paths *See image below	Achieve Golfing Excellence / Environmental Sustainability	Works now complete	 ✓ Create a safe path network across the Golf Course ✓ Compliant with modern H&S standards ✓ Increase environmental credentials ✓ Habitat creation
Lochgreen Drainage	Achieve Golfing Excellence / Environmental Sustainability	Works are progressing well on site with an anticipated completion date of mid-December 2023	✓ Reduce course flooding and allow the course to remain playable for longer
Cycle Route @ Darley Golf Course	Environmental Sustainability	Kimber & Glen (Golf Course Architects) are currently preparing designs which will then be passed to Ayrshire Roads Alliance who will then fund and manage the works	✓ Create a safe path network across the Golf Course
Lochgreen Storage and Welfare Building	Environmental Sustainability / Create the Environment	Portakabin have been invited to provide a design and cost for the provision of modular accommodation including: office, welfare facilities including locker room with drying facilities, mess area, storage, showers and WC's. A quotation has been provided for Ground Investigation works which will be progressed in early 2024. Quotations are also being progressed for utility connections including power, water and drainage.	✓ Compliant with modern H&S standards ✓ Provide modern staff welfare facilities that are safe and welcoming

Darley Shed Roof	Environmental Sustainability	Funding awarded for the replacement of the asbestos roof, Asset Management Compliance Team will progress these works.	✓	Compliant with modern H&S standards Provide secure, safe solutions
Darley Golf Course Enhancements	Achieve Golfing Excellence / Environmental Sustainability	Works are at an initial 'briefing stage' with Planning Consent now required. Ecological assessments and irrigation surveys are currently being progresses with a target date of 2025 for completion of all works.	✓ ✓	Remodel golf course to fit modern playing trends Increase environmental credentials Habitat creation

Darley Path Safe Route



Belleisle & Seafield Golf Course

Project Title	Strategic Objective/s	Progress to date	Project Outcomes
Nature Restoration *See images below	Environmental Sustainability	Works now complete	✓ Increase environmental credentials through habitat creation
Belleisle Golf Course Enhancements	Achieve Golfing Excellence / Environmental Sustainability	Works are at an initial 'briefing stage' with Planning Consent now required. Ecological assessments and irrigation surveys are currently being progresses with a target date of 2025 for completion of all works.	 ✓ Remodel golf course to fit modern playing trends ✓ Increase environmental credentials ✓ Habitat creation

Seafield Nature Restoration Pond



Belleisle Nature Restoration Pond



Belleisle Park

- √ 2 x 18-hole Parkland courses Belleisle and Seafield, designed by James Braid
- ✓ New clubhouse opened in 2016
- ✓ Professional Services provided by 3rd party
- ✓ Licensed café operated by the Council
- ✓ Starter service operated by the Council
- ✓ Indoor golf simulator
- √ 6-hole practice course / Short practice range
- ✓ Short game area
- ✓ Putting green✓ Practice net
- ✓ 4 x buggies for hire operated by the Council
- ✓ Club hire & trolley hire operated by 3rd party

Troon Links

- ✓ 3 x 18-hole Links Courses; Darley, Lochgreen and Fullarton
- ✓ Refurbished clubhouse opened in 2017
- ✓ Professional services provided by 3rd party
- ✓ Licensed café operated by the Council
- ✓ Starter Service operated by the Council
- ✓ 2 short practice ranges Putting green
- ✓ 6 x buggies for hire (2 of 3 courses) operated by the Council
- ✓ Club hire & trolley hire operated by 3rd party

Dalmilling

- √ 1 x 18-hole Parkland course
- √ 1 x 18-hole FootGolf course
- ✓ Clubhouse requires extensive modernisation
- ✓ Licensed café operated by 3rd party
- ✓ Starter service operated by 3rd party on behalf of the Council
 ✓ Short practice range
- ✓ Short game area
- ✓ Putting green
- ✓ Practice net

Girvan

- √ 1 x 18-hole Links/Parkland Course; designed by James Braid
- ✓ Refurbished clubhouse opened in 2016
- ✓ Licensed café operated by 3rd party
- ✓ Starter service operated by the Council
 ✓ Putting green
- ✓ Practice net
- ✓ Trolley hire operated by 3rd party

Maybole

- √ 1 x 9-hole Parkland Course
- √ 1 x 18-hole FootGolf Course
- ✓ Clubhouse minimal usage
- ✓ Starter service none payment taken at Swimming Pool
- ✓ Putting green
- ✓ Practice net



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. <u>FSD Guidance for Public Bodies</u> 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	Golf Strategy Update 2023
Lead Officer (Name/Position/Email)	Ali Mutch Acting Service Lead alistair.mutch@south-ayrshire.gov.uk

1. 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		X
Gender Reassignment (Trans/Transgender Identity)		Х
Marriage or Civil Partnership		X
Pregnancy and Maternity		X

Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	X
Religion or Belief (including lack of belief)	X

Sex – (issues specific to women & men or girls & boys)	X
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	X
Thematic Groups: Health, Human Rights & Children's Rights	X

2. 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		Х
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		Х
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		X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)		Х
Socio-economic Background – social class i.e. parent's education, employment and income		Х

3. 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		of Negative Positive Medium or
Eliminate unlawful discrimination, harassment and victimisation	Low	
Advance equality of opportunity between people who share a protected characteristic and those who do not		

Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	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

4. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	☐ YES
Rationale for decision:	
This Paper provides an update on the previously ap	proved Golf Strategy.
Aut. All	
Signed Ali Mutch, Acting Service Lead	
Date: 22/11/23	

South Ayrshire Council

Report by Director of Strategic Change and Communities to South Ayrshire Council of 7 December 2023

Subject: South Ayrshire Council's Annual Performance Report 2022/23

1. Purpose

- 1.1 The purpose of this report is to provide Elected Members with 'South Ayrshire Council's Annual Performance Report 2022/23'.
- 2. Recommendation
- 2.1 It is recommended that the Council considers and approves the content of the 'Annual Performance Report 2021/22, attached as Appendix 1.
- 3. Background
- 3.1 The Council Plan 2018-22 (extended) was agreed in in 2018 and extended in 2022 by one year.
- 3.2 The plan highlighted six strategic priorities:
 - Fair and effective leadership;
 - Closing the gap;
 - Grow well, live well, age well;
 - 4. South Ayrshire works;
 - 5. Stand up for South Ayrshire; and
 - 6. A better place to live.
- 3.3 Delivery of these priorities was supported by a <u>Performance Management Framework</u> (PMF) and 74 actions reported to Service and Performance Panel for scrutiny on a quarterly basis.
- 3.4 The Local Government Benchmarking Framework (LGBF) is a high level benchmarking tool designed to support senior management teams and elected members ask questions about key council services.
- 3.5 The framework provides high-level 'can openers' which are designed to focus questions on why variations in cost and performance are occurring between similar councils. The LGBF helps councils compare their performance against a suite of efficiency, output and outcome indicators that cover all areas of local government activity.

This will be the last annual report using the Council Plan 2018-22. The new Council Plan 2023-28 was approved by Council in March this year.

4. Proposals

- 4.1 Based on recommendations from Audit Scotland, this years annual report has a focus on performance, using data from the Council Plan actions alongside LGBF data to give members and the public an overview of progress and challenges.
- 4.2 The report shows that 80% of the actions against the six council plan priorities were complete with the remaining 20% becoming 'business as usual' or carrying forward into service or team plans. Details of the actions are available scrutinise in Appendix 1 of the report.
- 4.3 As highlighted by Audit Scotland in the Council's Best Value Assurance Report 2021, the actions against the Council Plan 18-22 had very few targets against them and instead provided a record of activity in relation to priorities. This makes it challenging to assess overall performance in delivering the council strategic objectives. This was recognised and the new Council Plan 23-28 and the associated Service Plans have targets against all actions to allow for greater scrutiny of performance.
- 4.4 An overview of the LGBF data shows that the Council improved in 27% of indicators, remained stable in 13% and declined in 37% (6% did not have the data available and 16% were not directly comparable with previous years).
- 4.5 A breakdown of each LGBF area is included in the report alongside benchmarking information for each family benchmarking group.
- 4.6 The final section of the report:
 - highlights awards and accolades the Council has received over 22/23,
 - provides an overview of external scrutiny of the Council,
 - gives an overview of the self assessment activity undertaken in 22/23 and.
 - gives an overview of the Council's commitment to delivering Best Value.
- 4.7 The report is accompanied by three appendices that breakdown the data used to inform the report.

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 Not applicable.

7/

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 Rejecting the recommendations 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 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 delivery of all of the Council's strategic objectives (2018-22) and all of the strategic outcomes.

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 Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Publish report on the Council's website	20 December 2023	Service Lead – Policy, Performance and Community Planning

Background Papers Council Plan 2018-22 (Mid-Term Refresh 2020 – Extended)

<u>Audit Scotland Best Value Assurance Report – South Ayrshire</u>

Council - October 2021

Person to Contact Jane Bradley, Director of Strategic Change and Communities

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Date: 29 November 2023



OUR PEOPLE, OUR PLACE COUNCIL PLAN 2018-2022 (extended to 2023)

FINAL PERFORMANCE REPORT 2022/23

(Awaiting graphic design)

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Page 8: Local Government Benchmarking Framework Overview 2021/2022

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APPENDICES

Page 20: Appendix 1: Full list of 2022/2023 council plan actions and update reported on Pentana.

Page 36: Appendix 2: Supplementary overview

Page 62: Appendix 3: LGBF: South Ayrshire 3-year performance against key service areas.

Page 75: Appendix 4: LGBF: South Ayrshire 3-year family group average mapped to Council Plan Outcomes

Joint Foreword by Leader of the Council and Chief Executive

Approved in 2018, The Our People, Our Place Plan provided the strategic direction for South Ayrshire Council for a period of five years. The plan came to an end in March 2023, and this annual performance report reflects the Council's performance against the final year for the period 2022/2023.

The report highlights that the Council performed well over the period as a result of the continued commitment given by the Council to deliver essential services to the people and communities of South Ayrshire despite a continued worrying economic climate. Key achievements included:

- Continued support for our young people through employability programmes including the development of the WorkOut and Modern Apprenticeship programmes;
- South Ayrshire: LEADS supporting the development and implementation of trauma informed and responsive South Ayrshire;
- A Household Boost Fund which was launched in October 2022 to assist people struggling with the cost-of-living crisis;
- The Council's modernisation agenda for schools and early years including the opening of the Prestwick North Education Campus, the new Sacred Heart Primary School in Girvan and completion of the brand-new Early Years Centre at Struthers Primary School;
- The development of a Workforce and Succession Planning Toolkit;
- The opening of the Riverside Sports Arena a multi-sport centre of excellence; and
- The opening of the Cutty-Sark Centre in Ayr High Street.

We acknowledge that there are some common challenges across all our services which we need to address including an increased demand on our services as a result of the impact of the cost-of-living crisis, an ageing population, rising energy and building materials costs, challenging funding settlements, and in particular, the provision of high-quality services with reducing budgets. Moving forward, work is well under way on delivering our new Council Plan where we will strive to continuously improve services and outcomes for our communities.

As this plan draws to a close, we would like to take this opportunity to thank our employees and partners for their ongoing commitment to deliver high quality services for our local communities as they continue to *make a difference every day*.

Councillor Martin Dowey

Mike Newall

Leader

Chief Executive

Area Profile

To be added

DELIVERY OF STRATEGIC OUTCOMES

The Our People, Our Place Council Plan 2018-2022 (extended to 2023) previously set out the Council's ambitions. The plan was <u>refreshed</u> in 2020 and was refocused taking account of our vision to serve South Ayrshire by 'making a difference every day'. The Plan contained six high level strategic objectives (translated into undernoted commitments) and twenty-one ambition statements and was supported by a programme of work developed by Council services. Services worked with partners and the communities to deliver on these commitments.





The 11 National Performance Framework (NPF) outcomes are mapped to the six priorities set out in the Council Plan:

NPF – Outcomes	SAC Commitments
1 We have a globally competitive, entrepreneurial, inclusive and sustainable economy	South Ayrshire Works
2 We are open, connected and make positive contributions internationally	Stand up for South Ayrshire
3 We tackle poverty by sharing opportunities, wealth and power more equally	Closing the Gap
4 We live in communities that are inclusive, empowered, resilient and safe	Closing the Gap
5 We grow up loved, safe and respected so that we realise our full potential	Closing the Gap
6 We are well educated, skilled and able to contribute to society	Closing the Gap
7 We have thriving and innovative businesses with quality jobs and fair work for everyone	South Ayrshire Works
8 We are healthy and active	Grow well, live well, age well
9 We value, enjoy, protect and enhance our environment	A better place to live
10 We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	A better place to live
11 We respect, protect and fulfil human rights and live free from discrimination	Closing the gap

This 2022/2023 final annual report has been written in line with the <u>South Ayrshire Performance Management Framework (refreshed 2022)</u> which set out a commitment for providing an annual report on performance and supported the 'Our People Our Place' Council Plan. Within this framework, it was agreed that the annual report should contain both qualitative and quantitative information incorporating wider service delivery than that normally associated with Council Plan reporting.

OUTLINE OF PERFORMANCE INFORMATION USED

The following sections set out the performance of the Council as follows:

PART ONE

Pentana Dashboard – final update on progress of actions for the Council Plan (for the period 2022/2023). This section is supported by accompanying information which can be found in the follow appendices:

APPENDIX 1:

Full list of 2022/2023 council plan actions and updates reported on Pentana aligned to each of the six high level strategic objectives of the Council Plan.

APPENDIX 2:

Supplementary overview of work that had taken place across our Council Services to support the strategic priorities and supporting commitments: (i) directly attributable to the Council Plan and (ii) contributing toward the Council Plan. This section also provides additional performance data.

PART TWO

LGBF (Local Government Benchmarking Framework) Overview. This section is supported by accompanying information which can be found in the follow appendices:

• APPENDIX 3:

LGBF: South Ayrshire 3-year performance against key service areas.

APPENDIX 4:

LBGF: South Ayrshire 3-year family group average mapped to council plan outcomes.

PART 1: COUNCIL PLAN - PORTFOLIO HOLDER ACTIONS - FINAL UPDATE 2022/2023

FINAL PERFORMANCE DASHBOARD 2022/2	023 ¹	
Total number of actions:	74*	
Total number of actions completed:	59	80%
Total number of actions being taken forward in service or team plans:	15	20%

^{*}Please note that the information within appendix 1 records 75 actions, however the action COPL 02.1b is included within two areas under Section 2: Closing the Gap, therefore the total number actions is 74.

As highlighted previously, the full list of council plan actions and final updates can be found in appendix 1 with further supplementary information provided in appendix 2.

7

¹ Reference: Council Plan – Portfolio Holders Actions Update (Pentana) 2022/2023

PART 2: LGBF OVERVIEW

The Local Government Benchmarking Framework (LGBF) is a high-level benchmarking tool which allows local authorities to compare their performance across a wide range of key service areas. The framework is based on overall service groupings which cover the major public-facing services provided to local communities and the support services necessary to carry this out:

- Children's services:
- Adult social care;
- Culture and leisure services;
- Environmental services:
- Corporate services;
- Housing services;
- · Economic development and planning; and
- Financial sustainability.

Data is also organised around 'family groups' to allow comparison with other councils that are similar in terms of the type of population that they serve. Information on the <u>LGBF Family Groupings</u> for South Ayrshire can be found below:

Family Groupings for Children, Social Work and Housing Indicators (Family Group 3)	Family Groupings for Environmental, Culture & Leisure, Economic Development, Corporate and Property Indicators		
indicators (Family Group 3)			
	(Family Group 2)		
Falkirk	Perth & Kinross		
Dumfries & Galloway	Stirling		
Fife	Moray		
South Ayrshire	South Ayrshire		
West Lothian	East Ayrshire		
South Lanarkshire	East Lothian		
Renfrewshire	North Ayrshire		
Clackmannanshire	Fife		

It should be noted that this data is collected nationally and runs one year behind our reporting period therefore the LGBF data provided is up to the period 2021/2022. LGBF data is scrutinised by our Service and Partnerships Performance Panel, and as highlighted to the Panel, the data period reflects the impact of the pandemic.

LGBF INDICATORS BY FRAMEWORK AREA 2021/22: INCORPORATING FAMILY GROUP AVERAGE COMPARISON

Further, more detailed information, is available in **appendix 3** (LGBF: South Ayrshire 3-year performance against key service areas) and **appendix 4** (LBGF: South Ayrshire 3-year family group average linked to Council Plan outcomes).

2021/22 - AII	No	%
Improved	17	27%
Stable	8	13%
Declined	23	37%
Baseline	0	0%
Data Not Available	4	6%
Not Directly Comparable	10	16%
	62	100%

South Ayrshire Council comparison against family group average is highlighted in the commentary as follows:

BGA: better than family group average **WGA**: worse than family group average

Adult Social Care

Adult Social Care		
Improved	2	25%
Stable	1	13%
Declined	5	63%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	8	100%

Improved

- Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided. (BGA)
- Rate of readmission to hospital within 28 days per 1,000 discharges (WGA)

Declined

- Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. (WGA)
- Percentage of adults supported at home who agree that they are supported to live as independently as possible. (BGA)
- Percentage of carers who feel supported to continue in their caring role. (BGA)
- Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections. (WGA)
- Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+) (WGA)

Stable

• % of people aged 65 and over with long-term care needs who receiving personal care at home (WGA)

Childrens Services

Children's Services		
Improved	4	17%
Stable	2	8%
Declined	4	17%
Baseline	0	0%
Data Not Available	4	17%
Not Directly Comparable	10	42%
	24	100%

Improved

- % of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy (WGA)
- % of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy (BGA)
- % of funded early years provision which is graded good/better (BGA)
- Participation rate for 16–19-year-olds (per 100) (BGA)

Stable

- % of Adults Satisfied with Local Schools (BGA)
- Proportion of Pupils Entering Positive Destinations (BGA)

Declined

- Literacy Attainment Gap (P1,4,7 Combined) percentage point gap between the least deprived and most deprived pupils. (WGA)
- Numeracy Attainment Gap (P1,4,7 Combined) percentage point gap between the least deprived and most deprived pupils. (BGA)
- % of children meeting developmental milestones (BGA)
- % of children living in poverty (After Housing Costs) (BGA)

Corporate Services

Corporate Services		
Improved	2	25%
Stable	2	25%
Declined	4	50%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	8	100%

Improved

- % of the highest paid 5% employees who are women (BGA)
- % of income due from council tax received by the end of the year (BGA)

Stable

- Support services as a % of total gross expenditure (BGA)
- % of invoices sampled that were paid within 30 days (BGA)

Declined

- The gender pay gap (%) (BGA)
- The cost per dwelling of collecting council tax (WGA)
- Sickness absence days per teacher (BGA)
- Sickness absence days per employee (non-teacher) (BGA)

Culture and Leisure

Culture and Leisure		
Improved	0	0%
Stable	1	25%
Declined	3	75%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	4	100%

Stable

• % of adults satisfied with parks and open spaces (BGA)

Declined

- % of adults satisfied with libraries (WGA)
- % of adults satisfied with museums and galleries (WGA)
- % of adults satisfied with leisure facilities (WGA)

Economic Development and Planning -

Economic Development and Planning		
Improved	7	64%
Stable	0	0%
Declined	4	36%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	11	100%

Improved

- % of unemployed people assisted into work from council operated / funded employability programmes (BGA)
- % of procurement spend spent on local enterprises (BGA)
- No of business gateway start-ups per 10,000 population (WGA)
- Proportion of properties receiving superfast broadband (BGA)
- Gross Value Added (GVA) per capita. (WGA)
- Claimant Count as % of Working Age Population (WGA)
- Claimant Count as % of 16-24 Population. (WGA)

Declined

- Average time in weeks taken to deliver a commercial planning application decision (BGA)
- Proportion of people earning less than the real living wage (WGA)
- Town Centre Vacancy Rates (WGA)
- Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (WGA)

Environmental Services _____

Environmental Services		
Improved	2	67%
Stable	1	33%
Declined	0	0%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	3	100%

Improved

- % of adults satisfied with refuse collection (BGA)
- % of adults satisfied with street cleaning (WGA)

Stable

• Street Cleanliness Score (BGA)

Housing Services -

Housing Services		
Improved	0	0%
Stable	1	50%
Declined	1	50%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	2	100%

Stable

• % of council dwellings that are energy efficient (BGA)

Declined

• % of council dwellings meeting Scottish Housing Quality Standards (BGA)

Climate Change -

Climate Change		
Improved	0	0%
Stable	0	0%
Declined	2	100%
Baseline	0	0%
Data Not Available	0	0%
Not Directly Comparable	0	0%
	2	100%

Declined

- CO2 emissions area wide per capita (BGA)
- CO2 emissions are wide: emissions within scope of LA per capita (WGA)

CASE STUDY - USING LGBF DATA TO IMPROVE PERFORMANCE: Delayed discharge bed days all reasons, rates per 1000

The rate of delayed discharges aged 18+ rose markedly during the autumn and winter of 2022. The numbers peaked in December 2022 when there were 152 patients delayed. There was a reduction between January and March 2023 when the figures reduced to 81. The rise in the numbers of delayed transfers of care is largely due to workforce and recruitment issues within the care at home sector during this period which saw a loss of the equivalent of over 600 care packages in the private sector since June 2021. A number of workstreams and initiatives have been established to address these issues including:

- **Recruitment.** A dedicated recruitment officer specifically for care at home who has led on a range of recruitment activity resulting in a net increase of 55 new staff between January and July 2023. Work is ongoing to double that number by December 2023.
- **Demand and Capacity.** Contracted a Business Intelligence analyst to support the work of the partnership to understand demand, capacity and queue giving the team daily data to help manage services more effectively.
- Racecourse Road Intermediate Care Unit The unit offers an intensive period of reablement with a view to reducing the demand on mainstream care at home services on discharge. Over 60 people have been through the unit with over 95% of people requiring no further care.
- Reablement Unmet Need Assessment Team (RUNAT) have reviewed 207 people who were awaiting care in the community. 96% required no further care.

Improvement work has released or created the equivalent of over 400 beds/care packages leaving a deficit of 200 beds/packages.

AWARDS AND ACCOLADES

- Waste Management Gained Silver Award from APSE in their Striving for Excellence Awards 2022 in Waste & Recycling Category;
- Neighbourhood Services attained 5 Beach Awards from Keep Scotland Beautiful;
- Grounds Maintenance retained our current 5 Green Flags & Heritage Award;
- Procurement Team UK National Government Opportunity Winners 2023 Contract and Supplier Management Award;
- Awarded best Property Maintenance department in the UK in December 2022 at the APSE (Association of Public Services Excellence) this was the second time in a row Property Maintenance has won this award the only council in the UK to achieve this;
- Property Maintenance were also invited to both the 2022 UK and Scotland APSE awards for our Craft apprentices 5 apprentices were in the final in Scotland and 4 in the final in the UK. This was a remarkable achievement for young students; and
- TOPA bronze award digital inclusion for tenant participation, delivery of Social Letting Service.

EXTERNAL SCRUTINY

- Each year the Scottish Housing Regulator (SHR) publishes an 'Engagement Plan' for all Social Landlords. The 2022/23 Engagement Plan was published on 31st March 2022 and SHR engaged with the Council about its services for people who are homeless;
- Keep Scotland Beautiful scoring for Local Environmental Audit Management Systems (LEAMS) for the cleanliness of our streets and public open space 87.5%;
- Property Maintenance (Electrical and Gas works division) was selected for an audit in 2022 and passed all scrutiny regarding both SELECT (Electrical) and Gas Safe;
- The Housing Benefit Subsidy Claim is audited every year on behalf of the DWP by External Audit. This exercise is currently ongoing for 2022/23, and due for completion by end Jan 2024. The 2021/22 Audit was completed successfully on time & without qualification;
- The DWP and Scottish Government both publish regular statistics on Benefits & Scottish Welfare Fund processing times;
- Directors of Finance Pl's;
- LBBF Pl's;
- Annual report on performance against public sector climate change duties using legislatively set template for all public bodies submitted 30 November 2022;
- National Records of Scotland; and
- HNDA Robust and Credible Status received from Scottish Government December 2022.

SELF-EVALUATION

South Ayrshire Council is committed to self-evaluation as an important part of performance monitoring therefore leading to better planning within our Services. As highlighted in the <u>South Ayrshire Performance Management Framework (refreshed 2022)</u>, self-evaluation ensures a sustained focus on improving outcomes for all services users, particularly those who experience high levels of social and economic deprivation. Self-evaluation, as highlighted in the performance management framework, is underpinned by an 'inward, outwards, forward' approach which will help South Ayrshire Council answer the following questions at the heart of self-evaluation:

- How are we doing?
- How do we know?
- What other challenges will impact on service delivery (internal and external)?
- What are we going to do now?

Excellent service areas have robust internal approaches to self-evaluation, and also value the objectivity which scrutiny can bring, whilst understanding that self-evaluation is an on-going process.

Looking ahead as part of the preparation for the 2023/2024 Service Planning process, Services were asked to consider the above self-evaluation questions, reflecting back on the previous 12 months (period 2022/2023), including consideration of current and future challenges that could have an impact on service delivery and how services are going to respond to these challenges.

The **Self-Evaluation Activity Report 2022-2023** provides an extensive update from Services across the Council particularly in relation to the positive impact our services are having (how are we doing?) and the supporting evidence provided by services for this (how do we know?) including key performance information. However, our services are facing challenges, both internally and externally, and the points below provide a summary of some of the common challenges which are being faced across our services:

- Impact of the cost of living and increased demand on services;
- Workforce and succession planning particularly in relation to an ageing workforce and loss of skills and expertise, the use of temporary staff and the recruitment of specialist staff with the required skills and expertise;
- Funding settlements and in particular, the provision of high-quality services with reducing budgets;
- Rising/significant increase in costs including energy, construction, buildings materials, ICT, and fleet management; and
- Demand from staff and residents for an increase in digital services.

A range of mitigations are being put in place considering the challenges faced and these are detailed within the 'what are we going to do now?' section of the Service updates within the Self-Evaluation Activity Report 2022-2023.

BEST VALUE IN 2022/2023

Best Value is a statutory duty for local authorities and is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

Continuous Improvement

The Local Government in Scotland Act 2003 places statutory duties on Councils in relation to Best Value. The audit of Best Value is a continuous process that forms part of the annual audit of every Council. Findings are reported each year through the Annual Audit Report.

Up until 2022, The Controller of Audit would present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council. Audit Scotland published the <u>Council's Best Value Assurance Report</u> in October 2021. In response to the report, the Council produced an improvement plan that was agreed by members in December 2021 and progressed over 2022/23. The final report on the improvement plan was agreed by <u>Audit and Governance Panel in March 2023</u> and showed all actions as complete.

Key to demonstrating improvement in performance reporting and service planning was the development, over the course of 2022/23, of the Council's new strategic plan for 2023-28. Development of this plan sought to recognise best practice and emerging innovative approaches to service delivery throughout Scotland. The Council engaged heavily with the Improvement Service and the priorities and outcomes identified were influenced by the Place and Wellbeing Outcomes, a joint initiative between Public Health Scotland and the Improvement Service aimed at recognising the important effect our places have on the wellbeing of our communities and environment. The new plan was unanimously approved by members in March 2023 and future annual reports, quarterly performance reports and the budget setting process will be based on the newly agreed priorities and outcomes.

Delivering Good Governance

South Ayrshire Council is committed to the highest standards of governance in the way that it is organised, managed, and operates. To help achieve and maintain such standards, the Council adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) 2016 Delivering Good Governance in Local Government Framework.

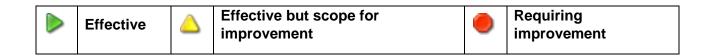
This Framework sets out the main arrangements and procedures that the Council has in place in relation to the seven 'principles' of governance:

- 1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- 2. Ensuring openness and comprehensive stakeholder engagement.
- 3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- 4. Determining the actions necessary to optimise the achievement of the intended outcomes.
- 5. Developing the Council's capacity, including the capability of its leadership and the individuals within it.

- 6. Managing risks and performance through robust internal control and strong public financial management.
- 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

These principles are complimented by 21 sub principles and lead officers assess effectiveness each year to identify areas where the principles are being fully met, being met but with room for improvement or requiring improvement. Officers then identify any areas for improvement, and this forms an action plan that is uploaded onto the Council's performance management software and tracked. The assessment is signed off by the Leader of the Council and Chief Executive and presented annually to the Audit and Governance Panel for scrutiny. A copy of the report and associated documents can be found <a href="https://executive.new.org/new.new.org/new.new.org/new.new.org/new.new.org/new.new.org/new.new.new.org/new.new.org/new.new.org/new.new.org/new.new.org/new.new.org/new.

A summary of the Council's assessment of its performance is below:



Delivering Good Governance 2022-23 Year End Assessment - Summar	ry
Behaving with integrity	
Demonstrating strong commitment to ethical values	
Respecting the rule of law	
Openness	
Engaging comprehensively with institutional stakeholders	
Engaging with individual citizens and service users effectively	
Defining outcomes	
Sustainable economic, social and environmental benefits	_
Determining actions	
Planning actions	

Pelivering Good Governance 2022-23 Year End Assessment -	Summary
Optimising achievement of intended outcomes	
Developing the Council's capacity	
Developing the capability of the Council's leadership	
Managing risk	
Managing performance	
Robust internal control	>
Managing data	>
Strong public financial management	
Implementing good practice in transparency	>
Implementing good practices in reporting	D
Assurance and effective accountability	

Financial Management and Sustainability

The Council's Audited Annual Accounts for 2022-23 were presented to <u>Audit and Governance Panel in September 2023</u>. The Annual Audit Report by Audit Scotland noted several key messages in relation to financial management and financial sustainability including:

- The Council operated within budget in 2022/23;
- The Council has effective financial management processes in place to manage budgets and support the sustainability of services in the medium-term. This is supported by an experienced finance team and the processes in place allow members to carry out effective scrutiny of the council's finances;
- The council approved a balanced budget for 2023/24 in March 2023. The council has in place medium and longer-term financial plans. At their next review date these should be aligned with the priorities set out in the new Council Plan;
- The council's Medium-Term Financial Plan (MTFP) 2023-24 to 2025-26 shows an anticipated budget gap of between £11.0 million and £17.2 million for 2024/25 and an anticipated cumulative budget gap of between £28.7 million and £39.5 million by 2025/26;
- The council's strategic change programme is the focus for changing how services are delivered in the future to ensure they are sustainable. The council has still to establish expected cashable benefits and baseline activity for most of the 14 projects in the programme; and
- We have identified a number of errors in the accounting for property, plant, and equipment. While the errors identified have been corrected in the Annual Accounts, the council needs to review its procedures in accounting for these assets.

Where risks and recommended improvements have been identified, senior officers have developed appropriate management responses and associated timescales for delivery.

APPENDIX 1

✓ action was complete,
 action was being taken forward in service or team plans (with supporting narrative for each action); and

1 Fair and effective leadership

1.1 We will design our services with people at the heart

COPL 01.1a Redesign and rebuild the Council's website with a focus on delivering digital services and digital engagement.	Service Lead - ICT Enterprise Architecture	All content now moved over from old site. Ongoing work continues to enhance and improve digital services on new site. Now looking to decommission old site.	100%	✓	31-Oct- 2022
COPL 01.1b Relocate Ayrshire Archives and Registration to a purpose build repository at South Harbour Street.	Service Lead - Democratic Governance	The Ayrshire Archives is now open within South Ayrshire every Tuesday, by appointment, which is the level of service provided to South Ayrshire Council residents prior to the re-location to South Harbour Street and available staffing resource. Registration Services will not relocate to South Harbour Street, due to risks previously identified with marriage room access. Service will continue to operate from Ayr Town Hall.	100%	✓	31-Dec- 2022

1.2 We will invest in our workforce for the future

COPL 01.2a Provide Service Leads with Workforce Planning support and advice.	Development and Customer	Annual workforce profiles have been issued to each Service Lead providing snapshot workforce information for their service area. Service Leads also have the facility to pull workforce information directly via the Oracle Service Reporting Tool. The profiles, alongside the Service Reporting Tool, will help Service Leads to consider broader workforce planning requirements, alongside more immediate and specific recovery planning. To provide further support, a new Workforce and Succession Planning Toolkit is now available on the Core. This provides Service Leads with further guidance on aspects such as horizon scanning, planning templates, and service case studies. We will enhance and expand the toolkit as national workforce guidance develops.	100%	✓	31-Mar- 2022
COPL 01.2b Create modern apprenticeship opportunities across South Ayrshire for our young people.	Service Lead - Thriving Communities	We currently have 103 Modern Apprentices in a range of occupational areas.	100%	~	31-Mar- 2022

18 MA's have been recruited over the period September – December within the following areas: -	
9 - Business & Administration5 - Sustainable Resource and Management3 - Youth Work1 - Roads Maintenance	
EQUALITY DATA Currently 11 of our MAs are Care Experienced 1 is a young carer and 29 have an ASN.	

1.3 We will plan well for the future using sound evidence and involve our communities

COPL 01.3a Strengthen our tenants' voice through the implementation of our Tenant Participation Strategy.	Assistant Director - Housing and Operations	Our Tenant Participation (TP) Team have scheduled tenant meetings and events for 2023 to support tenants and communities with access to getting involved in tenant participation and their housing service. Projects such as a tenant's podcast and tenant scrutiny have been reestablished. The TP will be starting to prepare for their re-accreditation with the Tenant Participatory Advisory Service, which will be due for renewal in 2023. A Comprehensive Satisfaction Survey of tenants across South Ayrshire was completed in February 2023, the results will inform the Housing Services, Annual Return of the Charter which is submitted to the Scottish Housing Regulator.	90%	•	31-Mar- 2023
COPL 01.3b Work with services to improve budget monitoring and forecasting processes in order to facilitate more effective management of Council resources.	Service Lead - Corporate Accounting	This action originally referred to the acquisition of a standalone piece of software. It has however been superseded by a wider ERP project that is covered in the Corporate Accounting Service Improvement and Recovery Plan and will therefore be tracked at service level. Work to improve budget monitoring and forecasting techniques is ongoing through regular review of past experience and engagement with client services.	17%	4	31-Mar- 2022
COPL 01.3c Conduct periodic reviews our HRA Business Plan in consultation with tenants, to identify investment priorities and inform the rent setting process.	Service Lead - Housing Services	In 2020/21 The Housing Revenue Account (HRA) Business Plan was reviewed, and the outcome informed the options which were discussed with tenant representatives and contained in the rent setting consultation. The consultation results along with proposals for future rent setting for 2021/22 and beyond were considered by a Special Meeting of South Ayrshire Council on 20 January 2021. Council approved a 1.5% increase for 3 years on rents and other charges, a realignment of rents for 1-bedroom new build properties and a freeze on rental charges for other new build properties and homeless temporary accommodation. An ongoing annual review of the HRA Business Plan will be undertaken in consultation with tenant representatives.	100%	✓	31-Mar- 2022

1.4 We will adapt our services to reduce inequalities and help the most vulnerable in our communities

COPL 01.4a Develop an integrated approach to Trauma-Informed Practice in partnership with Community Planning Partners.	Service Lead - Policy, Performance and Community Planning	We have implemented an integrated approach to embedding the trauma informed and responsive strategic action plan. The South Ayrshire: LEADS project has designed and developed an information page within The Core, a COAST module for Trauma awareness been developed and launched for staff across the Council. Work also continues to progress well in terms of training and development and staff wellbeing. The Community Planning Partnership Board have agreed to sign the National Trauma Leadership Pledge, this will be concluded at the next meeting of the CPPB in April 2023. Furthermore, a Leadership Event has been scheduled for 31st May 2023. This work will continue to be embedded during 2023/2024.	100%	✓	31-Mar- 2023
		The review of the Allegations Policy is the resident and Officers			
COPL 01.4b Review the Council's House Allocations Policy to make best use of available housing stock.	Service Lead - Housing Services	The review of the Allocations Policy is progressing, and Officers are working to the revised target date of 31 December 2023, as agreed with the Portfolio Holder for Buildings, Housing and Environment. The Officers' working group is continuing to draft proposals and considerations to develop an updated Allocations Policy. Work is ongoing to identify the potential impacts of proposed changes and further consultation will take place. The Housing Online project commenced in June 2022, this project includes the development of an 'online housing application and advice module' to meet local need. Officers are working alongside ICT and the software provider to progress implementation; updates are being provided through the Council's Strategic Change Programme. As part of the implementation plan, a software version update will be required for NEC Housing and 'go live' is now scheduled for 31 December 2023. It is requested that this action is moved to the Housing Services – Service Plan to be taken forward at Service Plan level.	65%	*	31-Dec- 2023
COPL 01.4c Undertake a phased review of Benefits Services to ensure a responsive and customer focused approach is provided to support those affected by Welfare Reform.	Service Lead - Revenues and Benefits	Service Review proposals approved at LP of 15 Feb 2022.	100%	✓	31-Mar- 2022
COPL 01.4d Develop a Social Lettings Service to support access to the Private Rented Sector.	Assistant Director - Housing and Operations	Three properties in operation with one being marketed at present. Staffing change has slowed down pace of procurement however new member should be in post by end of February and will reengage sector to procure more properties. Tenants in situ are managing their properties.	100%	~	31-Mar- 2022

2 Closing the gap

2.1 We will create	more training	g and employability opportunities for all young people			
COPL 02.1a Continue to develop employability programmes for young people, including the WorkOut programme.	Service Lead - Thriving Communities	Over 100 Young People started on the WorkOut programme in September. Young people attend one day per week work experience as part of their curriculum between September and March. Thriving Communities delivered team building sessions to the young people and supported young people with their inductions. The Town Centre Employability Squad is supporting young people this year through WorkOut! in addition to supporting placements through No-One Left Behind.	100%	✓	31-Mar- 2022
		The Local Employability Partnership continue to plan, monitor and develop new employability initiatives through No One Left Behind.			
COPL 02.1b Implement the Educational Services Improvement Plan (cross reference to same action in 2.3)	Director of Education	Work will be carried forward at Service level going forward	100%	~	31-Mar- 2023
COPL 02.1c Continue to work with partners to provide meals during school holidays to support activity clubs within local communities.	Co-ordinator – Community Safety	Over the October holiday period 675 meals were given out to young people throughout South Ayrshire. This provision was through an activity-based programme operated by Thriving communities, Whitletts Vic Football Club and The Carrick Centre were our main third sector partners in this holiday period. The programme was targeted at the communities of North Ayr, Barassie, Maybole, Girvan Glendoune. Because of the provision of free school meals payments over the Christmas holiday period there was no provision delivered over this time period.	100%	✓	31-Mar- 2022
2.2 We will work closely with partners to	support look	ed after children and young people and young carers t	to reach t	heir not	ential
2.2 We will work closely with partiers to	Support 100k	ca arter ermaren ana young people and young carers t	o reach t	nen pot	Cittai
		Housing Services and the HSCP continue to work in partnership to explore alternative housing options for young care leavers. Housing services continue to support The Promise, incorporating actions within			

		Christmas holiday period there was no provision delivered over this time period.			
2.2 We will work closely with partners to	support look	ed after children and young people and young carers t	o reach t	heir pot	ential
COPL 02.2a Ensure young people leaving care do not have to access housing through the homeless system.		Housing Services and the HSCP continue to work in partnership to explore alternative housing options for young care leavers. Housing services continue to support The Promise, incorporating actions within the development of our draft Local Housing Strategy 2023 – 2028. Work has progressed between Housing Services and the HSCP in terms of reviewing the function of the Youth Housing Support Group to look to see where we can improve housing outcomes for young people and those in the care/leaving care settings. This includes considering what those housing outcomes should be and how we promote success and sustainability.	70%	*	31-Mar- 2023

COPL 02.2b Implement the Child Poverty Action Plan to help close the opportunity Gap	Service Lead - Policy, Performance and Community Planning	The Scottish Government have recently updated their Child Poverty Strategy and issued guidance to help public bodies develop their action plans. Officers closed off the existing Child Poverty Action Plan which was submitted to the Community Planning Board in April 2023 and work is underway to develop a refreshed action plan with partners for approval by the CP Board in April 2024.	100%	>	31-Mar- 2023
COPL 02.2c Work to improve the legal permanence journey for care experienced children.	Service Lead - Legal and Licensing	Coordinator (Legal Services) sits as a member of the Signs of Safety Implementation Group for the H&SCP, and they are continuing to review and revise paperwork for SW reports for Permanence cases. The work will be ongoing, but I am satisfied that the Action can now be marked as implemented, with good joint working leading to better outcomes for care experienced children.	100%	✓	31-Mar- 2023
COPL 02.2d Work closely with Young People Support and Transition Team, Champions Board and Employability and Skill to improve outcomes for young people.	Service Lead - Thriving Communities	Thriving Communities continue to work alongside Skills Development Scotland, Health and Social Care Partnership and Education to improve outcomes for young people who are care experienced. Officers are co-located and transition and tracking meetings take place regularly. The partners are working together to support Care Experience Week with an event planned at Ayrshire College in October.	100%	~	31-Mar- 2022
COPL 02.2e Work with partners to improve employability outcomes for care experienced young people.	Service Lead - Thriving Communities	46 care experienced young people have progressed to Ayrshire College where Thriving Communities continue to track and monitor alongside Skills Development Scotland, Education and Ayrshire College. Thriving Communities are currently supporting 103 care experienced school pupils in partnership with Skills Development Scotland with early intervention employability support and careers planning. Thriving Communities are supporting 59 care experienced young people on Positive Futures which is our post school employability programme.	100%	✓	31-Mar- 2022
COPL 02.2f Deliver targeted employability programmes for care experienced young people and a supported employment programme for young people with additional support needs.	Service Lead - Thriving Communities	Officers continue to support young people who are care experienced and young people with additional support needs. Through the local employability partnership (LEP) partners are developing initiatives to help close the disability employment gap. Employment Fayres are being organised and there is a targeted approach to generating referrals. One young person recently progress from project Search into a Modern Apprenticeship with Thriving Community Health and Wellbeing Team. SAC tailored jobs programme is on target have everyone in post. Thriving Communities have submitted proposals through UKSPF to allow targeted work to support young people with ASN and Care Experience beyond March 2023 when the current ESF Funding finishes.	100%	✓	31-Mar- 2022

2.3 We will invest in our young people, raising attainment and creating modern and engaging places for our young people to learn

COPL 02.1b Implement the Educational Services Improvement Plan (cross reference to same action in 2.1)	Director of Education	Work will be carried forward at Service level going forward	100%	V	31-Mar- 2023
COPL 02.3a Continue to invest in new and improved technology for schools to enhance the environment that supports learning and teaching for children.	Service Lead - ICT Operations	Action moving to Service Plan as continuing routine work	100%	✓	31-Mar- 2023
COPL 02.3b Build collaborative capacity across the South West to improve outcomes for learners by offering and facilitating peer to peer, school to school and authority to authority professional learning.	Director of Education	The current South West Education Improvement Collaborative (SWEIC) Plan concluded at the end of March 2021 and a new plan published. Significant progress has been made since the first plan was published in 2018. Progress in closing the gap and assessment and moderation workstreams in particular has been strong. Collaboration is now becoming the default position in many areas. Leadership of the collaborative is passing to Dumfries and Galloway from June 2021. South Ayrshire will continue to play a strong role, however not leading, therefore this target can be considered completed.	100%	✓	31-Mar- 2022
2.4 We will work with co	mmunities to i	make the best use of the school estate by creating loca	al hubs		
		3 3			
COPL 02.4a Deliver a programme of projects to ensure our schools and other community hubs are placed at the heart of our communities, with the required services delivered from the most suitable sites.	Director of Strategic Change and Communities	Team now in place and delivering a range of projects to ensure our schools and community hubs are used as places for learning and engagement with our communities. Action now complete although work will be ongoing.	100%	✓	31-Mar- 2022
	I				.1
COPL 02.4b Deliver a targeted programme of family support including employment interventions, money and debt advice and onward referral to appropriate agencies within the school based local hubs.	Service Lead - Thriving Communities	Opportunities for parents accessing the Evolve programme (LTU) have been discussed and shaped with advice and guidance from our PES Officer who has welfare rights knowledge and experience to undertake better off and what if calculations to ensure individuals and households will be better off when moving into work.	100%	✓	31-Mar- 2022
	•	·		-	
COPL 02.4c Continue to build new schools to improve the environment that supports learning and teaching for children and young people and to provide a base for local hubs in areas of highest deprivation.	Service Lead - Special Property Projects	The main works at Prestwick Campus are now complete and the building handed over. The demolition of the old school and final landscaping will be complete by March 2023. The main works at Maybole Campus are ongoing and on programme for handover August 2023.	100%	✓	31-Mar- 2022

2.5 We will ensure the Council is sufficiently resilient and adaptable to changes that affect the lives of all residents especially those in poverty

COPL 02.5a Work with partners to respond to Scotland's 'Transition to Rapid Rehousing' for homeless and potentially homeless households.	Assistant Director - Housing and Operations	The ELT paper submitted in 2022 for 2 additional Housing First Support Workers (level 5) was approved in March 2023. When these posts are filled the service will be in a position to increase the caseload to 50 by the end of financial year 2023/24. Other RRTP workstreams continue to progress.	60%	*	31-Mar- 2023
COPL 02.5b Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs.	Assistant Director - Housing and Operations	An ELT paper, requesting approval for 2 additional Housing First Support Workers (level 5), was approved in March 2023. When these posts are filled the service will be in a position to increase the caseload to 50 by end of financial year 2023/24.	80%	*	31-Mar- 2023
COPL 02.5c Monitor customer need and trends to provide targeted information and advice services, adapting our approach as required.	Service Lead - Organisational Development and Customer Services	During quarter 2 of 2022/ 23 the IAAH handled 8,632 enquires, which is a 26% increase on quarter 2 of 2021/22. The transfer of crisis grant applications to the Scottish Welfare Fund team, as well as increased temporary staff in the Hub funded by Covid recovery funding has enabled the team to manage the increase.	100%	✓	31-Mar- 2022
COPL 02.5d Support people who are furthest away from the labour market through each stage of the employability pipeline and into work.	Service Lead - Thriving Communities	From 1st September we have registered 36 young people onto our Positive Futures Programme, within this period 4 young people have progressed to Modern Apprenticeships and 1 young person to external employment. The 2022 Annual Participation measure was published in September 2022 and shows further improvement in 16–19-year-olds in a positive destination with 93.7%compared to the national average of 92.4%. Adult provision The "Evolve" programme for over 25's who have been 12 months or more unemployed has now been established with 39 participants taking up 6-month posts with council services and 3rd Sector partners during the period 01 April 2022 – 31 December2022. 195 new referrals were received for the Adult Employability Programme in the period 01 April 2022 -31 December 2022 with 49 clients progressing into employment or further education within the period. The Family Engagement team are currently supporting 76 parents/carers and have provided aftercare/in-work support to 17 parents from September – December	100%	✓	31-Mar- 2022

	SALUS has co-located with Thriving Communities to continue to chealth and wellbeing support to young people and adults that we working with.			
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3 Grow well, live well, age well

3.1 We will enhance collaborative working to maximise support and ensure all residents have the opportunity to be healthy, supported and safe

COPL 03.1a Deploy and actively market technology solutions to enable collaboration. Expand and upgrade shared technology services and data sharing between the Council, the Health & Social Care Partnership and NHS Ayrshire and Arran.	Service Lead - ICT Enterprise Architecture	Microsoft 365 platform has now been deployed to all ICT users across the Council including the HSCP. The M365 project team successfully developed an on-boarding programme with each service to promote the solution, understand each service's needs and work with them as it was rolled out on a service-by-service basis. With the Council and HSCP now being on the same platform, collaboration and sharing has been improved though issues between HSCP and NHS still remain. With initial deployment to now complete, further activities beyond this Action to embed and consolidate the use of M365 across our Services are now underway, again being led by the M365 project team.	100%	>	31-Aug- 2022
		management and the second project reasons			
COPL 03.1b Work with partners to meet the identified housing needs of Health and Social Care Partnership service users.	Assistant Director - Housing and Operations	Work has continued with the HSCP and partners to identify the housing needs of service users. Throughout the development of the Local Housing Strategy 2023-2028 there has been consultation to ensure that the outcomes and actions identified are achievable in South Ayrshire. Similarly, the review of the Allocations Policy will take into account the housing needs of service users and will involve consultation with relevant partners.	55%	*	31-Mar- 2023
	•				
COPL 03.1c Adapt our properties to provide modern fit for purpose facilitates which can be better utilised by Services and their clients.	Service Lead - Asset Management and Community Asset Transfer	The 2021/22 programme of works to adapt properties to ensure they are modern and fit for purpose is complete.	100%	✓	31-Mar- 2022
COPL 03.1d Work with colleagues in the South Ayrshire Health and Social Care Partnership to improve on the management of contracts which support the health and wellbeing of South Ayrshire residents.	Service Lead - Procurement	99 contracts in total out of a projected 119 have now been issued at least one scorecard (83%) with the remaining 20 new contracts to be issued between April 2023 to October 2023, in line with South Ayrshire HSCP's Quality Assurance Schedule. It should be noted that the number of contracts will continually change as contracts end or as new contracts are awarded. It should also be noted that it is expected these numbers may change over the course of the next 3-6 months as Procurement align the Contract and Supplier Management Process (CSM) with the	100%	✓	31-Mar- 2023

		HSCP Quality Assurance Framework which asks for a minimum of one visit per year per Provider/contract. This is a result of a review of the current CSM/HSCP process which was conducted during Q3/Q4 of 2022/23. Both sides agreed that alignment of the processes was the way forward. This is now a business-as-usual process.			
COPL 03.1e Engage with the Champions Board and care experienced young people when monitoring and renewing contracts for Children's Services.	Service Lead - Procurement	The champions board are now fully integrated with the CSM process with the Corporate Parenting Lead Officer receiving a list of all scorecards chosen for the next quarter to allow the board to identify which evaluations they would like to participate in. The board are now reviewing contracts in Q3.	100%	✓	31-Mar- 2022
COPL 03.1f Work in partnership to help protect vulnerable adults and those living with dementia from doorstep crime. (Protection from phone scams, mail scams and bogus callers).	Service Lead - Trading Standards and Environmental Health	From October to mid-March 2023, 7 call blockers have been installed. Working in partnership with The National Trading Standards Scams Team, 11 referrals were received about victims of mail scams whereby advice was provided to 3 contacts about them potentially being the victims of mail scams. One victim of mail scams had £100 returned from the National Trading Standards Scams Team. 19 complaints were received about scams. In partnership with members from the SAC Library team and officers from Police Scotland 10 talks, involving over 180 South Ayrshire residents were carried out raising awareness of phone and mail scams and bogus callers. Scams information was included in a Trading Standards article in the South Ayrshire Live winter edition and 8 social media releases on scams were issued including a radio and You Tube advert promoting the South Ayrshire Trusted Trader scheme.	100%	✓	31-Mar- 2021
COPL 03.1g Develop and implement a Sports, Leisure, and Physical Activity Strategic Framework.	Co-ordinator - Health and Wellbeing	Strategy approved through ELT and CPP. Work now progressing on performance framework. Final version complete and shared with partners.	100%	✓	31-Jul- 2021
	-			1	
COPL 03.1h Work in partnership to deliver the South Ayrshire Health and Social Care Partnership Strategic Plan 2018-2021.	Senior Manager – Planning and Performance (HSCP)	The revised strategic plan (2021-31) for the HSCP has been agreed (24th March 2021) and will be launched in June 2021. The plan received significant engagement and consultation with a range of partners and was presented to the council before agreement by the IJB.	100%	✓	31-Mar- 2021
	<u> </u>	<u> </u>		1	
3.2 We will target resources to children	and those m	ost in need giving people information and choice over	support a	and serv	ices
		gg peepleormanon and choice over	- a.p.p.o. * *		-333
COPL 03.2a Work in partnership to deliver the Children's Services Plan	Director of Education	The Children's Service Annual Report will go to cabinet on 1 November 2022. Self- evaluation is currently being undertaken to develop the next plan 2023-26,	100%	✓	31-Mar- 2022

4 South Ayrshire works

COPL 04.1a Work with our neighbouring authorities to support the Local Wealth Building agenda.	Service Lead - Economy and Regeneration	The community wealth building resource is in place and fully operational. The workplan has been approved by Leadership Panel and the team are engaged with colleagues, in NAC/EAC. The AGD programme lead is supported by NAC, including support to the CWB commission. The programme will run for 3 years. Regular updates are provided at the Member Officer Working Group and a report for the Service and Performance Panel is scheduled for February 2023.	100%	✓	31-Mar- 2022
COPL 04.1b Implement the Strategic Economic Plan for South Ayrshire.	Service Lead - Economy and Regeneration	Implementation complete and delivery in progress. The SEP provides the framework for mainstream service delivery. An update on progress is scheduled for Cabinet in April 2023.	100%	✓	31-Mar- 2022
COPL 04.1c Implement the Ayrshire Growth Deal Programme.	Service Lead - Economy and Regeneration	The full implementation and delivery of the Growth Deal will continue to November 2030. An update was provided to Cabinet on 30 August 2022. The next update to Cabinet is due 28 February 2023.	100%	✓	31-Mar- 2022

4.2 We will be ambitious when transforming our town centres, making them appealing place, with enhanced social and cultural events

COPL 04.2a Create a Heritage Hub on Ayr High Street and deliver a programme of exhibitions, events and tours incorporating local heritage assets.	Destination South	The heritage hub is open to the public and is receiving regular footfall and positive feedback. We have appointed a new heritage outreach officer who started in mid-April and will be working on strategy for The Heritage Hub and its programme of activities.	99%	*	31-Dec- 2022
COPL 04.2b Deliver the office rationalisation programme to ensure the best use of Council-owned facilities.	Service Lead - Special Property Projects	Office rationalisation projects now complete	100%	>	31-Mar- 2022

4.3 We will enhance collaborative working to encourage more apprenticeships, training opportunities and jobs that enable economic growth

COPL 04.3a Work collaboratively to increase the level of contractual Community Benefits the Council receives and maximise their potential.	Service Lead - Procurement	Community benefit tracking and collaboration through the Community Wealth Building group are now Business as usual processes. The new Community Benefit portal is now live and requests for support have been received from Community Groups. Community Benefit requests from	100%	✓	31-Mar- 2023
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		suppliers have also been targeted to specific events i.e. the coronation and Air Show in 2023. Procurement will continue to report on Community Benefit numbers via the Annual Procurement report and via SO6.2 on a quarterly basis.			
COPL 04.3b Continue to support local employers to recruit young people.	Service Lead - Thriving Communities	July – September Thriving Communities continue supporting local businesses to recruit young people through our Employer Recruitment Incentive.	100%	✓	31-Mar- 2022
4.4	We will suppo	rt local businesses to develop and grow			
COPL 04.4a Manage the Council's Commercial Property Portfolio so as to maximise rental income and help local businesses.	Service Lead - Asset Management and Community Asset Transfer	Strategy approved at Cabinet 23/05/23 The Cabinet Decided: 6 (1) to approve the strategic recommendations following conclusion of the consultant's review as shown at Appendix 1 of this report; (2) to authorise that a review of the proposals is carried out for each asset type and validate cashable benefits and costs for the Council to deliver the outline work plan at Appendix 2 of this report; (3) to request that, an update report on progress be provided to Cabinet in June 2024; and (4) to acknowledge that, additional resources will be required to complete the review.	100%	✓	31-Mar- 2023
COPL 04.4b Work with colleagues in the Supplier Development Programme (SDP) to more actively promote Council procurement to support the local economy.	Service Lead - Procurement	Procurement, along with Property Maintenance, have arranged another event with the SDP for March 2023. This in person event is targeted at a contract for Property Maintenance for Minor Repair Works for Housing stock and will involve as many local suppliers as possible. The event will describe the contract opportunity, bidding process and allow potential suppliers to ask about the work involved. Involvement of the SDP, when relevant, is now a Business-as-usual procurement process and will continue as part of the procurement and Community Wealth building activity.	100%	✓	31-Mar- 2023
COPL 04.4c Target enforcement and support at non- compliant businesses to bring them into compliance and ensure that all businesses trade fairly, safely and equitably.	Service Lead - Trading Standards and Environmental Health	Officers updated on enhanced enforcement procedure. Implementing from 1st July.	100%	✓	31-Mar- 2022

5 Stand up for South Ayrshire

5.1 We will develop meaningful communication and engagement with, organisations, residents, visitors and employees to identify their needs and views, while promoting the area and achievements of the Council

COPL 05.1a Deliver on the Engagement Strategy and ensure meaningful engagement with our stakeholders	Service Lead - Thriving Communities	This action will be carried forward in the Service Plan	95%	*	31-Mar- 2023
COPL 05.1b Develop a clear and recognisable brand to promote the vision and values of the council and to align with the council plan.	Organisational Development and Customer	Clear brand for our purpose vision and commitments has been created and embedded in a range of ways, including on internal and external documentation e.g. signage; social media; video; SAC Live Magazine; Council vans; refuse collection vehicles; and an increasing range of vinyl displays. Most recently vinyls have been installed in County Buildings.	100%	✓	31-Mar- 2022

5.2 We will work with partners and communities to develop thriving places that are positive, proud and ambitious

COPL 05.2a Support local community-controlled organisations to develop thriving places by empowering them to make better use of local community assets.	J	Asset Management continue to work in conjunction with Thriving Communities and local community groups interested in taking ownership or lease of our assets.	87%	*	31-Mar- 2023
COPL 05.2b Deliver the Council's 'Strategic Housing Investment Plan' (SHIP) in conjunction with partners.	Director of Housing Operations and Development	160 units on site with Phase 1 due for completion May/June 2023 with 13 2P Bungalows. In development there are 75 units at Riverside and 42 units at St Ninians. Both due to start on site September 2023.	80%	4	31-Mar- 2023
COPL 05.2c In consultation with stakeholders prepare and deliver the Local Development Plan 2	Service Lead - Planning & Building Standards	The Scottish Government approved the document on the 30th of June 2022	100%	✓	31-Mar- 2022
COPL 05.2d Engage with our communities and work with them to ensure our service provision meets their needs and, through our approach to place planning, support communities to have a greater say in how services are delivered.	Service Lead - Thriving Communities	This action will be carried forward in the Service Plan	80%	*	31-Mar- 2023
COPL 05.2e Actively engage with local communities and stakeholders to involve them in the design process for	Service Lead - Special Property Projects	Pre application planning process during which the public were able to provide feedback/comments on the emerging leisure centre designs was completed at the start of 2022. A report on the virtual event (including	100%	✓	31-Mar- 2022

major capital projects and understand their aspirations and		feedback/comments) was included in the planning submission for the			
concerns.		new leisure centre which was subsequently approved March 2022.			
5.3 We wi	II promote Sou	uth Ayrshire as a place to live, work and learn			
COPL 05.3a Maximise the use of social media as a key proactive, interactive and reactive communications tool.	Service Lead - Organisational Development and Customer Services	The recent introduction of the Next Door social media platform, as well as an increased presence on existing channels has helped us to significantly increase followers across our corporate channels to 52,922.	100%	✓	31-Mar- 2022
COPL 05.3b Develop and implement a Communication Strategy.	Service Lead - Organisational Development and Customer Services	The new SAC Communications strategy was approved by Leadership Panel on 15 September, and issued to Service Leads on 22 September, along with a short video summarising the way our approach to communication is changing in line with the strategy. Service Leads have been asked to proactively promote information which demonstrates how we are 'Making a Difference' or contributes to the way we are achieving any of the 6 commitments of the Council plan. The Communications strategy will be in place until a new 5-year strategy is developed to align with the new council plan. The strategy has been fully implemented.	100%	~	31-Mar- 2022
5.4 V	Ve will promot	te South Ayrshire as a visitor destination			
		· · · · · · · · · · · · · · · · · · ·			
COPL 05.4a Develop and implement a Tourism Strategy for South Ayrshire.	Service Lead - Destination South Ayrshire	The Destination South Ayrshire Tourism and Events strategy was approved at Leadership Panel on 1 March 2022 and an implementation plan is now in place.	100%	✓	30-Jun- 2021
	•				L
COPL 05.4b Work with the other Ayrshire Councils to promote Ayrshire and Arran and develop further initiatives to promote South Ayrshire, the main population centres and surrounding areas as visitor destinations.	Service Lead - Destination South Ayrshire	Options Appraisal sent to CE and Assistant Director. The Assistant Director responded to AAVELG with feedback on our current position and how we would like to progress in the future. Awaiting full business case from Scottish Enterprise re the action plan - due end of April.	96%	*	30-Dec- 2022
promote Ayrshire and Arran and develop further initiatives to promote South Ayrshire, the main population centres	Destination South	Director responded to AAVELG with feedback on our current position and how we would like to progress in the future. Awaiting full business case	96%	*	

		We are still working towards a bespoke Parks and Estates website to promote what our Parks and Estates have to offer to both residents and visitors. A contractor was appointed to shoot some drone footage of our parks throughout the different seasons, with both video and still footage for the website. This stalled due to potential GDPR implications however this has now been resolved. We have had some issues with the still photography element however this has now been ratified. We had initially anticipated the website to be up and running for the end of 2022 however this has now been put back to Easter 2023.			
		6 A better place to live			
6.1 We will create a g	reener, healtl	nier South Ayrshire and enhance it for future generation	ons		
COPL 06.1a Implement the Council's Investment Strategy with the delivery of capital projects across the Council's Property Estate.	Service Lead - Professional Design Services	As of 31st December, 2022, draft spend of £64,624,973 has been achieved on the General Services Capital Programme, representing 64.85% of the full approved budget for 2022/23. A re-profiling exercise will be undertaken through the P9 Capital Monitoring Report.	100%	✓	31-Mar- 2022
COPL 06.1b Progress a programme of Energy Projects for Council properties that will reduce energy usage and deliver carbon reduction.	Service Lead - Asset Management and Community Asset Transfer	LED lighting project at Southcraig school was completed in August 2022. External lighting upgrades will be completed at Holmston PS, Muirhead PS, Braehead PS, Kincaidston PS, Struthers PS, Heathfield PS, St Patricks PS, Forehill PS and Hillcrest. Electric sub metering has been installed in Kyle Academy. New Building Management System (BMS) software has been installed allowing improved remote access and management of building heating controls. BMS healthcheck surveys are being carried out at a number of large energy consuming sites to identify improvements that will lead to energy/carbon reduction savings.	100%	✓	31-Mar- 2022
COPL 06.1c Maximise the funding available to improve the energy efficiency of our existing housing stock.	Assistant Director - Housing and Operations	We have received £1.6 million for financial year 22/23 and have proposed projects that will include properties in Dailly/Girvan, Swedish Timbers in Dalmilling and scoping potential projects in the Lochside area.	100%	✓	31-Mar- 2022
COPL 06.1d Work with our tenants and community representatives to improve our neighbourhoods through investment in Housing owned land and buildings.	Service Lead - Housing Services	Established processes are in place to consult tenants on rent setting proposals and work with tenants on setting the priorities for the housing capital investment programme. As part of the last consultation with tenants, options on rent setting were outlined and tenants were asked to identify the improvements that were important to them and to identify how they felt the Council should spend any unallocated resources within the Housing Revenue Account. Tenants identified window replacement, external wall insulation work and resources towards Council house new build as their top 3 investment priorities. This feedback was considered	100%	✓	31-Mar- 2023

		as part of the future rent setting proposals approved by the Special Meeting of South Ayrshire Council on 20 January 2021 to cover the period 2021/22 – 2023/24. In line with the priorities identified by tenants, approval was given by Council to direct uncommitted resources from the Housing Revenue Account to carry out additional investment in window replacement work and external fabric upgrade programmes. On 1 March 2023, the Council approved rent setting and the Housing Revenue Account - Revenue and Capital Budgets for 2023/24. This programme of investment will lead to improvements across the Council's housing stock. This action is complete, although ongoing work to deliver the housing capital programme in consultation with tenants will remain an ongoing			
		activity for the Housing Service.			
COPL 06.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire.	Service Lead - Procurement	Sustainability Clauses are now part of every regulated procurement exercise and scored as part of a tender evaluation. This is now a business-as-usual process and is reported on as part of the Procurement Annual Report as well as quarterly via CPL 6.04. Tasks to improve sustainability and environment, such as procuring a Scope 3 emissions tool, are considered as individual procurement exercises with cost/benefit analysis taking place each time.	100%	✓	31-Mar- 2023
COPL 06.1f Raise awareness of the effects of car idling on air quality and climate change and the penalties for breaching the Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003 through a programme of publicity.	Service Lead - Trading Standards and Environmental Health	Nine patrols were undertaken in quarter 3, these were primarily around schools. There were no patrols in quarter 4.	100%	>	31-Mar- 2022
COPL 06.1g Progress the rationalisation and enhancement of assets in North Ayr, including working with local sporting and community organisations to develop the Craigie Campus site as a multi-sport centre of excellence.		The Riverside Sports Arena is now complete and fully operational. The facility was officially opened by Depute Provost, Leader, Portfolio Holder and Ayr North Councillor's on the 6th of February 2023.	100%	V	31-Dec- 2022
COPL 06.1h Implement the Sustainable Development and Climate Change Strategy	Service Lead - Neighbourhood Services	The Sustainable Development & Climate Change strategy has been implemented with the Council working towards the goals and actions set out within the strategy.	100%	>	31-Mar- 2022
COPL 06.1i Develop and implement a Waste Strategy that increases recycling and identifies a long term solution for Household Waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to landfill in 2025.	Service Lead - Neighbourhood Services	The Waste Strategy was initially approved at Leadership Panel on 16 March 2021 and was ratified at full Council on 24 June 2021	100%	✓	31-Mar- 2022

COPL 06.1j Develop and facilitate delivery of the Food Growing Strategy in accordance with the Community Empowerment (Scotland) Act 2015.		The first South Ayrshire Council Food Growing Strategy was approved at the Leadership Panel on 24/11/20	100%	✓	31-Mar- 2022	
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6.2 We will ensure our digital offer is responsive people's needs and enhances access to services

COPL 06.2a Develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	Service Lead - ICT Enterprise Architecture	Action will be carried forward in Service Plan	97%	*	31-Oct- 2022
COPL 06.2b Provide public access Wi-Fi in Council buildings across the area.	Service Lead - ICT Operations	Public access Wi-Fi has been deployed to 23 council locations and is fully operational. The basic service allows internet and email access and this can be extended to other locations as required. Should a higher level of functionality be required alternative solutions will be implemented as per business requirements.	100%	~	31-Mar- 2022
COPL 06.2c Adopt MyAccount as a single sign on for customers to get online.	Service Lead - ICT Enterprise Architecture; Service Lead - ICT Operations	MyAccount is now live on South Ayrshire Council's website under the heading MySouthAyrshire	100%	~	31-Mar- 2021
COPL 06.2d E Development roll out to improve the Planning and Building Standards processes and customer service	Service Lead - Planning & Building Standards	New processes have been implemented and staff have hybrid and agile working arrangements. The service continues to make improvements, and these will be actioned through the service and improvement plan.	100%	✓	31-Mar- 2022

APPENDIX 2

Supplementary overview of work that has taken place across our Council Services to support the strategic priorities and supporting commitments: (i) directly attributable to the Council Plan (cross referenced to Pentana dashboard actions) and (ii) contributing towards the Council Plan.

1. FAIR AND EFFECTIVE LEADERSHIP

CUSTOMER SERVICES

The Customer Service Team continues to provide a professional frontline service by phone, digitally and face to face by appointment across South Ayrshire. The team also play a key role in administering the Liberty telephony system, a vital communication tool, which helps facilitate the varied work styles implemented as a part of the Council's Future Operating Model Project.

PERFORMANCE DATA

• The team handled 197,604 enquires in the period 1st April 2022 to 31st March 2023.

Our telephone appointments system supports some of our most complex and lengthy enquires and our advisors handled on average 78 telephone appointments per month for blue badge applications and council tax enquires in the period 1st April 2022 to 31st March 2023.

KEY ACHIEVEMENTS

- Re-introduction of face-to-face services by appointment in each of the five main towns.
- The team have worked on the efficiency and expansion of the Liberty telephony system in several areas including the Housing Policy Team, Social Care Support Team and Sport, Leisure, and Golf.

REVENUES & BENEFITS, REVENUES

Revenues Services administer billing & recovery for Council Tax.

PERFORMANCE DATA

KEY ACHIEVEMENTS

• 95.6% of Council Tax collected by the end of the financial year.

• Increased Revenues Collection – (95.1% collection in 2021/22).

REGISTRATION SERVICES, LEGAL AND REGULATORY SERVICES

External scrutiny is undertaken by the National Records of Scotland. The audit of Registration records across Scotland is currently being undertaken for 2022. The results of this audit are not yet published.

PERFORMANCE DATA

• South Ayrshire Registrars carried out 3,413 registrations in 2022, an increase of 211 from 2021.

ORGANISATIONAL DEVELOPMENT (cross reference COPL 01.2a)

Organisational Development (OD) provides a workforce, organisational change and development service. They work with Service Leads at a corporate level to take a planned and strategic approach to organisational effectiveness and to support culture change.

PERFORMANCE DATA

Workforce Planning

- OD developed, drafted, and presented the 2022-25 Council workforce plan to the Service and Improvement panel and Cabinet, and the 2022-25 HSCP workforce plan to the IJB (with the latter plan receiving positive formal feedback from the Scottish Government.).
- To embed strategic workforce planning, OD worked with the Local Government Association in delivering tailored training to CLT and to over 40 senior managers (30 Council Service Leads and 10 NHSAA Service Managers.) OD delivered follow-up sessions to 38 Service Leads and Coordinators focusing on workforce planning roles and responsibilities and delivered further training to 25 Coordinators on workforce planning fundamentals.
- OD has devised workforce planning and succession planning templates and guidance sessions to all Service Leads (alongside analysis and reports for Directors) enabling services to consider and confirm workforce planning actions and activities linked to the Service Plan.

Corporate Learning and Development

- In the past 12 months, OD have designed, developed, updated and deployed 39 COAST modules. To further support services, OD has run 21 COAST awareness sessions as part of an ongoing engagement programme across all services.
- OD facilitated the Improvement Service Political Skills Assessment process with elected members.
- OD devised and is progressing a new leadership development programme which was approved by ELT which focuses on Essential Leadership Skills, Management Development Workshops, and Leadership Engagement Events.
- OD carried out a corporate digital skills survey (1300+ responses) identifying skills gaps, with key themes were shared across all services. Liaising with the Digital Office, OD has developed a 'light-touch' digital skills competency framework which is currently being piloted.
- OD coordinate the Workforce Development Fund and courses funded by this scheme are delivered by Ayrshire College. The courses accessed via the fund this year will support digital skills and workforce planning and include courses on Excel (Beginner, Intermediate and Advanced), Excel Pivot Tables; Microsoft Dashboards, Customer Services and Effective Meetings. A total of 9 courses will be delivered, with 10 spaces in each.

KEY ACHIEVEMENTS

OD coordinated all activities to deliver The Outstanding People Award employee recognition scheme. 186 nominations were received across 7 categories and finalists were shortlisted by ELT. The categories were;

- Outstanding Trainee
- Outstanding Contribution to Climate Change
- Outstanding Improvement and Innovation
- Outstanding Customer Focus
- Outstanding Supervisor
- · Outstanding Team
- Outstanding Employee
- A special recognition award selected by the Chief Executive.

The TOPA ceremony took place in the Town Hall, Ayr on Thursday 25 May 2023, the evening was a great success and was the perfect opportunity to recognise projects and teams which deliver excellence across the Council. Winners can be viewed here: Sway (office.com)

POLICY, PERFORMANCE AND COMMUNITY PLANNING: STRATEGIC CHANGE

Since the launch of the Change Programme in 2021, a key objective was to grow the programme and increase knowledge of its role and function across the Council. This saw the Programme grow from an initial 21 projects to a high of 36 projects in January 2022.

While the Programme grew in scope, a refreshed focus for the Programme was required: the first two years of the Programme were about demonstrating, supporting and delivering business change across the Council, however, the pace of change requires acceleration. Introduction of a financial target and a reduction in FTE has led to a review of projects on the Programme with a focus on delivering financial savings and significant productivity improvements. It has also empowered Officers on the Programme to identify initiatives and new models of delivery that will accelerate the pace of change in the Council.

KEY ACHIEVEMENTS

• All of the actions in the Council's Best Value Action Plan relating to the Change Programme were achieved ahead of schedule.

POLICY, PERFORMANCE AND COMMUNITY PLANNING: TRAUMA INFORMED (cross reference COPL 01.4a)

In line with the National agenda on ensuring Scotland's workforce is trauma informed and responsive, South Ayrshire: LEADS is the project that is supporting the implementation across South Ayrshire.

The project focuses on developing a trauma informed leadership; ensuring all staff are trained relevant to role and remit; staff wellbeing; ensuring we work collaboratively with both partners and our lived experience community; and ensuring all we do is in line with the 5 national principles of trauma informed practice: safety, choice, collaboration, trust, and empowerment.

PERFORMANCE DATA

- 84 awareness sessions were delivered to SAC services and teams, 49 awareness sessions were delivered to partners.
- 40 staff members attended Vicarious Trauma training course, Heal the Healers.
- The South Ayrshire: Through a New Lens is a lived experience led, multi-agency, trauma network that aims to support the development of trauma informed systems and services across South Ayrshire has 82 members.
- 12 trauma network meetings were held and 1, in person, development session was held.
- A pilot mental health first aid network has been established with 15 members of staff volunteering their time.
- 912 members of staff had completed the trauma informed level 1 module on Coast.

- It was agreed by ELT in November 2022 that a trauma informed level 1 module would become part of the corporate induction package.
- The Trauma Informed Practice Officer was invited to be a key speaker at the Missing Person's Conference in February 2023.
- The trauma lead organised a workshop in February 2023, supported by the Improvement Service, to raise awareness of the commonalities between various cross cutting agendas in Scotland with senior leaders. This workshop further supported the development of the proposed Integrated Equalities Impact Assessment due to go to cabinet later in 2023.
- A comprehensive training plan was developed and supported by cabinet in January 2023. This plan will secure in house trainers that will be able to deliver level 2 and 3 trauma training to the organisation and wider partners. Training is expected to begin in April 2023.
- The Community Planning Partnership has committed to signing the NHS Education for Scotland Trauma Leadership Pledge. It is expected this will take place in April 2023.

Your Choice, Lettings and Property Management is the Councils own Social Letting Service, set us as part of our aims to offer more realistic housing choice as well as prevent and alleviate homelessness. We are one of 2 Local Authorities in Scotland to have their own letting agency and the only one to have developed this as part of our Rapid Rehousing Transition Plan

Renousing transition Flan	
PERFORMANCE DATA	KEY ACHIEVEMENTS
8 properties on our portfolio.	0 arrears.
All tenancies are being maintained.	All tenancies being maintained.
 Letting Agent registered with relevant staff accredited to carry out 	 1 tenancy came to natural conclusion due to tenant wishing to move on.
Letting Agent work.	Bronze TOPA achievement.

2. CLOSING THE GAP

THRIVING COMMUNITIES (cross reference COPL 02.5d)

Thriving Communities has worked in partnership with Education and Skills Development Scotland (SDS) to ensure young people reach a positive destination on leaving school.

PERFORMANCE DATA

In June 2022 the Scottish Government published the School Leaver Destination (SLDR) follow-up report, confirming South Ayrshire were the best in Scotland with 97.6% of school leavers being in a positive destination (national average 95.7%).

- In February 2023 the SLDR follow up report was published with **98.6%** (national average 93.5%) of South Ayrshire school leavers being in a positive destination this is the highest we've ever recorded.
- Over the past three years South Ayrshire have been in the top three councils across the country for the number of young people progressing to a positive destination on leaving school. This underlines our commitment to Closing the Gap for young people by helping them fulfil their potential.

KEY ACHIEVEMENTS

- Senior phase pupils who are at risk of not reaching a positive destination are identified through MCMC meetings. Thriving Communities offer employability support to support them to reach a positive destination on leaving school.
- House visits to young people who have disengaged from education and/or other services.
- Providing supportive pathways for young people who are not engaging in education.
- Working with the H&SCP and Education to identify and provide early intervention support to care experienced young people.
- Providing bespoke support to meet the needs of the young person.

THRIVING COMMUNITIES (cross reference COPL 02.2d, 02.2e, 02.2f)

Thriving Communities provided enhanced employability support to care experienced young people to help them progress to further education or sustained employment.

PERFORMANCE DATA

• Since August 2022 – June 2023 (school term) Thriving Communities and Skills Development Scotland (SDS) have worked in partnership with Education to support 77 care experienced pupils through early transition support.

- In August 2022 Thriving Communities supported 38 care experienced young people to progress to college and
 in January 2023 supported a further 11 care experience young people to progress to college. These young
 people were in senior phase at school or engaging in one of Thriving Communities employability programmes.
- **40** out of **49** young people sustained their college placement with some receiving ongoing support from Thriving Communities around attendance and money management.
- 9 young people disengaged due to various reasons, however due to Thriving Communities enhanced aftercare support 7 young people registered with Thriving Communities employability service, 1 progressed to employment and 1 did not want to engage with employability services due to personal reasons.
- South Ayrshire Council was commended by Skills Development Scotland in their Quality Assurance Review for the strategies and resources put in place to support individuals from specific equality groups to optimise their chances of success. South Ayrshire Council's Modern Apprentice rate for recruiting care experienced young people is 5.5% (national average of 2.1%).

- Providing early intervention support to care experienced young people who are in senior phase at school to support them to progress to positive destinations from school.
- Working in partnership with SDS and Ayrshire College to track and support care experienced young people to help them to sustain their college course.
- Creating supportive pathways for care experienced young people to access apprenticeship opportunities with South Ayrshire Council.

THRIVING COMMUNITIES (cross reference COPL 02.2f and COPL 01.2b as part of wider MA update under Commitment 1)

Thriving Communities provide enhanced support to young people with additional support needs to progress to sustained employment and further education opportunities.

PERFORMANCE DATA

- 2 young people engaging in Thriving Communities Supported Employment Programme have progressed into paid employment.
- 6 progressed to Modern Apprenticeships.
- 8 progressed to further education.
- 3 commenced SAC's Tailored Job opportunity.
- South Ayrshire Council's Modern Apprentice rate for recruiting young people with additional support needs during 22/23 was **33.3%** (national average of 15.3%).

KEY ACHIEVEMENTS

- Working with employers and internal council departments to create opportunities for young people with additional support needs.
- Working with Education and Social Work to promote the supported employment programme.
- Creating supportive pathways for young people with additional support needs to access internal Modern Apprenticeship opportunities.

THRIVING COMMUNITIES (cross reference COPL 02.1a)

The Town Centre programme was created by Thriving Communities and Waste Management. The programme provides supportive placements to young people to help them build a wide range of core and employability skills by carrying out duties connected with the general upkeep of Ayr Town Centre.

PERFORMANCE DATA

- 72 young people supported on the programme from April 22 March 23.
- 34 progressed to a positive destination.
- 30 young people are still engaging on the programme.
- 8 young people did not feel the programme was for them but continue to work with Thriving Communities for employability support.

- The Town Centre programme was developed to provide opportunities for trainees participating in Thriving Communities post-school employability programmes.
- While engaging on the Town Centre programme, young people develop a wide range of employability, core and practical skills as well as supporting the environmental issues and general cleanliness within Ayr Town Centre.
- The programme helps trainees build confidence, routine, and structure, in addition to developing transferable skills to help them progress to further education, employment, or further training opportunities.
- The Town Centre Squad have developed a structured work plan to navigate their way through the work required to enhance and maintain the Town Centre. To complete this efficiently the team have created zones where they complete the required works within each zone before moving onto the next area. As well as working through the zones, there are daily tasks that are required to be carried out including, litter picking twice a day and risk assessing the Town Centre, reporting any faults to relevant departments such as Ayrshire Roads Alliance and Building Works.

THRIVING COMMUNITIES (cross reference COPL 02.4b, COPL 02.4a and COPL 02.5d)

Thriving Communities Family Engagement team take a whole family approach to support parents and carers to access work and training opportunities that fit around their individual caring commitments, to ensure households are better off when moving into work. The team provides support, to those furthest removed from the labour market, taking the first steps to return to work or training and those in work who are still experiencing financial hardship or insecure work contracts.

PERFORMANCE DATA

- During 2022-2023 the team provided intensive support to **86 families** across South Ayrshire.
- Household income was increased through various supports to apply for grants and other benefits including Free School Meals (£34,806), Clothing Grants (£9,129), Benefit Gain (£12,768) and Best Start Grants (£3,420).

KEY ACHIEVEMENTS

- 31 parents moved into employment.
- 4 progressed on to Further Education courses with aftercare.
- 29 progressed along the employability pipeline with continued support.
- Courses to improve health, well-being and confidence were delivered to parents at the early stages of their employability journey.
- Support to develop money management and budgeting skills was given to participants on a one-to-one basis or in small group settings.

INFORMATION AND ADVICE HUB (cross reference COPL 02.5c)

The information and Advice Hub provides a comprehensive, impartial, and confidential information and advice service in areas such as welfare benefits, debt/money, employment, and home energy, from a range of locations across South Ayrshire. Demand for the Hub's services, including benefits advice, money and debt advice, employment and assistance with home energy continues to climb significantly as the cost-of-living crisis continues. In total the team managed 40,122 enquires during 2022/23 which is a 37% increase on the previous year.

PERFORMANCE DATA

- £10,029,899 increase in verified income for residents of South Ayrshire through benefit uptake and emergency grant provision.
- 592 Household Boost Fund payments made.
- 228 emergency fuel grants distributed.
- Assistance provided to claim benefits and or additional grants to 437 residents through direct McMillian Cancer Support referrals.

- Launched our Household Boost Fund in October 2022 to assist people struggling with the cost-of-living crisis.
- Expanded outreach support across South Ayrshire advisors targeted harder to reach groups by working closely with local community groups, NHS, HSCP, internal services and third sector organisations to ensure the most vulnerable residents of South Ayrshire were offered support.
- Developed direct working partnerships with the Fuel Bank Foundation and the Trussell Trust to widen access to support for South Ayrshire residents.
- Secured funding from Macmillan and Trussell Trust to expand service provision and provide further support to South Ayrshire Residents.
- Introduced direct advice services in schools, to assist parents in dealing with the costof-living crisis, providing them with the knowledge and tools they need to make informed financial decisions as they face the challenges of rising living expenses.
- Working in partnership with the HSCP, the IAAH developed and delivered mandatory
 welfare rights sessions, to help those staff working the community to spot the signs
 of debt and signpost or make onward referrals to the Information and Advice hub.

REVENUES & BENEFITS - BENEFIT SERVICES (cross reference COPL 01.4c)

Ensuring that all benefit claims are processed accurately and within appropriate timescales remains a priority. Our processing figures increased substantially during 2020/21 due to the Covid-19 pandemic and have not returned to pre-pandemic levels due to the cost-of-living crisis. Despite this level of demand remaining constant we have been able to slightly increase our performance targets in processing new claims for Housing Benefit during 2022/23 and maintained the same performance level as 2021/22 for Council Tax Reduction claims. Benefit Services also process applications for Education Benefits (Clothing Grants and Free School Meals) which moved entirely to an online application during the Covid19 pandemic. During 2020/21 we saw an increase in application volumes of 80%, the demand remained at similar levels during 2021/22 & 2022/23 with no return to pre-pandemic levels.

PERFORMANCE DATA

Housing Benefit & Council Tax Reduction

- We processed New Housing Benefit Claims in an average of 12 days in 2022/23 which is an improvement of one day from the 13 days it took in 2021/22. This compared favourably with the national average figure of 20 days.
- We processed New Claims for Council Tax Reduction in 15 days in 2022/23 which is the same as in 2021/22.
- The average time taken to process change of circumstances in all benefits claims during 2022/23 was 4 days which was a slight decrease from the 3 days it took in 2020/21 and is the same as the national figure. However, the actual level of changes processed has increased by 5.6%.

Clothing Grants

4298 clothing grants were paid totalling £570,780, which is comparable with 2021/22 figures of 4241 grants totalling £562,710.

KEY ACHIEVEMENTS

Maintaining service provision despite increased demands due to Covid19 which have remained constant during 2022/23.

REVENUES & BENEFITS - SCOTTISH WELFARE FUND (cross reference COPL 01.4c)

During 2020/21 the impact of Covid19 resulted in an 18% increase in applications for Crisis Grants. Demand has never reduced to pre pandemic levels with an 8% increase during 2021/22 and a further 4% increase last year (2022/23) as the Cost-of-Living crisis continues to effect vulnerable customers. Despite this we are performing better than the national average. Community Care Grant numbers increased by 21% during 2022/23 and we have continued to perform just above the national average.

This team continued to process Self Isolation Support Grant (SISG) applications for customers who lost earnings because they had to self-isolate to limit the spread of the Covid19 virus until February 2023. The eligibility and payment rules of the scheme were altered several times during 2022/23 but still resulted in awards totalling £303,625 being paid.

PERFORMANCE DATA

- 96% of Crisis Grants are processed by the next working day (Scottish Average is 92%).
- 88% of Community Care Grants are processed within 15 working days (Scottish Average is 87%).
- We have processed 534 applications for Self-Isolation Support Grants with £303,625 paid to low-income households.

KEY ACHIEVEMENTS

 Continued to maintain performance for dealing with Scottish Welfare Fund applications throughout the year where the demand continued to increased demand for both Crisis Grants and Community Care Grants.

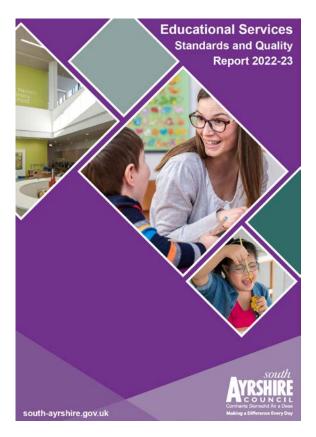
EDUCATION

EDUCATIONAL SERVICES STANDARDS AND QUALITY REPORT (2022/2023)

Our vision and ambition: achieving excellence and equity and support for all learners to achieve their potential regardless of their circumstances.

Our priorities in the Educational Services Recovery and Improvement Plan 2021-24 were in line with the National Improvement Framework:

- Improvement in attainment
- Closing the attainment gap between the most and least disadvantaged children
- Improvement in children and young people's health and wellbeing
- Improvement in employability skills and sustained positive destinations for all young people
 - 41 Primary Schools (7,769) children
 - 8 Secondary Schools (6,206) young people
 - 2 Specialist schools (104 children and young people)
 - 6 Supported learning centres in mainstream schools)
 - 36 Early Years centres
 - 13 Funded providers
 - 5 Out of school care offices
 - 3 Holiday clubs
 - 1165 FTE Teachers employed in South Ayrshire (2022 census)
 - 14200 hours of support provided by support staff including classroom assistants, librarians, administration and others
 - 8 Campus Police Officers



The Standards and Quality Report provides a summary of the progress and key achievements of Educational Services for the academic session 2022/2023.

SCHOOL ESTATE MODERNISATION PROGRAMME OVERVIEW (cross reference COPL 02.4c)

The Council's modernisation agenda for schools and early years centres continued to make excellent progress in the 2022-23 academic session, with the completion and commencement of a number of projects, demonstrating the Council's commitment to investing in our education estate and a determination to provide our young people with the best learning experience. Over the next decade, we will invest more than one hundred and ten million pounds in our schools and education facilities. This includes the completion of the new Maybole Community Campus in the summer of 2024, and the forthcoming replacement of Girvan Primary School which is currently being designed.

Completed Construction Projects

The opening in August 2022 of the Council's ambitious Prestwick North Education Campus, brought together Glenburn Primary School, St Ninian's Primary School and the new standalone Prestwick North Early Years Centre into one state-of-the art, shared education facility. Nominated in the Education Building or Project category at the 2023 Scottish Design Awards, the campus provides a contemporary learning, teaching and community environment which will support high-quality education and the development of our young people in Prestwick for generations to come. Although the campus opened its doors to pupils back in August, an official opening ceremony took place on 14 June 2023 to commemorate the project.

The new Sacred Heart Primary School in Girvan also opened during the last school session, with the project completed in September 2022. Replacing the old school building which was first constructed in 1889, the transformation from old to new is remarkable. The new school benefits from modern teaching spaces and more interactive learning and nurture areas, as well as fantastic outdoor facilities including, covered, all weather teaching areas, a garden, traversing wall, active play space and an enclosed games area for ball sports in the playground. Sacred Heart's official opening ceremony took place on 14 December 2022.

With sustainability in mind, these two completed new-build projects benefit from the latest renewable energy technologies. Both run purely on electric power, aided by energy-efficient air source heat pumps and solar panels capturing the sun's rays, and converting this to electricity for the schools. Modern construction techniques and materials ensure both of these buildings are highly insulated and contribute to the Council's ambitions energy targets, as well as underlining the Council's commitment on the sustainability of our school estate.

Construction on the brand-new Early Years Centre at Struthers Primary School was completed in the spring of 2023. Previously occupying one converted classroom within the primary school, the new purpose-built Early Years Centre includes 3 playrooms to suit all nursery education ages and stages, as well as a quiet play area and dedicated facilities for staff. The new centre benefits from an amazing and inspiring outdoor play area and the new building itself is surrounded in improved community facilities which progressed alongside the Early Years project and include a new enclosed, outdoor Multi Use Games Area, new play park and new pedestrian paths linking the whole site together.

An exciting project which has transformed the computing technology department at Girvan Academy was also completed in the spring of 2023. The new IT Hub at the school includes modern teaching facilities across three completely re-modelled classrooms, a Cyber Room, staff base and improved storage facilities. The refurbishment led to the school hosting the inaugural CyberFirst Schools Awards in June 2023. The National Cyber Security Centre (NCSC) through their work with Education Scotland, brought their first Scottish CyberFirst Schools Awards to Girvan Academy in testament to the school's pioneering approach to education around cyber security and the Council's investment in modernising technology facilities at the school.

Major alteration works took place at Kyle Academy last session with the refurbishment of the entire Science Department which was completed in August 2022. The project delivered seven state-of-the-art science labs and improved accommodation for staff, contributing to the ongoing, phased modernisation of the school.

Doonfoot Primary School's programme of modernisation continued in the last year with the refurbishment and expansion of the lower school communications base, which was completed in August 2022. The works included creation of three modern classrooms with adjoining Quiet Rooms, changing area and general-purpose teaching space, demonstrating the Council's focus on inclusion, support and wellbeing.

An extension of Symington Primary School was completed in August 2022 and accommodates a new general-purpose classroom and additional storage area for the school. The project to create a new main entrance and reception at Coylton Primary School were also completed for the new session starting last year, and these works included alterations and refurbishment to the school office and administration accommodation.

School Construction Projects Onsite & in Planning

Works will continue to progress on several school construction projects over the next session, with a focus on our major new build education and community facility in Maybole. The £60m Maybole Community Campus opened to pupils in August 2023 and is the largest education construction project that South Ayrshire Council has undertaken to date. Due for completion by the summer of 2024, the Campus includes a swimming pool, leisure facilities, sports pavilion and two all-weather sports pitches. The Campus will be the new home of Carrick Academy and St Cuthbert's Primary School as well as the new Culzean Primary School and Early Years Centre, which is formed from the merger of Cairn and Gardenrose Primary Schools.

Due for completion in 2026, the next new-build school project the Council is progressing is the replacement of the existing Girvan Primary School. A design brief is being prepared for the circa £22m project to build a brand new, 2 stream primary school, which will also house the standalone Girvan Early Years Centre and more modern additional support needs accommodation.

COMMUNITY LEARNING AND DEVELOPMENT (cross reference COPL 02.1c and COPL 02.5d)

In September 2021, we published our <u>3-year plan for Community Learning and Development (CLD)</u> in which we set out our priorities for the CLD Partnership and agreed an action plan to drive forward these priorities and deliver on them for our communities. In South Ayrshire, CLD plays a crucial role in breaking down the barriers faced by individuals, ensuring learners, families and communities across the area reach their full potential, improve their life chances and raise their aspirations. This is developed and delivered through youth work, lifelong learning, ESOL engagement, community engagement and community empowerment. CLD activity highlighted in the plan and in the <u>midterm progress report</u> (September 2021 - March 2023) encompasses the work of the local authority, voluntary sector, and other organisations. Some highlights include:

- In January 2023 a new Multiply Numeracy team was established through UK Shared Prosperity Funding (UKSPF). The new team are responsible for supporting people aged 19 years and older with numeracy support.
- Community Based Adult Learning in North Ayr During the time period July 2022– June 2023 161 learning places on Community Based Adult & Family Learning courses were taken up demonstrating our commitment to CBAL in our most deprived community.
- During year 22/23 learners took part in 16 learning programmes covering 3006 individual learning hours this is an increase from the previous two years.
- The delivery of ESOL programmes across South Ayrshire continues to take place over five days and three evenings per week in various community settings. During 2022/23 Thriving Communities have welcomed Ukrainian learners into the service, engaging with 213 residents residing in South Ayrshire.



HOUSING, OPERATIONS AND DEVELOPMENT - HOUSING POLICY AND STRATEGY (cross reference COPL 02.5a and 02.5b)

Housing First is an approach that offers permanent housing and flexible, person-centred support for those who are at risk of, or experiencing homelessness who have complex support needs. This may include a history of repeat homelessness, offending, mental illness and/or addiction issues.

PERFORMANCE DATA	KEY ACHIEVEMENTS
 33 people are supported by the Housing First Service. 30 people occupying secure tenancies supported by the Housing First Service. 	 One person wrote and published a book which was launched at the Gaiety in Ayr earlier in 2023. 3 people are attending courses at college. Introduction of a step-down process for support for those who are now thriving in their permanent tenancies. A number of people attend local recovery groups, People are working with support groups to make positive steps towards address some of their past trauma, Reduction in the number of people, who are supported by Housing First, involved with Justice Services. People creating homely environments for themselves and sustaining permanent accommodation.

HOUSING, OPERATIONS AND DEVELOPMENT - HOUSING POLICY AND STRATEGY

The Area Based Schemes, introduced in 2013, continued into its 10th year of delivery in 2022/23. The programme continues to be successful in delivering large scale programmes of external wall insulation in mixed tenure housing. This has provided significant fabric upgrades to homes and increased thermal performance of the buildings resulting in lower energy bills for occupiers and reduced carbon emissions from our housing stock.

PERFORMANCE DATA	KEY ACHIEVEMENTS
 Successfully delivered 100% of the ABS allocation - £1,669,969. Over 90% householder satisfaction of programme delivery. 	 101 systems installed at owner occupied homes. 18 systems installed at private rented homes. 152 systems installed at council and housing association owned homes. Over the lifetime of the systems installed, this will save: 12,786 tonnes of CO2 38,942 MWh of energy £7.5M in fuel bill savings

3. GROW WELL, LIVE WELL, AGE WELL

CHILDREN'S SERVICE PLAN (cross reference COPL 03.2a)

The <u>Children's Services Plan 2020/2023</u> set out 5 strategic objectives for community planning partners to focus on to support children and young people in South Ayrshire. These are:

- Outstanding universal provision;
- · Tackling inequalities;
- Love and support for care experienced young people and young carers;
- · Good physical and mental health and wellbeing; and
- Children's rights

Progress on the Children' Services Plan has been set out in the 2022-2023 Annual Report.

DESTINATION SOUTH AYRSHIRE

Golf South Ayrshire operate 8 golf courses over 5 locations; Darley, Lochgreen and Fullerton in Troon, Girvan, Maybole and Belleisle and Dalmilling in Ayr and the National Centre for Bowling Northfield which is home to Bowls Scotland, Northfield Bowling Club and Newton Park Bowling Club and has 5 greens.

PERFORMANCE DATA	KEY ACHIEVEMENTS
 Season Ticket Rounds:165040 (-20% on 21/22) Season Ticket Sales 4800 (-6% on 21/22) Non-Member Rounds 19423 (+2% on 21/22) Non-Member (Visitor Rounds) were still well below Pre-Pandemic levels (-25% on 2018/19) but are recovering. 	 Golf South Ayrshire was chosen to host the Scottish Boys U14 Open Championship at Darley Golf Course in Troon by Scottish Golf - Scottish golf reported the event held at Golf South Ayrshire across the world, attracting 66 International National entries from across the UK, Europe, North America, Australia and South Africa. Following a significant upturn in popularity of golf during and post COVID, Membership sales have remained strong in 2022/23. Demand for tee times at both Troon Links and Belleisle Park courses have continued
Season Ticket Rounds were showing a significant reduction year on year from 20/21 'post lock down boom', however were still significantly higher than Pre-Pandemic levels (19% up on 18/19) but they were recovering. Season Ticket Sales were re down from 'post lock down boom', however were still significantly higher than Pre-Pandemic levels (26% up on 18/19).	to be very high.

DESTINATION SOUTH AYRSHIRE

Sport & Leisure operates 10 sports venues across South Ayrshire including; the Citadel Leisure Centre (Ayr), Maybole, Prestwick and Troon Leisure Clubs, Coylton, Dundonald, Mossblown, Muirhead and Whitletts Activity Centres and Riverside Sports Arena. The service currently boasts 3 Fitness Gyms operating at the Citadel, Prestwick

and Troon Leisure Clubs with a new Fitness suite opening in Maybole in January 2024. The service also manages community lets within schools, school football pitches and community and village halls.

PERFORMANCE DA	TA
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- Over 6,200 members successfully transferred from old leisure booking system to new system.
- 9,897 customers have downloaded the SAC Leisure App and 72.6% of our bookings are made via this method.
- Participation levels at the brand-new Riverside Sports Arena was 4,758 in March 2023 compared to 1,071 in March 2022 at the outgoing Dam Park Stadium, an increase of 344%.
- Prestwick Leisure Club successfully re-opened to the public in September 2022 following an extensive refurbishment programme.
 Income from monthly membership increased by 382% from £1,585 per month in April 2022 to £7,632 per month in April 2023.

KEY ACHIEVEMENTS

- Successfully implemented a new Leisure Booking System and bespoke customer app.
- Supported the design/build of the refurbishment and extension of Prestwick Gym, changing rooms and toilets, which opened for customers in September 2022 and the new £8m athletics and multi-sports facilities, which opened for customers in February 2023.
- New Riverside Sport Arena was officially opened to the community on 6 February 2023 with a successful transition of all club and group use at Dam Park to new facility.

TRADING STANDARDS (cross reference COPL 03.1f)

Trading Standards continued to raise awareness amongst the local community of their public protection role and how residents can protect themselves against scams.

PERFORMANCE DATA

• Trading Standards officers Installed and managed 77 active call blockers blocking 9,537 calls to vulnerable resident's homes.

 Officers delivered 11 talks to over 198 residents advising them of telephone, mail, and bogus caller scams, 20 social media releases were issued on the subject and 103 complaints were received and actioned about scam related matters.

- Due to installed call blockers, there has been an estimated financial benefit/saving to residents of £71,734 with estimated savings for health and social care and police services being £42,483.
- Through the use of call blockers, mail redirection, scams champions (neighbours, carers, family) we have prevented vulnerable people being targeted by scams. An example is an elderly resident saving £200/month previously spent on clairvoyant scams.

PHYSICAL ACTIVITY AND SPORTS STRATEGY (cross reference COPL 03.1g)

Thriving Communities Officers have worked in partnership with partners and local sports clubs to embed the Physical Activity and Sport Strategy priorities across South Ayrshire communities. Our ambitious vision to ensure South Ayrshire is a place where everyone is healthy, happy and active throughout their lives is a collaborative approach to connect sport and physical activity with health and wellbeing. A universal and targeted approach to delivery promotes sport and physical activity to all from grassroots to performance levels.

Places

World class infrastructure has been developed locally to prioritise the spaces and places which play a significant role in promoting health and wellbeing for our communities:

- School Estate developments in Maybole and Prestwick are now open and utilised by education and communities.
- Riverside Sports Arena has been completed and attracts community residents to participate in a range of sport and competitive opportunities.
- Beach Volleyball courts have been completed at Kyle Academy and South Ayrshire was invited to host the Preliminary Olympic Qualification Women's Beach.
 Volleyball event welcoming 16 international athletes from Scotland, Poland, Czech Republic and Belgium.
- Development of the River Ayr access steps is underway and will allow us to continue the partnership with Scottish Rowing to deliver national and international events on the water following on from the success of the Scottish Rowing National Beach Sprints Regatta trials held in May 2023.

People

A range of support is available for our sport and physical activity workforce to ensure they are well-supported, confident, and competent in delivering opportunities locally:

- Delivery of a comprehensive coach education programme to upskill, retrain and support South Ayrshire's sport and physical activity workforce. The team organised 18 different courses with over 150 coaches and volunteers taking part representing 23 different local sports clubs and organisations.
- Development of a new Developing Young Workforce programme has provided a robust pathway of opportunities for young people from P7 to S6 and students attending Ayrshire College and UWS. 1017 P7 pupils completed the Junior Coaching Academy programme, 85 pupils from S3-S6 selected for the Active Schools Leadership pathway achieving sports related 787 qualifications and 18 students from Ayrshire College and UWS engaged in volunteering and placement opportunities.

Participation

Opportunities for everyone at every life stage to become involved, and remain involved, in sport, recreation and active living:

- Increased diversity in the range of sport and physical activity opportunities across South Ayrshire communities via Active Schools and Active Communities programmes.
 During 2022-23 5,664 young people (nearly 80,000 participant sessions) took part in our Active Schools programme including 1,888 young people with additional support needs, 267 from a BME background, 131 with care experience and 87 young carers.
 *participant sessions = number of visits to Active Schools sessions
- COVID recovery funding allowed us to offer nearly 1,750 free sessions across South Ayrshire communities during evenings and weekends to support our communities to improve their physical and mental wellbeing. A subsidised low-cost Active Communities programme continues to be delivered across South Ayrshire within targeted communities.

Our Walking for Health programme targets supports for our older population, those with additional support needs, families living in areas of high deprivation, New Scot communities and individuals with experience of the criminal justice system; 15 weekly walks taking place across 7 localities from Troon to Ballantrae with 1447 people participating in the walking programme.

- Delivery of a Competitive Sport programme across schools and communities which has encompassed opportunities from entry level, fun festivals to international competition. During 2022/23 we delivered 40 primary and 11 secondary competitions across 13 different sports with 2,079 different young people taking part and 10 local sports clubs supporting the programme.
- Delivery of two Changing Lives Through Sport workshops with 17 sports clubs and organisations receiving over £30,000 of Changing Lives funding to develop and support more people across South Ayrshire to participate in club sport. Service Level agreements in place with five local sports clubs and organisations are developing with a greater emphasis on equality, diversity, and inclusion.

Outdoor Learning & Accreditation

Delivering a range of outdoor learning opportunities for schools and community groups supporting skills development and fostering an awareness, understanding and respect for the natural environment:

- Increase in the number of school and community organisations accessing outdoor learning and outdoor activities opportunities through Dolphin House and the wider outreach programme. During 2022/23 Dolphin House welcomed nearly 1500 young people, 36 different schools, including 4 additional support needs schools, and 41 different community groups.
- Increase in the number of young people completing the Duke Of Edinburgh's Award during 2022/23. 526 young people started the Duke Of Edinburgh's Award programme with 373 (83%) completing the award, this is one of the highest completion rates in Scotland.

4. SOUTH AYRSHIRE WORKS

THRIVING COMMUNITIES (cross reference COPL 04.3b)

Thriving Communities are investing in local businesses, helping unemployed people of all age's secure permanent employment. Thriving Communities Employer Recruitment

	employment. ERIs are funded through Scottish Government - No One Left Behind and administered
by Thriving Communities. ERIs help towards the costs of recruiting and em	ploying someone who fits the eligibility criteria for the incentive.
PERFORMANCE DATA	KEY ACHIEVEMENTS
 60 ERI's were given to South Ayrshire employers. 	Total amount of funding issued to South Ayrshire employers amounted to £301,040. This
39 participants were aged 16-24.	supported local businesses within the following sectors:
21 participants were aged 25+.	Construction – 20
21 participants were aged 25+.	Hospitality – 5
	Beauty – 6
	• Retail – 22
	Mechanics – 3
	• 3 rd Sector - 4

ECONOMY AND REGENERATION

Creating more high-quality jobs for the people of South Ayrshire by attracting inward investors, enabling growth in local businesses and ensuring that opportunities are created for our people, especially young people, to gain the necessary skills. By doing so, addressing the inequalities of income and outcome across the people of South Ayrshire, and reducing downstream South Ayrshire Council costs.

PERFORMANCE DATA	KEY ACHIEVEMENTS
 Delivery of Business Gateway Enquiries from 722 companies. Workshop participants 452 [bookings 860]. New Start Up's – 222. Meet the advisor: 393 companies. Implementation and delivery of Ambition ERDF grant programme Startup grants: 57. Retail support grants: 11. Ambition shopfront: 4 [replaced by specific shopfront programme]. Delivered Shopfront programme committed £450K to projects. Commissioned Girvan Town Centre regeneration planning. 	 Maintained Business Gateway Services during period of resource pressure. Delivered innovative support to businesses through our AMCF projects. Government approval of Shared Prosperity Fund. Secured large international investment project for South Ayrshire.

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Our Licensing Team processed and granted an overall increased number of alcoholic	hol and civic licences during the period, supporting businesses, events, community groups and
individuals in the local area.	
PERFORMANCE DATA	KEY ACHIEVEMENTS
 We granted: 811 alcohol licences including occasional licences and new premises licences, an increase of 19% from the previous period. 51 public entertainment licences, an increase of 57% from the previous period. 11 street trader licences, an increase of 30% from the previous period 208 taxi and private hire driver licences, an increase of 12% from the 	Prompt and efficient processing of licence applications submitted to the team, providing assistance to businesses, individuals and community groups in relation to their applications and providing guidance and support in a wide range of areas to licence holders and prospective licence holders from the Civic and Liquor Licensing Standards Officers.
 previous period. 118 taxi and private hire vehicle licences, an increase of 22% from the 	

PROCUREMENT (cross reference COPL 04.4b)

The Procurement team ensures that Best Value contracts are in place for all of the Council's requirements and suppliers and contracts are managed and paid appropriately. The support of a strategic Procurement function assists Services to achieve Best Value, make new efficiencies within existing contracts, manage suppliers while also ensuring compliance to the legislation that governs public procurement.

PERFORMANCE DATA

previous period.

- 209 procurement exercises were completed in 2022/23. All were carried out in accordance with the Council's Procurement Strategy.
- 27.3% of Council's procurement spent in 2022/23 was spent on local small/medium enterprises.
- The number of local suppliers used increased to 645 in 2022/23 compared to 516 in 2021/22.
- 83% of Council contracts awarded during the year were actively influenced by procurement professional.
- Community benefits were included in a total of 74 procurements awarded in 2022/23.
- In 2022/23 94.5% of invoices submitted to the Council by suppliers were paid within 30 days.
- The number of contracts awarded to SME's in 2022/23 was 137 (66% based on 209 contracts awarded).
- 103 South Ayrshire based suppliers were invited to bid for Quick Quote contracts in 2022/23 compared to 44 in 2021/22.

TRADING STANDARDS AND ENVIRONMENTAL HEALTH (cross reference COPL 04.4c)

Trading Standards and Environmental Health following the easement of the restrictions during the pandemic have re-introduced our normal work streams, in all areas of the Service, The Service has faced challenges due to staff turnover while trying to meet statutory obligations.

Service. The Service has faced challenges due to stall turnover while trying to meet statutory obligations.		
PERFORMANCE DATA	KEY ACHIEVEMENTS	
We have carried out 682 inspections of businesses to assess compliance with Food Law.	 Environmental Health Officers have been working with our food businesses who, following the pandemic have been struggling with many challenges. These have included problems in recruiting qualified staff, difficulties in engaging contractors to carry out repair work, and increased costs for raw materials. This has resulted in many businesses struggling to remain open. Officers have been working with businesses to ensure they are able to continue to provide safe food and prioritise resources effectively, while remaining compliant with the law. 	

COMMUNITY WEALTH BUILDING (cross reference COPL 04.1a)

Community Wealth Building is an approach to local economic development which focuses on five pillars:

- Land & Assets;
- Plural Ownership;
- Procurement;
- Fair Work; and
- Financial Power.

Over the 2022-23 period the Community Wealth Building team delivered / supported 10 events to provide information and advice to 180 public, private and third sector stakeholders featuring information and advice on Community Wealth Building within South Ayrshire. Key highlights have been collaborative projects with the South Ayrshire Council procurement team to help raise awareness of opportunities to strengthen local spend.

The team launched the South Ayrshire Gift Card and worked well with the Comms team to get 190 businesses registered to accept the card through town centre business engagement, social media, YouTube, press and radio campaigns. The South Ayrshire Gift card was used to disburse a one off £50.00 gift card to over 9,900 low-income households in South Ayrshire to help with day-to-day expenses and this also provided a boost for the local economy. Several positive news stories from local businesses occurred as a result of this campaign.

Advice and support provided by the team to various community groups has generated an increased appetite for community asset transfers and co-operative developments to build local capacity with several projects currently in development.

5. STAND UP FOR SOUTH AYRSHIRE

COMMUNICATION (cross reference COPL 05.1b and COPL 05.3b)

The Communications team supports services and the council to promote South Ayrshire and ensure the public are informed about the work of the council. We work with services to develop relevant, informative and engaging communications campaigns and messages and branding that enhance the reputation of the Council, raise our profile and highlight the work we do.

PERFORMANCE DATA	KEY ACHIEVEMENTS
 Social media analytics show an increase in social media followers from 34,793 in April 22 to 55,741 April 23. Campaign evaluations highlight positive impact of communications plans https://thecore.south-ayrshire.gov.uk/article/29018/Our-campaigns 	 Expanded into TV advertising, using Sky AdSmart adverts, producing all adverts used in-house; Significantly increased our social media audience (60% increase from April 22 – April 23); Increased the range of social media platforms we use, including YouTube; Nextdoor; and LinkedIn to expand the council's external and internal communication petwork;

ASSET MANAGEMENT AND COMMUNITY ASSET TRANSFE	R (cross reference COPL 05.2a)	
Asset Management are responsible for Estates, Property, Energy, Asset management and Community Asset Transfer. It is also responsible for "Transforming the Estate" which		
includes rationalisation of operational properties including office accommodation.		
PERFORMANCE DATA KEY ACHIEVEMENTS		
KPI for condition of the Council's operational property	Community Asset Transfer of Ayr Tennis courts.	
and KPI for suitability of Council's operational property.		
Annual return to Scottish Government on number of Community Asset Transfer completed		

CONSULTATIONS (cross reference COPL 05.1a and COPL 05.2d)

Throughout 2022, over 40 consultations took place during the period April 2022 to March 2023 including:

- Ayr to Prestwick Active Travel Routes;
- · Accessible Ayr;
- Girvan Place-based Strategy;
- Your Wellbeing Survey;
- Local Housing Strategy; and
- Place Planning across a number of South Ayrshire communities.

All consultation can be found here

6. A BETTER PLACE TO LIVE

HOUSING SERVICES (cross reference COPL 06.1c and COPL 06.1d)

As at 31 March 2023, the Council currently owned and managed 8,102 properties, made up of general needs housing and sheltered housing designed for older people or people who need housing support. In 2022/23, the average weekly rent for a Council property was £79.31, which was below the Scottish average across all apartment sizes. The Council is committed to improving and maintaining its housing stock and working towards improving the energy efficiency and providing warm homes to tenants.

PERFORMANCE DATA

- In 2022/23, the total rent due to be collected by the Council was £31,857,049 and we collected 99.5% of the total rent due compared to the Scottish average of 99.0%.
- In 2022/23, 92.2% of the council's overall housing stock met the Scottish Housing Quality Standard compared to the Scottish average of 79.0%.
- 93.7% of the council's housing stock met the Energy Efficiency Standard for Social Housing.
- The average time taken to complete 'emergency repairs' was 2.6 hours compared to the Scottish average of 4.2 hours.
- The average time taken to complete 'non-emergency repairs' was 7.1 days compared to the Scottish average of 8.7 days.
- 97.8% of reactive repairs were completed 'right first time' compared to the Scottish average of 87.8%.

KEY ACHIEVEMENTS

Rent Arrears Management

 The Council collected 99.5% of the total rental income due and rent arrears stood at 4.32% of the total rent due in the year. The Council has historically performed well in this area and was the best performing Scottish Local Authority for rent arrears management in 2022/23.

Duties in relation to Tenant Safety

Gas Safety Compliance – In 2022/23, the Council achieved full compliance with its statutory duty to complete gas safety checks in all council owned properties with gas appliances by the anniversary date of the last inspection.

The Scottish Government introduced new standards for fire, heat and carbon monoxide alarms and a new standard for electrical safety inspections to be carried out in properties every 5 years. As at 31 March 2023:

- o 99.7% of our properties met the standard for fire, heat and carbon monoxide detectors.
- 99.1% of our properties met the new standard for electrical safety inspections.

Tenant Satisfaction

During January /February 2023, a comprehensive tenants survey was undertaken by Research Resource on the Council's behalf. 801 tenants were interviewed and the survey results are as follows:

- Overall Service 92.1% of tenants said they were very or fairly satisfied with the overall service provided by the Council as their landlord, compared to the Scottish average of 86.7%.
- Keeping Tenants Informed 95.5% of tenants felt the Council, as their landlord, was good at keeping them
 informed about its services and outcomes, compared to the Scottish average of 89.7%.
- Opportunities to Participate 95.6% of tenants were satisfied with the opportunities to participate in the Council's decision making, compared to the Scottish average of 85.9%.

NEIGBHOURHOOD SERVICES

Fleet manage the Council's operator's licence and undertake the management of the vehicle maintenance contract for a diverse range of 320 vehicles. The Service is responsible for the procurement of Council vehicles together with the ongoing, vehicle inspections and fuel management for the Council.

The Fleet Team are in the process of transforming the small fleet from a fossil fuel-based provision to ultra-low emission vehicles in line with the Councils Sustainable Development and Climate Change agenda.

PERFORMANCE DATA	KEY ACHIEVEMENTS			
6 new fleet charging points installed.	 Implementation of TRANMAN system (transport management monitoring system. This system integrates 5 previous independent systems. Roll out of ADD Jaeger into TRANMAN this is a DVLA online licence check system. Closer management of the maintenance provider by Fleet has resulted in a reduction of vehicle repair costs and time taken for repair work. 			

NEIGBHOURHOOD SERVICES (cross reference COPL 06.1i)

Waste Management undertake domestic waste and recycling collections from 57,615 households in South Ayrshire. The Service also provides a commercial collection service to 1,130 businesses within South Ayrshire, operates four Household Waste Recycling Centres, mechanically cleans streets, removes abandoned cars, and fly tipping and provides waste awareness education.

PERFORMANCE DATA	KEY ACHIEVEMENTS
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- Recycling rates decreased from 56% in 2021 to 54% in 2022.
- Overall waste arisings have decreased by 8352 tonnes.

Both the above statistics reflect the trend across Scotland, and we believe it is due to people returning to the workplace after COVID and the cost-of-living crisis.

 Waste Awareness Team gave recycling and litter talks to 694 pupils during 2022/23

- Procuring Heathfield Household Waste Recycling Centre.
- Hit Squad delivering projects across the Authority.
- Implementation of the Household Waste Recycling Centre Booking system which has been shortlisted for an APSE award in the innovation.
- Waste Management successfully obtained £89,535 of external funding through the Zero Waste Scotland Recycling Improvement Fund. This allowed us to mirror our household waste collections within our local parks to be able to offer the ability to recycle in our parks.

NEIGHBOURHOOD SERVICES

The **Grounds Maintenance Services** manages and maintains almost 1000Ha of public open space including 5 parks and estates, 4.5 ha of formal gardens and civic sites, 385ha of general open spaces, 86ha of education sites.

- As part of this management, we are responsible for a wide range of functions including, managing and maintaining 107 play & exercise areas; managing and letting
 allotments at 5 sites; pitch maintenance, woodland management, reservoirs, burns and watercourses, delivery of the garden maintenance scheme and management
 of the weed spray contract for Ayrshire Roads Alliance, Housing and Education.
- Bereavement Services manage and maintain 51 cemeteries across South Ayrshire together with the running of Masonhill Crematorium. During 2022/23 the Service assisted 1895 families with the care of their loved one at time of death.

PERFORMANCE DATA

• 443 Trees planted across South Ayrshire.

- Bereavement Services undertook
 1518 Cremations & 377 Burials.
- 15000 sq m of wildflower meadows created.

KEY ACHIEVEMENTS

- Grounds Maintenance completed the initial Ash Dieback Survey of all Ash trees on land held by South Ayrshire Council.
- The 100th student completed their Conservation Masonry course. This is a programme that Ayrshire College run in partnership with Grounds Maintenance using Belleisle as their base for practical skills.
- 11 cemetery capital projects were completed with a spend of £406,600.
- Continued our programme of play area enhancement across South Ayrshire, including destination play areas such as Troon & Girvan Promenade play areas to Neighbourhood play parks including James Brown Avenue in Ayr, Miller Park in Maybole and Goodwin Drive in Annbank.
- Floral enhancement to Main Street Prestwick with the installation of 27 4 tire planters and 4 similar planters were installed in the site of the old Burns House site in Ayr.

PLANNING AND BUILDING STANDARDS (cross reference COPL 06.2d)

The main function of the **Planning Service** is to deal with all aspects of the Town and Country Planning (Scotland) Act 1997 as amended, and related legislation.

PERFORMANCE DATA

- During the 2022/23 period we determined 736 Planning applications with an overall approval rate of 96%.
- Of those applications 3.8 % were determined by the Regulatory Panel (Planning), while 96.2 % of these were dealt with by officers under delegated powers.
- The average time for dealing with a Householder Development was 7.2 weeks, with 85.8% dealt with inside 8 weeks.
- The average determination time for non-domestic Local Development applications, was 8.6 weeks with 73.7% dealt with inside 8 weeks. 68.1% of Local Business and Industry applications were dealt within 2 months, while the average time for all applications of this type was 8.2 weeks, just outside the National Target period.
- The Regulatory Panel (Planning) met 11 times over the course of the year to ensure Planning applications could be determined. The Local Review Body heard 10 appeals against Delegated Refusals.

KEY ACHIEVEMENTS

 These are set out in the Planning Performance Framework https://south-ayrshire.gov.uk/article/27661/Planning-service-standards-and-performance

PLANNING AND BUILDING STANDARDS (cross reference COPL 06.2d)			
The main function of the Building Standards Service is to deal with all aspects of the Building (Scotland) Act 2003 and related legislation.			
PERFORMANCE DATA KEY ACHIEVEMENTS			
 During this period the Service received 1215 Building Warrants. 92% of these received a first response letter within 15 days, with only 3% of responses taking more than 20 days. 95% of building warrants were issued within 10 days of the receipt of revised satisfactory information from the applicant. 	In November 2022 the Building Standards Section was appointed as the Building Standards Verifier for the geographical area for which the authority is responsible, until 30 th April 2029. In the letter of appointment from Patrick Harvie Minister for Zero Carbon Buildings Active Travel and Tenants' Rights, it was highlighted that there was a significant improvement in performance within the Service thus meriting the award period.		

	cessful for the successful delivery of the General Services Capital Programme.	
PERFORMANCE DATA KEY ACHIEVEMENTS		
£90.7m of general services capital projects delivered in 2022/23.		

PROPERTY MAINTENANCE

Property Maintenance has provided an exceptional service over 2022/2023 where we have completed 851 vacant properties ready to let, completed over 38568 repairs, and installed 2323 windows in 428 council homes. Our emergency service both in normal working hours and out of hours is one of the best in the UK with all works being completed within 2.6 hours from the original phone call.

We have also serviced over 480 heating systems and our in-house heating team have replaced over 212 new heating systems to council properties.

PERFORMANCE DATA

- Our key performance was having all works completed in a combined target of 96.2% in all categories of repairs which is both Housing & Non-Housing works.
- We also met all targets in our Disabled Adaptation works which is also treated with ambitious standards due to this type of works and the support and assistance it provides the residents we work with on this contract.
- We are highly involved in dampness and preservation works and this is extremely high profile now due to press reports and we collaborate with a specialist company to deliver a service that meets the demand of our tenants.

KEY ACHIEVEMENTS

- The performance of the department in 2022/2023 was excellent in all aspects of our business.
- The introduction of four new Adult Apprentices into the department for the first time.
- Winning Best Property Maintenance department in the UK for the second year in a row at APSE.
- The performance of our in-house window replacement team who have had nothing but praise from all our tenants on how the new windows have enhanced the energy efficiency in their homes.

POLICY, PERFORMANCE AND COMMUNITY PLANNING: SUSTAINABILITY

The Sustainability Team is responsible for supporting the council to respond to the climate and nature emergency. This includes the mainstreaming of sustainable development, climate change and nature both within and beyond the council in terms of our public sector climate change duties. It also involves the delivery against the net zero, climate change adaptation and resilience, green recovery and just transition requirements of the council.

- The Provost's School Footprint Challenge, Earth Hour and Climate Week campaigns were held.
- The team supported strategic developments including initial work towards the assessment of climate impacts in a number of ways including in terms of impact assessment development, benchmarking against the adaptation capability framework and consideration of coastal change at Ballantrae.
- Delivery of an enhanced Ranger's function to support the Councils strategic response to the climate and nature emergency, including planning responses and strategy development.

DESTINATION SOUTH AYRSHIRE

Culture and Tourism operates 11 branch libraries including: Alloway, Ballantrae, Carnegie, Forehill, Girvan, John Rodie, Maybole, Prestwick, Symington, Tarbolton and Troon, a mobile library and we work with the Marr Educational Trust to deliver the Marr Educational Resource Centre within Troon Library. The service is also responsible for a range of community venues including Town Halls in Troon, Ayr and Maybole, the Grain Exchange, the Cutty Sark Centre, the new Heritage Hub, Rozelle House Museum and Galleries, the Maclaurin Art Gallery and the McKechnie Institute.

PERFORMANCE DATA

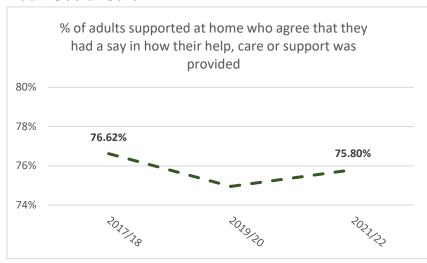
- Using the DSA grant, over the last 12 months we have supported over 52 events with £80,000 of distributed funds. We have reviewed over 60 applications, assessing the applications, and awarding to nearly 75% of the applicants Moreover, we have recently been able to support an additional 15 coronation events across South Ayrshire with nearly £15,000 worth of grants, ensuring celebrations across South Ayrshire.
- Our Destination South Ayrshire social media continues to grow in followers and reach:

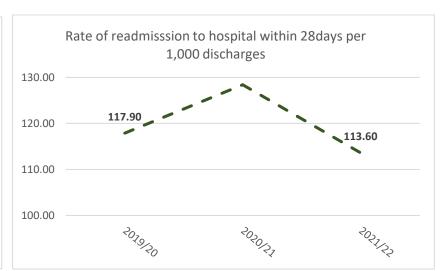
Facebook page has 18.3K followers and an additional 1,437 on Instagram. This Quarter it reached 2,155,027 people engaging 69,536 to click on links for more information. With followers from South Ayrshire, Glasgow and small percentage of international followers from the USA, Australia, Ireland and India.

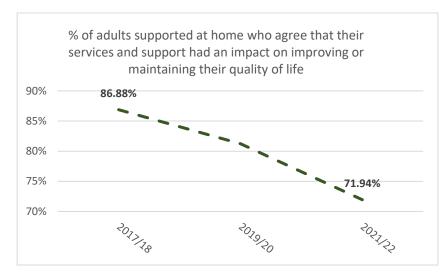
- successfully supported more local and community events and encouraging pride in our community through the delivery of Destination South Ayrshire grants.
- supported South Ayrshire assets, local businesses and events through digital promotion with DestinationSouthAyrshire.co.uk and Destination South Ayrshire social media.

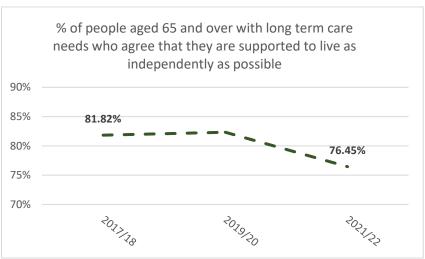
APPENDIX 3: LGBF - SOUTH AYRSHIRE 3-YEAR PERFORMANCE AGAINST KEY SERVICE AREAS

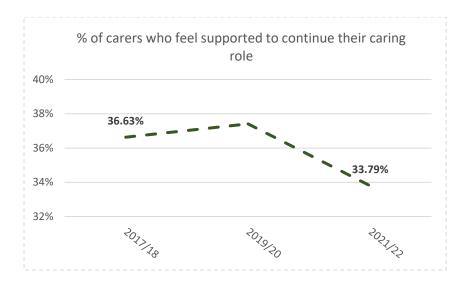
Adult Social Care

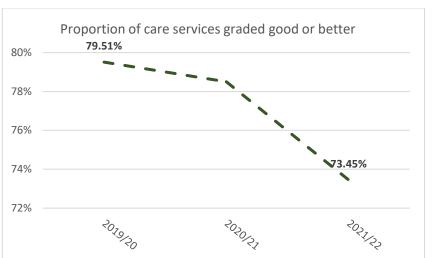


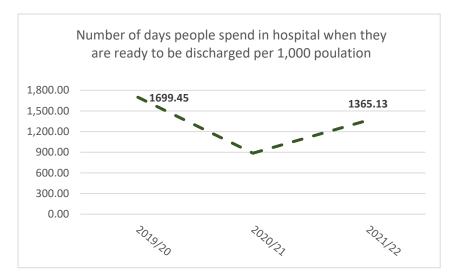


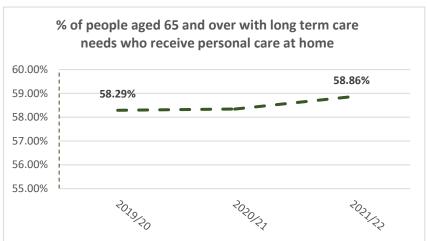




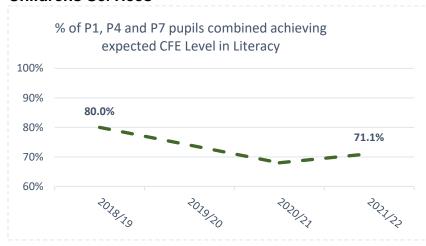


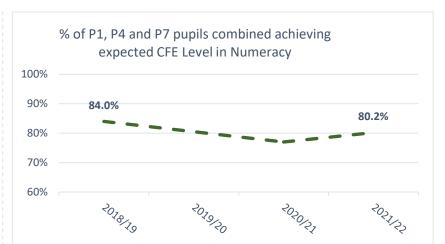




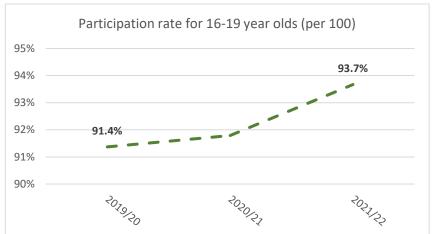


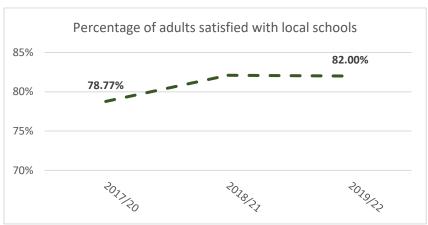
Childrens Services

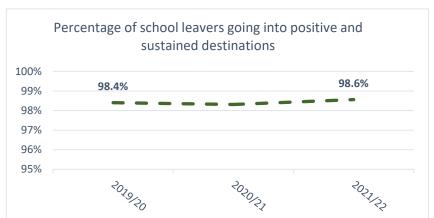


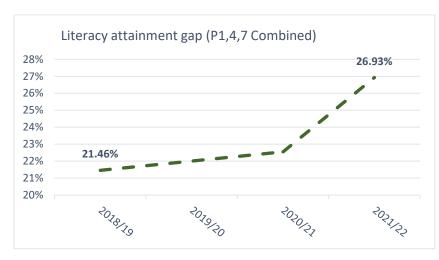


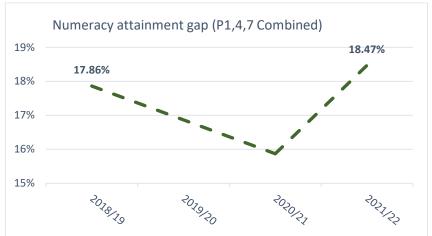


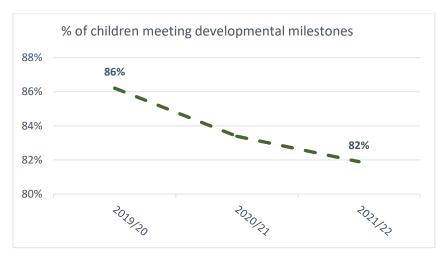


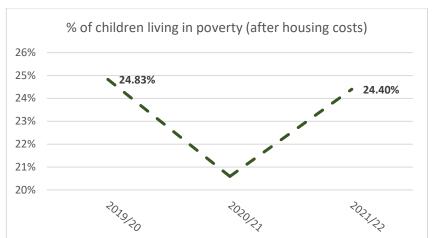












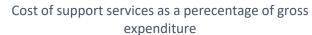
Corporate Services

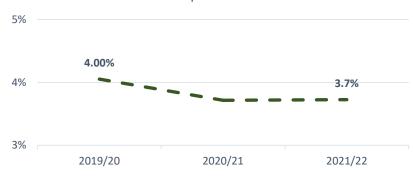
Percentage of the highest paid 5% employees who are women



Percentage of income due from Council Tax received by year end



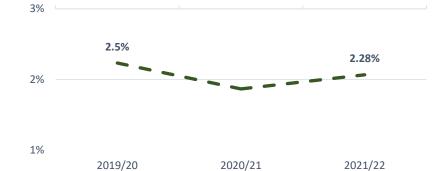




Percentage of invoices sampled that were paid within 30 days



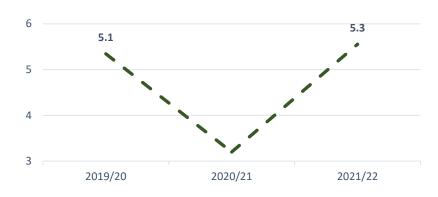




Cost of collecting Council Tax



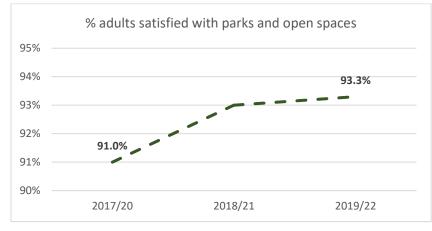
Sickness absence days per teacher

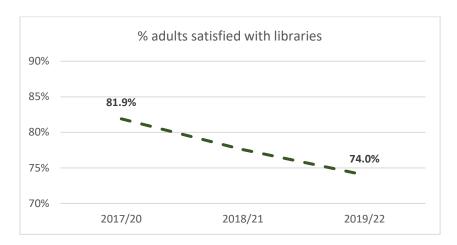


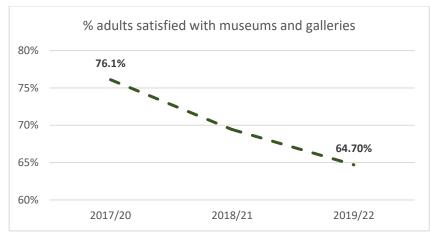
Sickness absence days per employees

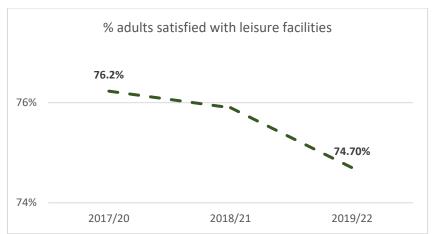


Culture and Leisure

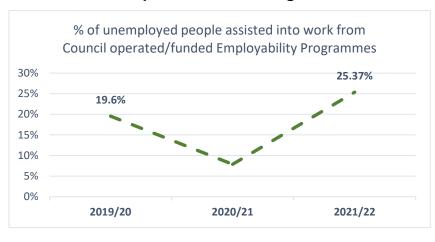


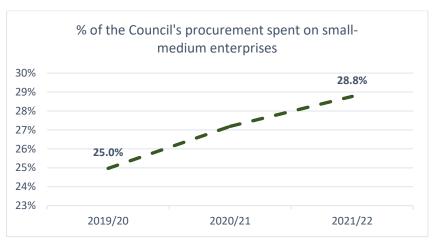


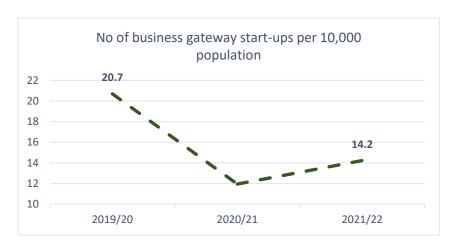


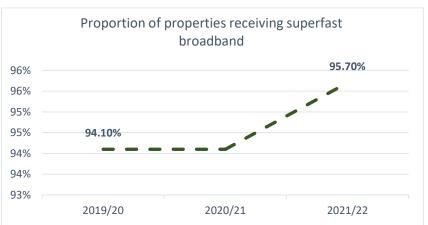


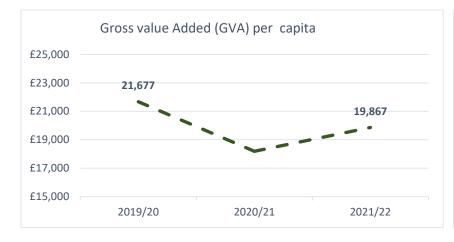
Economic Development and Planning

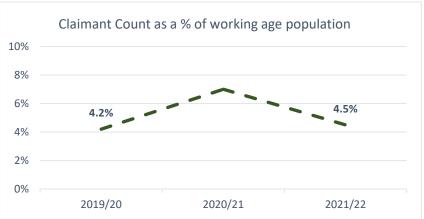


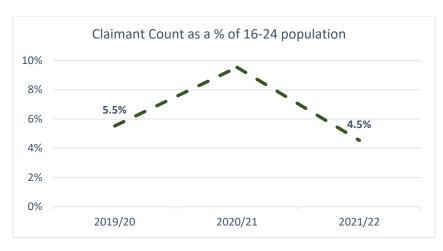












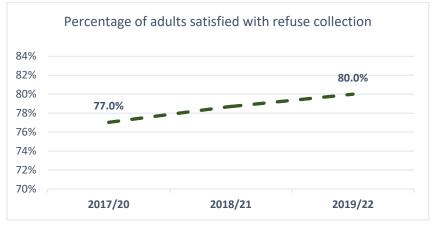




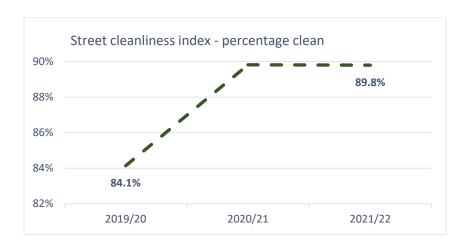




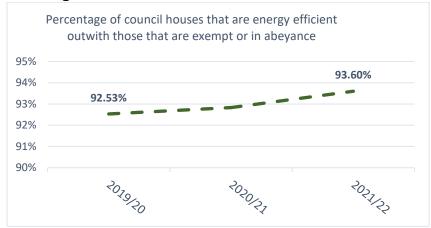
Environmental Services

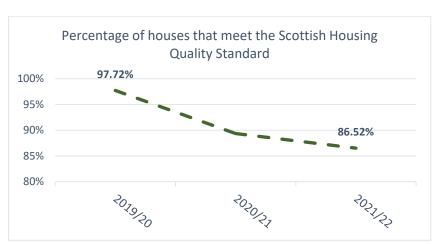




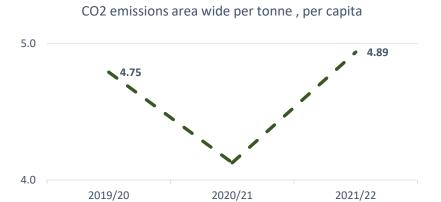


Housing Services





Climate Change



CO2 emissions area wide within scope of LA per tonne , per capita



APPENDIX 4: LGBF - SOUTH AYRSHIRE 3-YEAR FAMILY GROUP AVERAGE MAPPED TO COUNCIL PLAN OUTCOMES

The tables below provide detail on the family group average of LGBF data which have been grouped to sit under the Council Plan outcomes. The status of each indicator is highlighted below: improved, declined and stable. Where data is not comparable it is marked.

1. Fair and effective leadership

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Cost of support services as a percentage of the council's total gross expenditure	4.0%	3.7%	3.69%	•	3.73%
Percentage of the highest paid 5% employees who are women	60.29%	58.37%	59.7%	1	58.6%
The gender pay gap	2.5%	2.0 %	2.28%	-	2.64%
Cost of collecting council tax per dwelling	£6.94	£5.49	£6.65	-	£4.56
Sickness absence days per teacher	5.1	3.2	5.3	•	6.1
Sickness Absence Days per Employee (excluding teachers)	10.2	8.8	10.8	•	12.2
Percentage of income due from council tax received by the end of the year	94.9%	94.1%	95.1%	1	92.3%
Percentage of invoices sampled that were paid within 30 days	95.4%	94.5%	95.4%	•	90.6%

2. Closing the Gap

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of pupils gaining 5+ awards at level 5	70%	73%	74%	•	70%
Percentage of pupils gaining 5+ awards at level 6	41%	47%	44%		41%
Percentage pupils in 20% most deprived areas getting 5+ awards at level 5	44%	52%	50%		52%
Percentage pupils in 20% most deprived areas getting 5+ awards at level 6	21%	26%	19%	•	22%
Percentage of school leavers going into positive and sustained destinations (Initial survey)	98.4%	98.3%	98.6%	•	95.9%

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Overall average total tariff score for pupils in the senior phase (S6 based on the S4 cohort)	966	1060	1013	-	985
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 1	614	741	639	•	678
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 2	887	910	942	•	850
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 3	978	1020	948	•	1008
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 4	1243	1200	1232	•	1157
The average total tariff score for pupils in the senior phase (S6 based on the S4 cohort) Quintile 5	1231	1376	1316	•	1293
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	N/A	68%	71%	•	72%
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	N/A	77%	80%	•	79%
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	22.5%	26.93%	•	25.96%
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	15.87%	18.47%	•	21.47%
School Attendance Rates (per 100 pupils)	N/A	91.5%	N/A	?	N/A
School Attendance Rates for Looked After Children (per 100 Looked After Children)	N/A	90.%	N/A	?	N/A
School Exclusion Rates (per 1000 pupils)	N/A	14.91	N/A	?	N/A
School Exclusion Rates for Looked After Children (per 1000 looked after children)	N/A	73.39	N/A	?	N/A
Participation Rate for 16–19-year-olds in education, training or employment (per 100)	91.4%	91.8%	93.7%	•	92.4%
% of children living in poverty (after housing costs)	24.83%	20.59%	24.4%	-	25.01%

3. Grow well, live well, age well

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
% of children meeting developmental milestones at their 27–30-month review	86%	83%	82%	•	80%
% of funded Early Years Provision which is graded good or better	95.9%	95.7%	97.9%	1	91.4%
Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	58.29%	58.34%	58.86%	•	64.62%
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	81.23%	N/A	71.94%	•	77.77%
% of adults supported at home who agree that they are supported to live as independently as possible	82.33%	N/A	76.45%	•	75.46%
% of adults supported at home who agree that they had a say in how their help, care or support was provided	74.95%	N/A	75.8%	•	72.03%
% of carers who feel supported to continue in their caring role	37.41%	N/A	33.79%	•	28.08%
Rate of readmission to hospital within 28 days per 1,000 discharges	117.92	128.4	113.57	1	111.98
Proportion of care services graded good or better	79.51%	78.5%	73.45%	•	79.78%
Number of days people spend in hospital when they are ready to be discharged ,per 1,000 population (75+)	1,699.45	886.36	1,365.13	•	809.91

4. South Ayrshire works

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of unemployed people assisted into work from Council operated / funded Employability Programmes	19.6%	7.9%	25.4%	•	17.8%
Average time in weeks taken to deliver a commercial planning application decision	7.6	7.9	8.5	•	9.9

Percentage of the Council's procurement spent on local small/medium enterprises	25%	27.2%	28.8%	•	24.7%
No of business gateway start-ups per 10,000 population	20.7	11.9	14.2	•	14.5
Proportion of people earning less than the real living wage	21.8%	14.4%	22.4%	•	16.9%
Proportion of properties receiving superfast broadband	94%	94%	96%	1	92%
Town Centre Vacancy Rates	16%	17%	18%	•	12%
Immediately available employment land as a % of total land allocated for employment purposes	78.0%	83.8%	1.4%	•	17.1%
Gross Value Added (GVA) per capita	£21,961	£18,816	£19,867	•	£20,529
Claimant Count as a % of Working Age Population	4.2%	7%	4.5%	•	3.7%
Claimant Count as a % of 16-24 Population	5.5%	9.5%	4.5%	•	3.9%

5. Stand up for South Ayrshire

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Percentage of adults satisfied with libraries (Scottish Household Survey)	81.9%	77.6%	74.0%	•	79.2%
Percentage of adults satisfied with parks and open spaces (Scottish Household Survey)	91.0%	93.0%	93.3%	•	89.1%
Percentage of adults satisfied with museums and galleries (Scottish Household Survey)	76.1%	69.4%	64.7%	•	69.5%
Percentage of adults satisfied with leisure facilities (Scottish Household Survey)	76.2%	75.9%	74.7%	•	75.5%
Percentage of adults satisfied with local schools (Scottish Household Survey)	78.8%	82.10%	82.0%	1	76.0%

6. A better place to live

Measure	2019/20	2020/21	2021/22	Status	Family Group Average
Street Cleanliness Index - Percentage Clean	84.1%	89.8%	89.8%	1	77.5%
Percentage of adults satisfied with refuse collection services (Scottish Household Survey)	77.0%	78.7%	80.0%		77.7%
Percentage of adults satisfied with street cleaning services (Scottish Household Survey)	51.1%	53.4%	56.3%	•	63.6%
Percentage of council dwellings that meet the Scottish Housing Quality Standard (SHR)	97.7%	89.4%	86.5%	•	65%
Percentage of council houses that are energy efficient out with those that are exempt or in abeyance	92.5%	92.8%	93.6%	•	76.5%
CO2 emissions area wide per tonne, per capita	4.75	4.12	4.89	•	5.86
CO2 emissions area wide: emissions within scope of LA per tonne, per capita	5.65	4.96	5.65	•	5.57

South Ayrshire Council

Report by Director of Health and Social Care to South Ayrshire Council of 7 December 2023

Subject: Review of South Ayrshire Integration Scheme

1. Purpose

1.1 The purpose of this report is to update the Council on progress with the review of the South Ayrshire Integration Scheme ('the Scheme') further to the report to Council in June 2023.

2. Recommendation

- 2.1 It is recommended that the Council:
 - 2.1.1 notes the progress with the Review of the Integration Scheme made by officers from each of the Councils and NHS; and
 - 2.1.2 agrees that further reports will be provided to Council as the review progresses.

3. Background

- 3.1 At its meeting in June 2023 South Ayrshire Council noted that it had completed a review of its integration Scheme in 2019 with North and East concluding a review the year previously. Within the legislation, there is a statutory duty to review the Integration Scheme before expiry of a 5-year period to identify whether any changes are deemed necessary or desirable. The review must have due regard to the integration planning principles set out in the legislation and to the National Health and Wellbeing Outcomes. It was agreed that South Ayrshire Council re-align itself with the other Councils who have Integration Schemes with NHS Ayrshire and Arran. It therefore approved a report which outlined the proposal to undertake a review of the Integration Scheme in parallel with similar review activity in both East and North Ayrshire.
- 3.2 Council approved the report which outlined the proposal to undertake a review of the Integration Scheme in parallel. All three HSCP's and NHS Ayrshire and Arran are therefore undertaking a review of the Integration Schemes concurrently. The June paper set out the process that parties required to follow for consultation with prescribed consultees after which the draft revised scheme is presented to be approved by Council and the NHS Board. It is then submitted to Scottish Ministers who are asked to formally approve the revised Scheme.

- 3.3 Officers were aiming to conclude this review of the recommended changes by December 2023. To meet these deadlines and to provide an appropriate consultation period, officers had proposed draft timetable (Appendix 1), which was recognised to be challenging and that might require to be extended.
- 3.4 The initial phase of the review is ongoing at present. As noted in the report to Council in June, a group to oversee the review of the Scheme has been established. This Programme Board is jointly chaired by the NHS Chief Executive and the Chief Executive of East Ayrshire Council. The work of the review has been divided into 5 workstreams:
 - 1. Scope of Services Delegated;
 - Resources;
 - Governance and Legal;
 - 4. Care Governance; and
 - 5. Communication and Engagement.
- 3.5 For each of these areas a working subgroup has been established which is chaired by an officer from one of the four parties. The workstreams are developing and will present any proposals within their workstream for changes to the Scheme of Integration to the Programme Board.
- 3.6 The Programme Board and the five subgroups each have representation from all four parties together with input from the 3 IJB Chief Officers. The review is ongoing with workstreams meeting and concluding views. A proposed timetable for the consultation and approval of any revisions is in development and will be confirmed to each of the Councils and the NHS.
- 3.7 The Programme Board will oversee the development of any proposals for change to the Integration Scheme emerging from the work of the sub-groups. The Programme Board may also make proposals regarding the future scope of the Integration Scheme for agreement by the Parties based on the provisions of Section 46 of the 2014 Act and this will include deciding the functions that are and are not to be delegated, taking full account of those functions which must be delegated under the terms of the legislation.
- 3.8 The proposals of the Programme Board will finally be considered by a Project Board that comprises two Elected Members of the Council and two non-executive members of the NHS Board.
- 3.9 Once the proposals for change have been agreed by the parties there is the requirement to consult with 'Prescribed Consultees' on the contents of any revised Integration Scheme, in accordance with the provisions of regulations as set out in Scottish Statutory Instrument 2014 No. 283. A list of the Prescribed Consultees is set out in Appendix 2 to this report. The Parties can, at their discretion, choose to add other consultees to this list to reflect arrangements, locally. Further to the period of consultation reports detailing any proposed changes to the Integration Scheme will be presented for approval at meetings of the three councils and NHS Board. Thereafter proposals for change will be forwarded to the Scottish Government for approval.

4. Proposals

- 4.1 Council is asked to note the progress with work by officers from South Ayrshire HSCP and Council and colleagues in North and East Ayrshire Councils and the NHS Ayrshire and Arran to undertake the review detailed above; and
- 4.2 Officers will report back with the agreed timetable to complete the work and the progress with the consideration of the suggested changes to a future Council.

5. Legal and Procurement Implications

- 5.1 This report proposes a process that should lead to the preparation of a new Integration Scheme, which is a legal document made by Order of Scottish Ministers and which will require to be laid before the Scottish Parliament before it can come into effect.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 There are currently no unbudgeted financial implications arising from the consideration of this report.

7. Human Resources Implications

7.1 There are no new HR implications arising directly from the consideration of 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 The Integration Scheme is the principal governance document that governs the operation of the South Ayrshire Integration Joint Board and the South Ayrshire Health and Social Care Partnership. It requires to articulate clearly the role not only of the IJB in the integration of health and social care, but the way in which the Board and the Parties the Council and the NHS Board will work collaboratively to deliver National and Local Outcomes and Integration Planning Principles as defined by the Public Bodies (Joint Working) (Scotland) Act, 2014, in South Ayrshire.
- 8.2.2 The IJB has included a strategic level risk in its approved Risk Register regarding the strategic objectives of Health and Social Care Integration not being realised under the existing arrangements. This has been rated at 12 (High Risk).

9. Equalities

9.1 There are no equality implications arising directly from the consideration of this report. A full Equalities Impact Assessment will be carried out on the revised Integration Scheme prior to its submission to the Parties for approval.

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 Lee Lyons, Portfolio Holder for Health and Social Care, and Councillor Stephen Ferry, Portfolio Holder for Education, 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 Health and Social Care will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Revised Draft Integration Scheme presented to Council	Likely to be in March 2024	Director of Health and Social Care

Background Papers Public Bodies (Joint Working) (Scotland) Act 2014

Integration Scheme between South Ayrshire Council and NHS Ayrshire and Arran - 1 March 2018

Report to South Ayrshire Council of 29 June 2023 – Review of

South Ayrshire Integration Scheme

Person to Contact Tim Eltringham, Director of Health and Social Care

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Sheila Tyeson, Senior Manager – Planning and Performance Elgin House, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB

Phone 01292 612429

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Date: 29 November 2023

Proposed Draft Timetable

Milestone	Date
Commission Review Exercise	
Integration Joint Board Meeting (Progress update)	13 September 2023
Health Board Meeting	27 June 2023
Council Meeting	29 June 2023
Review exercise commences (12 weeks)	10 July 2023
Review exercise concludes	6 October 2023
Preparation for consultation commences	9 October 2023
Consultation exercise commences	14 October 2023
Consultation exercise ends	8 November 2023
Post consultation revision work commences	11 November 2023
Governance Report and Revised Scheme by	18 November 2023
Approve Revised Draft Integration Scheme	
Health Board Meeting	4 December 2023 or 5 February 2024
IJB Meeting	13 December 2023
Council Meeting	7 December 2023
Submission to Scottish Government	29 December 2023

List of Prescribed Consultees

- Health professionals;
- Users of health care;
- Carers of users of health care;
- Commercial providers of health care;
- Non-commercial providers of health care;
- Social care professionals;
- Users of social care;
- Carers of users of social care;
- Commercial providers of social care;
- Non-commercial providers of social care;
- Staff of the Health Board and local authority who are not health professionals or social care professionals;
- Non-commercial providers of social housing; and
- Third sector bodies carrying out activities related to health or social care.

South Ayrshire Council

Report by Head of Legal and Regulatory Services to South Ayrshire Council of 7 December 2023

Subject: Appointments to Panels

1. Purpose

- 1.1 The purpose of this report is to seek approval to make alterations to the membership of Panels.
- 2. Recommendation
- 2.1 It is recommended that the Council:
 - 2.1.1 approves Councillor George Weir as the SNP member (as Vice-Chair) of the Service and Partnerships Performance Panel;
 - 2.1.2 notes the changes in Party representation identified at 4.2 and 4.3;
 - 2.1.3 requests that officers make the required amendments to the list of Panels to reflect these changes; and
 - 2.1.4 considers any other amendments which might be required to membership of Panels.

3. Background

- 3.1 In terms of para 11.1 of the Council's Scheme of Delegation, amendment of the membership of the Cabinet and other Panels, Committees and Sub-Committees is reserved to Council.
- 3.2 As detailed in para 28.3 of the Council's Standing Orders Relating to Meetings, the duration of the term of office of all Chairs and Vice-Chairs of Panels shall extend until the next ordinary election of the Council. The Vice-Chair of the Service and Partnerships Performance Panel was agreed by Council to be a member of the SNP Group.
- 3.3 The resignation of Councillors Chris Cullen and Mark Dixon from the SNP Party has altered the proportion of Members that are independent and therefore, to reflect this, Party Leaders have agreed that both Members remain on their existing Panels as detailed in the proposals.

4. Proposals

- 4.1 The SNP is seeking Council approval that Councillor George Weir is appointed as the SNP member (as Vice-Chair) of the Service and Partnerships Performance Panel.
- 4.2 Councillor Chris Cullen has recently resigned from the SNP Group, but will remain a member of the Service and Partnerships Performance Panel and the Audit and Governance Panel as representative of the Alba Party for independence.
- 4.3 Councillor Mark Dixon has recently resigned from the SNP Group, but will remain a member of the Service and Partnerships Performance Panel, the Regulatory Panel and the Local Review Body as an Independent member.

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 Not applicable.

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

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Head of Legal and Regulatory Services 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 details of membership of Panels	15 December 2023	Service Lead – Democratic Governance

Background Papers Scheme of Delegation

Person to Contact Catriona Caves, Head of Legal and Regulatory Services

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Date: 1 December 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. <u>FSD Guidance for Public Bodies</u> 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	Appointments to Panels
Lead Officer (Name/Position/Email)	Catriona Caves, Head of Legal and Regulatory Services – catriona.caves@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)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	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

(A full Equal	uality Impact Assessment required? lity Impact Assessment must be carried out if a life as Medium and/or High)	——YES NO		
Rationale for decision:				
This report seeks approval to make alterations to the list of Panels. Members' decision on this has no specific equality implications				
Signed :	Catriona Caves	Head of Service		
Date:	30 November 2023			