

County Buildings
Wellington Square
AYR KA7 1DR
Tel No: 01292 612436

12 November 2024

**To: Councillors Saxton (Chair), Bell, Cochrane, Cullen, Dixon,
Lyons, Scott and Weir**

All other Elected Members for information only

Dear Councillor

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL

You are requested to participate in the above Panel to be held on **Tuesday, 19 November 2024 at 10.00 a.m.** for the purpose of considering the undernoted business.

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

Yours sincerely

CATRIONA CAVES
Chief Governance Officer

B U S I N E S S

1. Declarations of Interest.
2. Minutes of previous meeting of 22 October 2024 (copy herewith).
3. Action Log and Work Programme (copy herewith).
4. Local Performance Report: Police Scotland – Submit report by the Depute Chief Executive and Director of Education (copy herewith).
5. Council Plan (2023-2028): Second Year: Quarter Two Update (2024/25) – Submit report by the Depute Chief Executive and Director of Education (copy herewith).
6. Complaints – Scrutiny Update – Period: 1 April to 30 September 2024 – Submit report by the Chief Governance Officer (copy herewith).

7. FOISA/EIR Annual Report 2023/24 – Submit report by the Chief Governance Officer (copy herewith).
8. Business Support – Refreshed Ambition Programme Update – Submit report by the Director of Communities and Transformation (copy herewith).
9. Common Good Fund Update - Submit report by the Director of Housing, Operations and Development (copy herewith).
10. Ayrshire Regional Economic Strategy (ARES) – Submit report by the Director of Communities and Transformation (copy herewith).

For more information on any of the items on this agenda, please telephone Kayley Hancox, Committee Services on 01292 612724, Wellington Square, Ayr or
e-mail: kayley.hancox@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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SERVICE AND PARTNERSHIPS PERFORMANCE PANEL

Minutes of hybrid webcast meeting on
22 October 2024 at 10.00 a.m.

Present
in County
Buildings: Councillors Philip Saxton (Chair), Mark Dixon and George Weir.

Present
Remotely: Councillors Kenneth Bell, Ian Cochrane and Chris Cullen.

Apologies: Councillors Lee Lyons and Gavin Scott.

Attending
in County
Buildings: M. Inglis, Head of Children’s Health, Care and Justice Services; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; L. Reid, Assistant Director – Transformation; W. Wesson, Chief HR Officer; S. Tyeson, Senior Manager – Planning and Performance; J. Andrew, Co-ordinator – Transformation; J. Tait, Service Lead – Thriving Communities; K. Briggs, Service Lead – Legal and Licensing; K. Hancox, Committee Services Officer; and C. McCallum, Clerical Assistant.

Attending
Remotely: K. Mullen, Service Lead – ICT Operations; S. McCall, Service Lead – Transformation; and T. Ajetunmobi, Principal Information Analyst – Public Health Scotland.

Chair’s Remarks.

The Chair

- (1) welcomed everyone to the meeting; and
- (2) outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live.

1. Sederunt and Declarations of Interest.

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

2. Minutes of previous meeting.

The Minutes of 17 September 2024 ([issued](#)) were submitted and approved.

3. **Action Log and Work Programme.**

There was submitted an update of the Action Log and Work Programme ([issued](#)) for this Panel.

Having heard the Assistant Director – Corporate Policy, Strategy and Performance speak in relation to the Action Log and Work Programme,

The Panel

Decided:

- (1) to agree the current position with regard to the Action Log subject to the removal of action 7; and
- (2) to otherwise note the current status of the Work Programme.

4. **2022-25 Council Workforce Plan Annual Update.**

There was submitted a report ([issued](#)) of 10 October 2024 by the Chief Executive providing an update on the Council's 2022-2025 Workforce Plan and associated Action Plan.

A Member of the Panel requested that future reports include less abbreviations/acronyms and instead include the expanded text. The Chief HR Officer advised that this would be taken on board.

Following a query from a Member in relation to the role modern apprentices (MAs) and graduates had in regard to replacing staff who were approaching retirement or leaving the workforce as this had not been highlighted within the report, the Chief HR Officer informed that they were reviewing a range of policies and considering reinstating a flexible retirement policy to enable trainees to be recruited for hard to recruit posts. The Service Lead – Thriving Communities advised that in relation to MAs, information had previously been provided to the Panel through the Community Learning and Development (CLD) Plan and Thriving Communities reports. It was also confirmed that the modern apprenticeship programme was embedded within the workforce plan and the progression routes for MAs was being recorded.

A Member of the Panel requested further information on the strategic workforce planning group that was to be formed and led by the Chief Executive and the Chief HR Officer confirmed that the group would be officer led and that any updates would be provided to the Panel in the future.

Concerns were highlighted by a Member with regard to casual contracts and the upcoming changes to legislation surrounding this and following a question on the reliance on casual staff, the Chief HR Officer advised that casual and supply contracts were used across a range of services including the Health and Social Care Partnership, Sports and Leisure and Education. She further advised that these contracts created business continuity across services, and they were often used to maintain ratios/cover absence.

Having heard a Member of the Panel request information on progression routes and training for staff, the Co-ordinator – Transformation advised that discussions had been ongoing to strengthen career progression pathways throughout the Council.

A Member of the Panel asked in relation to the ageing population in South Ayrshire, what had the Council done to attract employees from outwith South Ayrshire. The Co-ordinator – Transformation advised that the offer of flexible working and working from home opportunities attracted employees beyond South Ayrshire; however that the majority of those employed by South Ayrshire Council were South Ayrshire residents and were therefore reflective of an ageing demographic.

A Member of the Panel suggested that the information contained within Appendix 2 of the report would be better integrated within Appendix 1, for clarity for members. The Chief HR Officer advised that this would be taken on board.

Following a question from a Member regarding the use of artificial intelligence (AI) within customer service centres where there were rule based responses, the Assistant Director – Transformation stated that plans were in place to look into the use of AI. The Service Lead – Transformation further advised that introduction of AI was being explored currently with a policy in development for the acceptable and ethical use of AI and Members' briefings on Generative AI were scheduled for December 2024.

The Panel

Decided:

- (1) to note the contents of the report; and
- (2) to agree the amendments to related activities in Appendix 1.

5. Integration Joint Board (IJB) Annual Performance Report 2023-24.

There was submitted a report ([issued](#)) of 10 October 2024 by the Director of Health and Social Care providing the Panel with a copy of the Integration Joint Board (IJB) Annual Performance Report 2023-24 for scrutiny.

A Member of the Panel requested a change to recommendation 2.1 to incorporate the role of the Panel and input that the contents of the report had been scrutinised.

Following queries from Members in relation to the significant increase in regard to the percentage of Delayed Discharges from hospital, the Senior Manager – Planning and Performance advised that the figure consisted of those waiting on care at home packages, care home placements, conclusion of assessment and specialist cases due to high complexity needs. Investments had been made in these various areas to assist with improving the number of Delayed Discharges. The Principal Information Analyst – Public Health Scotland advised that the figure provided for delayed discharges referred to the total number of days that patients were delayed but that these days may refer to one or multiple events for an individual, those delayed but not yet discharged and those delayed then readmitted. It was noted that there was a complexity in accounting for all persons associated with the number of delayed discharge days. Further figures were provided to explain the total number of patients who had been delayed being discharged from care was provided which had been calculated by the average daily number of bed days occupied by delayed discharges; for South Ayrshire in 2023/2024 the figure was 101 which meant there were around 100 people delayed daily during the period of observation 2023/24.

A further question was asked by a Member of the Panel regarding how to determine the effect of the Unplanned Bed Days figure and how this had impacted the Delayed Discharges figure. The Principal Information Analyst – Public Health Scotland advised that there was a relationship between these figures however the information had not been available and could be provided in future if required.

Having heard a Member of the Panel note the positives throughout the report, a question was raised in relation to beds for stroke patients in Westbank Care Home, Troon and if that would be implemented in other care home facilities. The Senior Manager – Planning and Performance advised that Westbank Care Home had been a trial for the stroke beds and the approach would be considered for more locations if it had been feasible.

A Member of the Panel requested further information surrounding the possibility of other opportunities for care experienced young people to live independently following on from the independent flat commissioned at Cunningham Place and the Head of Children's Health, Care and Justice Service advised that a similar flat had been attached to Sundrum View and there were other options such as supported living environments through Quarriers and families who provided supported care. It was also advised that other independent flats were not seen as a necessity currently.

A Member of the Panel enquired as to the increase of 21% for adult protection referrals that had been noted as an impact from the pandemic measures. The Senior Manager – Planning and Performance advised that the number had increased since the pandemic and that it had not been expected to reduce to previous levels due to the positive work being carried out by the Health and Social Care Partnership including improved communication, training and awareness raising across the community. However, the number of adult protection referrals were expected to stabilise as the work became embedded.

Having considered and scrutinised the contents of the IJB Annual Performance Report, the Panel

Decided: to note the contents of the report.

The meeting ended at 11.00 a.m.

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – ACTION LOG

No.	Date of Meeting	Issue	Actions	Assigned to	Update	Completed
1.	14 May 2024	Regeneration Capital Grant Fund – Update on Pinwherry and Pinmore and Maybole Stage 2 Applications	To provide an update regarding completion for the works at Pinwherry and Pinmore.	Maybole Regeneration Lead Project Officer	Update provided to Members on 7 th November 2024.	Yes
2.	20 August 2024	Local Performance Report: Police Scotland	To provide an update in relation to the policing at the Golf Open in Troon.	Chief Superintendent	Update to Service and Partnerships Panel November 2024.	No

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
1.	Business Support – Refreshed Ambition Programme Update	Performance update	Director of Communities and Transformation	19 November 2024	Report to this Panel
2.	Common Good Fund Update	3 yearly report on wider review (annual reports now go to LP)	Director of Housing, Operations and Development	19 November 2024	Report to this Panel
3.	Complaints – Scrutiny Update – Period: 1 April to 30 September 2024	Provide statistics for scrutiny (6-monthly report)	Chief Governance Officer	19 November 2024	Report to this Panel
4.	Council Plan (2023-2028): Second Year: Quarter Two Update (2024/25)	Scrutiny of report (including quarterly update re service plans)	Depute Chief Executive and Director of Education	19 November 2024	Report to this Panel
5.	FOISA/EIR Annual Report 2023/24	Scrutiny of report	Chief Governance Officer	19 November 2024	Report to this Panel
6.	Local Performance Report: Police Scotland	Provide Panel with info about full year performance	Depute Chief Executive and Director of Education	19 November 2024	Report to this Panel

7.	Local Performance Report: Scottish Fire and Rescue	Provide Members with information about performance of the Scottish Fire and Rescue Service in South Ayrshire	Depute Chief Executive and Director of Education	14 January 2025	Fire Service requested deferral from November 2024 SPPP
8.	Ayrshire Shared British Sign Language (BSL) – Joint Action Plan	Update	Depute Chief Executive and Director of Education	14 January 2025	Awaiting Report
9.	Financial Inclusion Projects 2024/25 and 2025/26	Annual progress report	Director of Communities and Transformation	14 January 2025	Awaiting Report
10.	The International Ayr Show – Festival of Flight	Annual report providing overview of delivery	Director of Communities and Transformation	14 January 2025	Awaiting Report

South Ayrshire Council

**Report by Depute Chief Executive and Director of Education
to Service and Partnerships Performance Panel
of 19 November 2024**

Subject: Local Performance Report: Police Scotland

1. Purpose

- 1.1 The purpose of this report is to provide members of the Panel with information about the mid-year performance (quarter two) of Police Scotland in South Ayrshire for 2024/25.

2. Recommendation

- 2.1 **It is recommended that the Panel scrutinises the performance report of Police Scotland in South Ayrshire and provide feedback to the Area Commander.**

3. Background

- 3.1 The Police and Fire and Rescue Reform (Scotland) Act 2012 created a national police force and a national fire and rescue service. The implications of the legislation for local authorities are that the Council will:

- Comment on SPA and SFRS Strategic Plans;
- Contribute to the preparation of the local plan for police and local fire and rescue plan and approve the plans;
- Monitor the delivery of police and fire and rescue functions in the area and make recommendations for improvement; and
- Provide feedback to the Local Police Commander and the Fire and Rescue Service Local Senior Officer.

- 3.2 The Local Police Plan for South Ayrshire was agreed by [Cabinet in March 2023](#).

4. Proposals

- 4.1 The Area Commander has provided the attached performance report (Appendix 1) which Panel members are invited to scrutinise and provide feedback on.

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 If the recommendation is rejected then there is a risk that the Council is considered to not have discharged its responsibility under the Police and Fire and Rescue Reform (Scotland) Act 2012 in terms of scrutinising local performance

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)** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute Priority 3 of the Council Plan: Civic and Community Pride.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report which relates to the performance of an external organisation.

Background Papers **Report to Cabinet of 14 March 2023 - [Local Police Plan 2023-26](#)**

Person to Contact **Kevin Anderson, Assistant Director Corporate Policy, Strategy and Performance**
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612982
E-mail kevin.anderson@south-ayrshire.gov.uk

Date: 7 November 2024

South Ayrshire Performance Summary Report - Q2 2024/25

Reporting Period: 01/04/2024 - 30/09/2024

Appendix 1



**POLICE
SCOTLAND**
Keeping people safe

Total Crime



-0.1%



4,637 Crimes (note: issues with tickets)

Incidents Recorded

Violence/Homicide

Drug Supply

Robbery

Domestic Abuse

Sexual Crime

-10.2%



15,411

4.9%



618

-36.1%



17

-45.9%



8

22.3%~



489

-0.9%



107

ASB

Hate Crime

Acquisitive Crime

Drink/Drug Driving

Speeding

Serious Injury & Fatal Accidents[^]

-24.0%



3,032

40.1%~



72

-6.1%



1,018

18.6%



98

N/A

Due to system issues on PENTIP all RP tickets from 27th March 2024 are currently not available at sub-divisional level

N/A

-26.9%/0%



19/1

Note: All percentage figures are based on the 5-year average with all data based on Management Information which may be subject to change.

[^] Change from PYTD 5 year average not available [~] Domestic Abuse and Hate Crime were previously counted on VPD, now on UNIFI therefore 5-yr average is an indication only

Introduction

This document has been compiled to look at the quarterly data available for South Ayrshire. The report is based on the areas of focus identified within the Local Policing Plan agreed with the Local Authority. The 'Plan on a Page' document is available on Page 3, this provides details of the areas Police Scotland have agreed to report on.

The following list of contents provides an overview of the items included in this report:

TOPIC	SECTION	PAGE
Local Policing Plan	Plan on a Page	3
Serious Crime	Violence/Homicide	4
	Drug Supply	5
	Robbery	6
Violence Against Women and Girls	Domestic Abuse	7
	Rape & Sexual Assault	8
Safer Communities	ASB	9
	Hate Crimes	10
	Acquisitive Crime	11
Community Wellbeing		12
Road Safety -	Drink/Drug Driving, Speeding and Serious Injury & Fatal Accidents	13
Public Confidence	User Satisfaction Survey	14
	Complaints	15
Glossary of Terms		16



**Plan on a Page
South Ayrshire**

Our vision | Policing for a safe, protected and resilient Scotland
Our purpose | Improve the safety and wellbeing of people, places and communities in Scotland
Our values | Fairness, Integrity, Respect, Human Rights

PUBLIC HEALTH

Our Local Policing Priorities

Our Areas of Focus

Strategic Outcomes

Serious Crime



Violence Drugs Supply Robbery

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Violence Against Women and Girls



Domestic Abuse Rape & Sexual Assault Child Sexual Abuse

The needs of local communities are addressed through effective service delivery

Safer Communities



Anti-Social Behaviour Hate Crime Acquisitive Crime Online Safety

The public, communities and partners are engaged, involved and have confidence in policing

Community Wellbeing



Drugs Harm Community Justice Mental Health Youth Engagement

Our people are supported through a positive working environment, enabling them to serve the public

Road Safety



Drink / Drug Driving Speeding Serious Injury and Fatal Accidents

Police Scotland is sustainable, adaptable and prepared for future challenges

PERSON CENTRED APPROACH

PARTNERSHIPS

PREVENTION & EARLY INTERVENTION

SERIOUS CRIME—Violence/Homicide

Analytical Context:

The Q2 period shows that overall violent crime has increased by 4.9% on the 5-year average. This increase is due to the number of Minor Assaults towards members of the public which continues to record numbers above the 5-year average. However, Minor Assaults are showing a decrease on last year's figures—down 6.5%. Serious Assaults are showing a marked decrease this year, down 20.6% on the 5-year average and down 20% on last year. There has been one Serious Assault of an Emergency Worker, this was not a figure that was counted separately in previous years, hence the zero numbers for last year and the 5-year average. There has been one Attempt Murder charge which remains undetected and one Murder which is detected. There are currently almost 7% of the Minor Assaults which are non-recent.

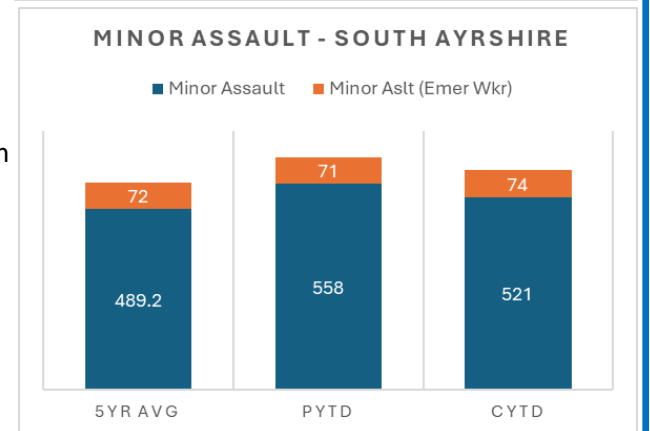
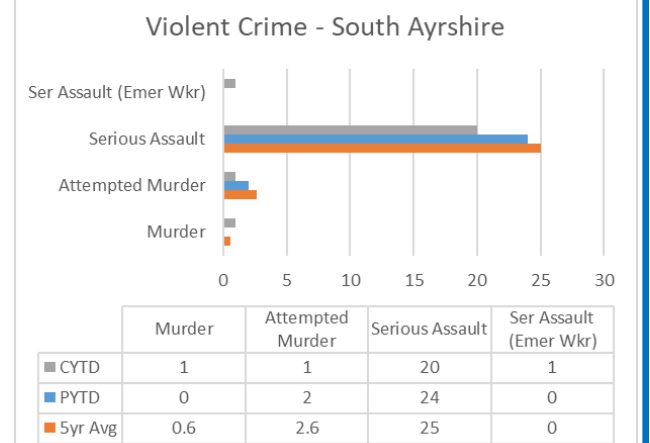
Currently 85% of the Serious Assaults are detected, along with 73.5% of Minor Assaults towards members of the public.

Local Action/Context:

The majority of violent crime occurs whereby those persons involved are known to one another or already involved in existing criminality. All crimes of violence continue to be subject of daily management review. Local officers continue to be supported in investigations by both Priority Policing Teams and the Criminal Investigation Department who are deployed to identify and quickly apprehend offenders.

We also use other specialist resources who are used to investigate this crime type and collectively this has helped support the increase in detection rates. The Community Wellbeing Unit (CWU) continue to work closely with individuals who are involved in crime in an attempt to divert them from this and to ensure they are encouraged and supported to engage with services in an effort to improve outcomes for them, their families and the wider community.

The murder that happened took place within a residential property in Troon. A 34 year old male was arrested as a result of this crime. Both the victim and perpetrator were known to one another and there was no wider threat to the local community.



Source: Taken from Management Information Dashboards on PowerBi

SERIOUS CRIME—Drug Supply

Analytical Context:

Drug supply charges in South Ayrshire have remained unchanged on the figures at this point last year (n=17). However, charges are down 36.1% on the 5-year mean for Supplying Drugs and down 44.4% for Cannabis Cultivations on the 5-year average.

Proactivity continues to be the main focus and means by which these charges are obtained. Identifying patterns to where these crimes are taking place requires the combined work of local officers and Divisional staff, building on the Community Intelligence provided by South Ayrshire residents, community groups or via Crimestoppers.

Local Action/Context:

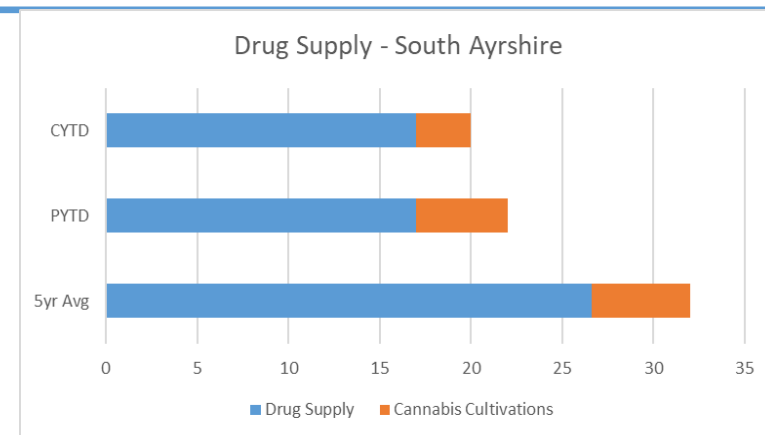
Drug supply remains a focus for the Pro-Active Crime Team (PACT) supported by the Priority Policing Team (PPT) and Locality Officers. Identifying and targeting those individuals who supply drugs within our local communities continues to be a priority. We recognise that some of this activity can involve individuals who travel cross border. We acknowledge and recognise the harm that substance misuse and addictions can have on individuals, families and the wider community. Our dedicated community wellbeing engagement officers support and help signpost individuals to organisations and recovery networks who support persons and families in crisis with addictions.

Information and Intelligence gathered is promptly turned around into enforcement action.

Throughout the reporting period 22 drug warrants have been executed. This is a decrease of 10 in comparison to the previous year. This has resulted in 3 persons being charged with the supply of drugs and a further 6 charged with drug possession.

Of note a large scale cannabis cultivation was discovered in Ayr with in excess of 1,100 plants at various stages of growth. This cultivation had a street value of approximately £670K. Enquiries continue to identify the suspect for this cultivation.

Throughout Ayrshire we have seen an increase in large scale cannabis cultivations. The majority of these have been discovered within empty/disused buildings. We would encourage our communities to report any form of suspicious activity and this can be done anonymously.



Source: Taken from Management Information Dashboards on PowerBi

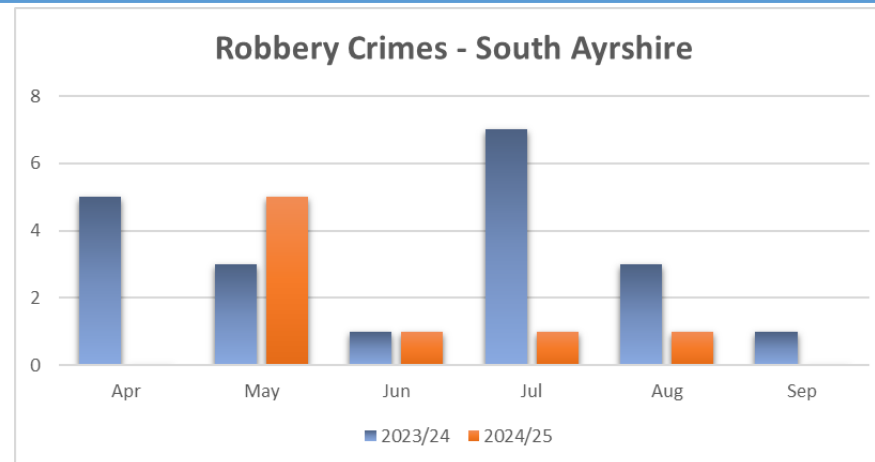
SERIOUS CRIME—Robbery

Analytical Context:

There has been a marked decrease in the number of Robbery type crimes so far this year (n=8). This figure is well below last year (down 60%) and the 5-year average (down 45.9%). The detection rate is currently 100% on reported crimes this year.

There are no repeat locations so far this year, although two crimes are noted for one premise but these took place during the same incident. The majority of crimes occurred in Ayr (n=5) with the remaining 3 taking place in Girvan.

Only one crime has taken place within a residential setting and this was a domestic incident, all other crimes were in a public place with one being in a licensed premise and two in the garage in Girvan. A physical assault was most commonly used against the victim with just one crime involving a knife. Seizure of a mobile phone or cash continue to feature as commonly taken items. The victim knew the offender, in some capacity, in around 63% of these crimes.



Source: Taken from Management Information Dashboards on PowerBi

Local Action/Context:

Robberies remain a key priority and enhanced governance and scrutiny ensure that all crimes are thoroughly investigated whereby any offenders are identified and apprehended at the earliest opportunity. This enhanced scrutiny has led to 100% detection rate and significant decrease in incidents reported. Dedicated town centre officers and locality officers continue to proactively engage with retailers regarding preventative measures and raising awareness.

Preventative measures continue, including those known offenders subject to bail conditions are robustly managed with routine checks to ensure they are complying with their conditions and any issues identified during these checks are dealt with immediately including escalating to any other relevant agency. We remain committed to tackling the factors that could lead to offenders committing such crimes and continue to work closely with partners to ensure appropriate support is in place reducing the likelihood of offending.

VIOLENCE AGAINST WOMEN & GIRLS—Domestic Abuse

Analytical Context:

It should be noted that the chart opposite is looking at the data currently held on the UNIFI crime system, but due to data migration there are issues around the accuracy of the information from 2023/24. Therefore the 5-year average figure on the front page uses VPD (Vulnerable Persons Database) data as a result real comparisons cannot be made with any degree of accuracy.

Looking at what is held on UNIFI shows very little change in the number of Domestic abuse crimes in South Ayrshire (487 crimes last year and 489 this year). Comparing with the 5-year average on VPD appears to suggest a marked increase but this is unlikely to be accurate due to recording issues.

It has been noted that the number of non-recent Domestic crimes remains very low (9.8%), with the majority of crimes having taken place within the last 12 months.

Local Action/Context:

Throughout the reporting period there has been an increase of reported domestic incidents since the last report with 643 incidents being reported compared to 544. This has resulted in 489 crimes being recorded. The figures for domestic incidents for the same period the previous year (2023) was 586.

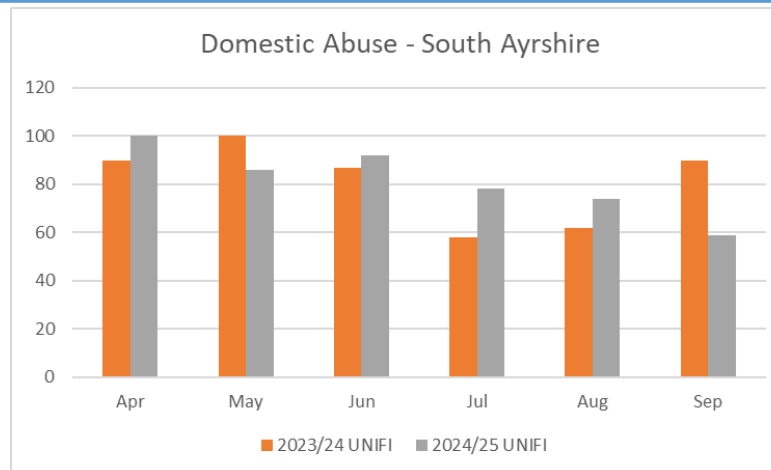
A total of 67 DSDAS referrals were completed compared to 42 applications for the same period in 2023.

98 victims were referred to MARAC between April and September. This has been an increase of 18 from 80 referrals made during the same period in 2023. Work is ongoing with management regarding the criteria for MARAC referrals.

5 nominals were referred to MATAAC during this period.

In recent months the dedicated Domestic Abuse Unit has seen the appointment of an additional Detective Sergeant (DS) allowing one DS to hold the responsibility for Safeguarding and one DS for investigations.

We continue to develop, deliver and work collaboratively with local partners to ensure we continue to promote healthy relationships as well as key messaging that domestic abuse will not be tolerated. Planning is underway for a calendar of programmes that will support this years 16 days of activism. This will include the increasing popular Reclaim the Night Walk.



Source: Taken from Management Information Dashboards on PowerBi

VIOLENCE AGAINST WOMEN & GIRLS—Rape & Sexual Assault

Analytical Context:

Overall sexual crimes have noted a decrease this year of 0.9% on the 5-year average and 15.7% on last year.

Examination of the Rape crimes which have been reported in 2024/25, so far (n=14) shows a decrease compared with both the previous year (n=23) and the 5-year average (n=15.2). It is notable that half of these are non-recent crimes and 9 (64.3%) were noted to be Domestic related.

Sexual Assaults have also recorded a marked decrease, down 37.9% on last year and 14.7% on the 5-year average. Ten of these crimes are non-recent which equates to 27.8% of crimes whilst just four have been reported as domestic related.

Local Action/Context:

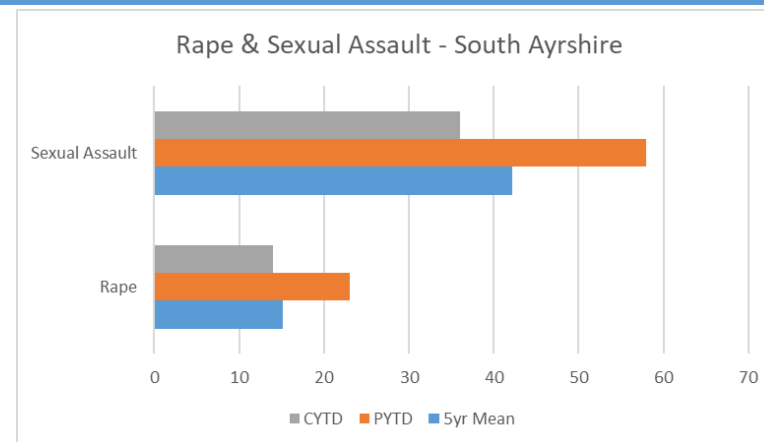
Targeting sexual crime remains a priority for Police Scotland. Every reported incident of a sexual nature is robustly investigated and are led by a Senior Investigating Officer. In addition a Sexual Offences Liaison Officer (SOLO) who is a specifically trained officer to deal with victims of sexual crime will support a victim from the initial report and throughout the duration of a rape investigation.

Throughout the reporting period there has been a marked decrease in comparison to the previous year with 14 reported rapes in comparison to 23 the previous year. 9 of the 14 crimes were committed within a domestic relationship. This continues to demonstrate the strong partnerships in South Ayrshire between Police Scotland, Rape Crisis and Women's Aid promoting trust and confidence in victims through effective collaboration .

The number of sexual assaults also show a marked decrease over the previous year to date, 36 versus 58. A significant number, 10 are non recent, again demonstrating trust and confidence in victims to report it to the Police. Non recent investigations have their own investigative challenges such as no CCTV, forensic opportunities and occasionally witnesses no longer willing to engage.

It is positive that both figures for rape and sexual assault are below the 5 year average.

The anonymous feedback function on the Police Service Of Scotland website allowing victims of domestic and sexual crime to comment on their experience continues to promote learning and improve the quality of service provided.



Source: Taken from Management Information Dashboards on PowerBi

SAFER COMMUNITIES—Antisocial Behaviour

Analytical Context:

It should be noted that there are currently issues with all tickets (including Fixed Penalty Notices) that have been issued and being able to attribute these to a specific Local Authority area, work is ongoing to rectify this.

Anti-social behaviour (ASB) in general has shown a marked decrease so far this year when compared with the 5-year average (down 24%). The chart opposite shows the breakdown of incident types with Disturbance calls recording the greatest volume.

ASB incidents involving youths accounted for just under 10%.

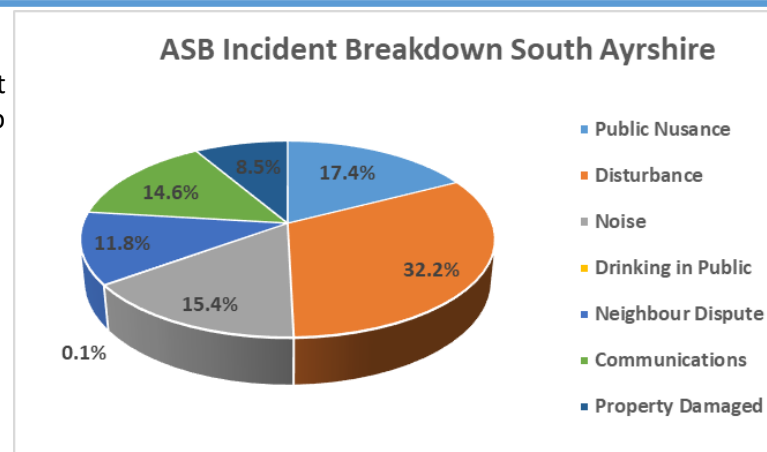
Note: The data included here now looks at all public reported ASB and therefore differs from what was previously reported.

Local Action/Context:

We continue to have a dedicated team that focusses on Anti Social Behaviour across South Ayrshire. They are invested in working collaboratively with statutory and third sector partners to tackle effectively and promptly issues relating to Anti Social Behaviour. Daily scrutiny and appropriate information sharing continues to be an effective method of tackling issues with early interventions that can consist of joint visits in an effort to ensure incidents do not manifest. Throughout the reporting period 86 joint visits have taken place, 1,680 daily incidents have been disclosed and 5 Anti Social Behaviour Orders have been Granted. When an ASBO is granted this can hold a variety of conditions which the individual must adhere to. This can include limiting the number of persons within their home. Breaches of ASBO's are taken seriously and can result in the person being arrested and on occasion evicted from their property.

In addition a Multi Agency Tasking And Co-ordination (MATAC) meeting takes place fortnightly. Representation at this meeting includes Housing, Environmental Health, Community Safety, Social Work and Scottish Fire Rescue Service. The purpose of this group is to identify individuals who are coming to the attention of services and may be living with complex circumstances. The group will identify what service is best suited to lead on that individual to ensure they are provided the support that they require taking into consideration the broader circumstances.

Using an analytical and intelligence led approach we ensure where possible our focussed patrols are in areas that cause greatest concern in respect of Anti Social Behaviour. We work with our partners in order to achieve improved outcomes. When we identify a young person who is engaging in ASB we notify Thriving Communities who will issue a parent/carer alert letter to their home address. The parent/carer are encouraged to make contact for advice. This can include information around diversionary activities that are operating in the local area.



Source: Taken from Management Information Dashboards on PowerBi

SAFER COMMUNITIES—Hate Crime

Analytical Context:

As with Domestic crimes, the data migration poses issues in identifying all those pre September 2023 as Hate crimes. Therefore the data in the chart opposite shows crimes in 2023/24 taken from VPD whilst 2024/25 uses UNIFI to identify relevant crimes. However, the likelihood is that this data is inaccurate.

Based on the information we have available there appears to have been a marked increase in hate crime across South Ayrshire. During 2023/24 a total of 58 crimes were recorded whilst in 2024/25 there have been 72 so far. The chart opposite highlights the fact that Racial crimes have decreased slightly whilst Disablist and Religious crimes are showing increases. The majority of these have involved members of the public rather than Police Officers. Police Officers continue to mostly be subjected to Homophobic and Disablist slurs.

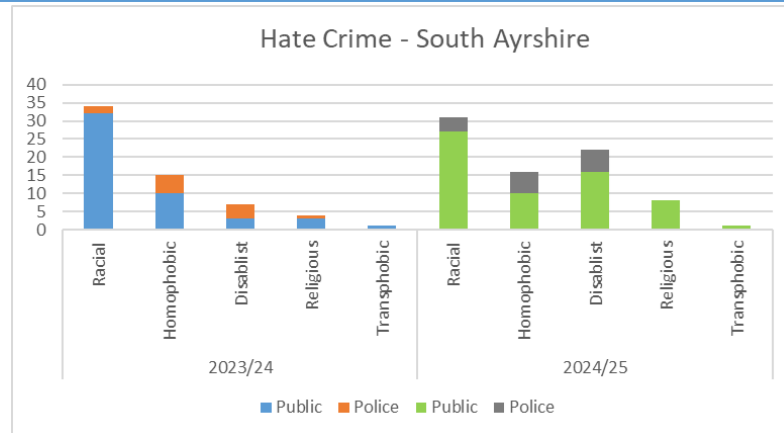
There were a total of three repeat victims identified, two were subjected to two racial crimes each and the third individual was subjected to Disablist abuse. There were a number of repeat locations identified, some of which apply to the repeat complainers mentioned above.

Local Action/Context:

On the 1st of April 2024 the new Hate Crime and Public Order Act (Scotland) came into effect. Prior to this legislation coming into effect the law recognised hate crimes as motivated by prejudice based on disability, race, religion, sexual orientation, and transgender identity. The new legislation extended to age and variations in sex characteristics. The new legislation sends a crucial message to victims, offenders and our wider communities that hate crime will absolutely not be tolerated.

Incidents encompassing hate crime are subject to daily scrutiny by the Local Area Commander and reviewed on a regular basis ensuring all enquiry is conducted efficiently and effectively and to ensure all persons responsible for such crimes are brought to justice. We continue to recognise the impact that such crimes can have on individuals, their families and the local community.

Some of the repeat victims and repeat locations relate to retail premises and staff members within. Our dedicated Prevention and Intervention officer has made contact with these individuals to offer support. As a result of detailed enquiry a 28 year old male was remanded for a number of these crimes.



Source: Taken from available data on iVPD for 2023/24 and Management Information from Powerbi dashboards

SAFER COMMUNITIES—Acquisitive Crime

Analytical Context:

The picture in terms of Acquisitive crime in South Ayrshire is currently a positive one. Overall the numbers are below the figures for the same period last year and also below the 5-year average. There are some areas which are still above the 5-year average - Fraud and Shoplifting - but the numbers of Shopliftings in particular have dropped markedly this year.

Fraud type crimes continue to record high numbers and have done since 2020 (COVID era) when more people moved their shopping habits online making them more vulnerable to potential scams and fake sites. Cyber type frauds continue to be problematic whether this is due to goods purchased and not received, monies not received for goods sent or false websites. There has been a recent spate of crimes involving telephone calls to vulnerable individuals claiming to be from the Police and getting individuals to transfer large sums of cash, South Ayrshire have recorded three such crimes, so far.

Housebreaking crimes have decreased markedly and are well below the 5-year average. The only area of this crime type which has recorded an increase relates to commercial type premises which is recording a very slight increase. There is one repeat location on the High Street in Ayr, which has been targeted on four occasions this year already.

Local Action/Context:

The prevalence of shoplifting is replicated across Ayrshire and nationally. Our dedicated town centre officers and locality officers have positive relationships with our retailers and are working collaboratively sharing intelligence and ensuring all opportunities of identifying offenders is undertaken and thereafter bringing those persons to justice. Organised retail crime groups continue to operate throughout Scotland. Where we have had successes arresting those responsible disrupting such criminal groups we share intelligence nationally and through Retailers Against Crime. We continue with an operating model of each major supermarket having a single point of contact (SPOC). The purpose of the SPOC is to identify and report offenders promptly as some offenders have committed numerous thefts within these premises.

Our dedicated preventions and interventions officer continues to work closely with Trading Standards throughout South Ayrshire. This includes the delivery of a variety of inputs and events to potentially vulnerable members of our communities in respect of community safety including information on security advice, scam prevention including online scams, doorstep crime and rogue traders.

Our dedicated Priority Policing Team is invaluable in terms of their robust and prompt investigative approach to acquisitive crime to ensure those responsible are identified and apprehended quickly to reduce and mitigate of any further crimes being completed.

Acquisitive Crime	CYTD	PYTD	5yr Mean
All Housebreaking	64	89	104.2
All Vehicle Crime	60	65	86.4
Fraud	111	111	104
Common Theft	208	222	256.6
Shoplifting	505	575	454.2
Other Thefts	70	69	78.4

Source: Taken from Management Information Dashboards on PowerBi

COMMUNITY WELLBEING

Local Action/Context:

Drugs Harm

Community Wellbeing are working with Senior Health Improvement Programme Officer Public Health who are conducting a needs assessment based on lived/living experience of residents in Wallacetown area with a view to reporting later in 2025 regarding drug harms and death. CWU have identified an opportunity for Public Health to observe, listen and learn alongside Police and partners in the community. The programme will last several weeks.

Community Justice

Community Wellbeing officers in South Ayrshire, continue to conduct weekly meetings with statutory partners and the third sector to assess community needs and develop effective strategies, fostering collaboration among local organisations and stakeholders. Officers also continue to carry out regular visits to care homes, where children have responded positively, leading to a reduction in missing persons. Additionally, the officers actively participate in weekly group discussions and activities with repeat offenders, helping them develop a new and more positive outlook and ultimately contributing to reduced offending. Participants, including those previously involved in the criminal justice system, consistently provide positive feedback, crediting the support of officers as pivotal in their rehabilitation.

Mental Health

In the lead up to National Suicide awareness day 10th September 2024. CWU worked with partners to change the narrative on suicide. Work undertaken around “start the conversation” around suicide and taking the time, space, compassion approach, additional spaces for ASSIST training for officers have been identified, with dates published on local intranet. CWU arranged for staff from the Emergency Service Mental Health Pathway along with the START team to attend and deliver a series of inputs to response and LPT officers to build relationships and ensure a shared understanding of roles, responsibilities, and capability around what the services can provide. This is now being rolled out across Ayrshire.

Youth Engagement

The CWU continue to visit Children’s residential housing within the South Ayrshire area, helping to engage with young people, breaking down barriers and reducing stigma. This is a great opportunity to engage with staff, providing advice and address any safety concerns they might have. Further youth engagement opportunities are with children who abscond on a regular basis. The CWU aim is to try and help them make better, more positive choices, encouraging them to engage with positive activities/interest in the community and diverting them away from antisocial behaviour and crime. The CWU work with partners including Thriving Communities to provide the best support for these objectives.

ROAD SAFETY

Analytical Context:

It should be noted that there are currently issues with all tickets that have been issued and being able to attribute these to a specific Local Authority area, work is ongoing to rectify this.

The chart opposite shows Drink/Drug Offences so far this year and highlights the large number of drug related driving in South Ayrshire. Drug driving alone has recorded a 73% increase on last year. Throughout the reporting period there has been focussed patrols by both local policing and roads policing officers with an aim to educate driver behaviour on priority routes and areas identified of concern.

In terms of Serious and Fatal Road Accidents there has been one death so far as a result of a road traffic accident, this is the same as last year. Serious Injury accidents have noted a decrease with 19 being recorded compared with 26 last (down 26.9%).

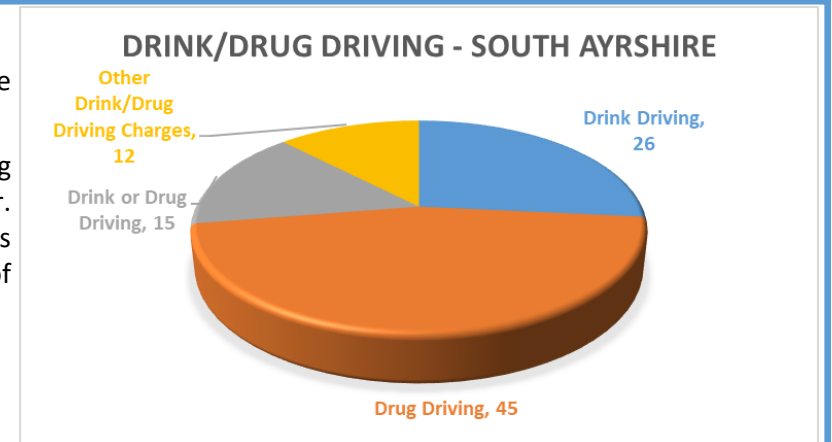
Local Action/Context:

Throughout the reporting period there has been 1 fatal road traffic collision. This is the same compared to last year. In terms of accidents which have resulted in serious injury there have been 19, which is a decrease of 7 from 26 in the previous year.

Throughout Q1 and Q2 a variety of national campaigns have been delivered focussing on driver safety and behaviours and have been fully supported by local and specialist roads policing officers. They include:

- Summer Drink Drive Campaign 1-14 July
- National Mobile Phone Campaign 22-28 July
- Motorcycle weekends of action 26-28 July and 9-11 August
- VRU Child Safety – Return to school 12-25 August
- Drug Driving Week 19-25 August
- National Speed Campaign 9 – 15 September

Officers continue to undertake both pro-active and intelligence led patrols across South Ayrshire to educate drivers and enforce traffic violations including drink/drug driving. Officers have an increased awareness around the physical indicators of offenders who drive whilst impaired through drugs as well as an increased knowledge and use of drug wipes.



Source: Taken from Management Information Dashboards on PowerBi

PUBLIC CONFIDENCE—Survey Information

User Experience - Current Position

The information on the table below is from data gathered in the April 2024 to September 2024 period for South Ayrshire. It should also be noted that the ‘Feeling adequately informed’ question has changed in 2022/23 and only applies to those who stated they expected to be kept informed.

Questions	YTD	Force YTD	Female	Male	Blank/Other
Number of Respondents	158	7,746	57	51	50
Ease of Contact? (% Easy and Very Easy)	67.5%	73.3%	73.7%	64%	64%
Being provided with the appropriate response? (% Yes)	59.5%	65.4%	52.8%	61.9%	50%
Feeling adequately informed about progress made with your report	52.2%	50.4%	55%	47.8%	53.9%
Overall Satisfaction? (% Satisfied or Very Satisfied)	66.5%	69.7%	66.7%	68.6%	64%

Your Survey

The following information is based on data from 1 April 2024 to 30 September 2024.

How safe do you feel in your local area?			Total Respondents	
	Very Safe	Fairly Safe		Total
South	19.34%	63.54%	82.88%	181
Division	18.36%	65.12%	83.48%	648

Concern about Crime			Total Respondents	
	Increased a Lot	Increased a Little		Total
South	17.22%	28.89%	46.11%	181
Division	19.01%	27.98%	46.99%	648

A further 40.34% stated crime had remained the same

Local Action/Context:

The Your Police Survey remains open for all members of the public and police to provide their views on Policing in the Local Community.

Local officers continue to promote and encourage participation in the survey at events and community engagements with regular broadcasts on media and social media platforms.

PUBLIC CONFIDENCE—Complaints Against the Police

The information within the tables below is from data gathered between April 2024 to September 2024 for South Ayrshire

Complaints about the Police

	TOTAL COMPLAINT CASES RECEIVED			TOTAL NUMBER OF ALLEGATIONS RECEIVED		
	YTD	LYTD	% CHANGE	YTD	LYTD	% CHANGE
U DIVISION TOTAL	199	223	-10.8%	318	336	-5.4%
South Ayrshire	78	91	-14.3%	126	163	22.7%

Breakdown of Case Categories

	FLR (Early Resolution)	FLR PSD (NCARU)	FLR (Spec or PSD)	Criminal Complaint	Non Criminal (not FLR)	Abandoned	Withdrawn	Ongoing (NCARU)	Not Relevant Complaint
U DIVISION	1	84	3	18	58	23	11	1	0
South Ayrshire	0	34	1	10	23	8	2	0	0

Breakdown of On Duty Allegations

Breakdown of Allegations	Assault	Corrupt Practice	Discriminatory Behaviour	Excess Force	Incivility	Irregularity in Procedure	Neglect of Duty	Oppressive Conduct/ Harassment	Other - Criminal	Non-Criminal	Traffic Irregularity/ Offence	Unlawful Unnecessary Arrest or Detention
U DIVISION	24	1	2	29	49	104	2	6	1	3	3	5
South Ayrshire	16	0	0	11	19	38	2	4	0	1	0	2

Breakdown of Quality of Service Allegations

Quality of Service	Policy/ Procedure	Service Delivery	Service Outcome
U DIVISION TOTAL	13	31	45
South Ayrshire	4	9	20

GLOSSARY OF TERMS

Acronym	Details
ASB	Anti-Social Behaviour
ASBIT	Anti-Social Behaviour Investigation Team
CWU	Community Wellbeing Unit
CYTD	Current Year to Date
DAIU	Domestic Abuse Investigation Unit
DAST	Domestic Abuse Safeguarding Team
DRD	Drug Related Deaths
DSDAS	Disclosure Scheme for Domestic Abuse Scotland
NAC	North Ayrshire Council
FLR	Front Line Resolution
GIRFEC	Getting It Right For Every Child
HMP	Her Majesty's Prison
iVPD/VPD	(interim) Vulnerable Persons Database
LPP	Local Policing Plan
LPT	Local Policing Team
LYTD	Last Year to Date
MARAC	Multi Agency Risk Assessment Conference
NCARU	National Complaints and Resolution Unit
Non-Rec	Non Recent (over one year from incident occurring)
PACT	Pro-Active Crime Team
PSOS	Police Service of Scotland
PYTD	Previous Year to Date
QoS	Quality of Service (relates to complaints)
RADAR	Rapid Access to Drug and Alcohol Recovery
SARC	Sexual Assault Referral Centre
SFRS	Scottish Fire and Rescue Service
SWD	Social Work Department
VAWG	Violence Against Women and Girls
YTD	Year to Date

South Ayrshire Council

Report by Depute Chief Executive and Director of Education to Service and Partnerships Performance Panel of 19 November 2024

Subject: Council Plan (2023-2028): Second Year: Quarter Two Update (2024/25)

1. Purpose

- 1.1 The purpose of this report is to advise members on progress that has been made during the second year of the new Council Plan.

2. Recommendation

- 2.1 **It is recommended that the Panel notes the Second Year: Quarter Two (2024/25) progress of the Council Plan (2023-2028) attached as Appendix 1.**

3. Background

- 3.1 The new [Council Plan \(2023-2028\)](#) was agreed by the Council in March 2023, and sets out the Council's framework for achieving key strategic outcomes based on three priority areas:

- Spaces and Places;
- Live, Work and Learn; and
- Civic and Community Pride.

- 3.2 An updated [Performance Management Framework \(2023-2028\)](#) (PMF) to coincide with the new Council Plan was approved by Cabinet in June 2023. This framework supports the delivery of the Council Plan and its annual Council and Service Planning Cycles. The framework has been updated to reflect the recommendations made by Audit Scotland in the Council's Best Value Assurance Report 2021.

- 3.3 The PMF sets out the reporting schedule for the Council Plan noting that performance will be reported to the Council Leadership Team on a quarterly basis with Service and Partnerships Performance Panel scrutinising performance on quarters two and four each year. Elected Members can access [Pentana](#) at any time to view updates and progress on all service plans.





4. Proposals

- 4.1 Members are asked to consider the Council Plan (2023-2028) Quarter Two update (for 2024/25) that covers the period from **1 April to 30 Septembers 2024**. Members will note the reporting format has been updated to include a front-facing

dashboard, allowing easier scrutiny of overall progress against the Council objectives. In addition the update provides:

- **An overall summary dashboard of progress against each of the plan’s priority areas;**
- **Individual dashboards for the three priority areas and efficient and enabling services; and**
- **more detailed breakdown with commentary on the actions and targets agreed by services provided on Pentana.**

4.2 Key points to note from the Quarter Two update are highlighted in the table below:

PRIORITY AREA	Actions	On track/Completed	Off track/Not yet started/Re-assess due date	Overall health
Priority One: Spaces and Places	21	20 on track and 1 completed	<ul style="list-style-type: none"> • 0 - off track with concerns • 0 – re-assess due date 	
Priority Two: Live, Work and Learn	16	13 on track and 3 completed	<ul style="list-style-type: none"> • 0 - off track with concerns • 0 – re-assess due date 	
Priority Three: Civic and Community Pride	9	6 on track and 2 completed	<ul style="list-style-type: none"> • 1 - off track with concerns • 0 – re-assess due date 	
Efficient and Effective Enabling Services	9	7 on track and 2 completed	<ul style="list-style-type: none"> • 0 - off track with concerns • 0 – re-assess due date 	
TOTAL NUMBER OF ACTIONS	55	46 on track and 8 completed	1 off track and 0 re-assess due date	

4.3 For the action that has been identified as ‘off track’ (not on target – some concerns) - ***E&R-CP 06 Collaboratively develop and deliver Place Plans and other Place-based Strategies for town centres*** - progress is not as advanced as anticipated. Reasons are provided within the accompanying Pentana update included within the performance report.

4.4 Members should note that in relation to the following action ***TR-CP 01 Develop a Data Strategy for the Council*** there will be an amendment to the wording of the action. The Data Strategy will now be known as a Data Plan to better reflect data maturity and required actions.

4.5 Highlights from the first six months of Council Plan (Year Two) include:

- *Held on the 6th and 7th of September 2024, the International Ayr Show, Festival of Flight was a great success attracting between 250,000- 300,000 visitors to the Low Green, Ayr;*
- *Work has started on the upgrade of leisure facilities at the Citadel, Troon and Prestwick Pools;*
- *A new Child Poverty Strategy for South Ayrshire has been approved by South Ayrshire Community Planning Partnership;*
- *A new Community Learning and Development Plan for South Ayrshire has been agreed and published; and*
- *Implementation of the Public Sector Improvement Framework (PSIF) has begun with the first phase taking place with the Corporate Leadership Team and the second phase used to support the Service Improvement Plan process.*

4.6 Members should note that performance against the Council Plan will also be the subject of an annual report to 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 There are no risks associated with the rejection of the recommendations.

9. Equalities

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

10. Sustainable Development Implications

10.1 This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to all priorities of the Council Plan.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

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

Background Papers	Report to South Ayrshire Council of 1 March 2023 - Council Plan 2023-28 Report to Cabinet of 20 June 2023 - Performance Management Framework 2023-28
Person to Contact	Lyndsay McRoberts, Depute Chief Executive and Director of Education County Buildings, Wellington Square, Ayr KA7 1DR Phone 01292 616231 E-mail lyndsay.mcroberts@south-ayrshire.gov.uk Kevin Anderson, Assistant Director Corporate Policy, Strategy and Performance County Buildings, Wellington Square, Ayr KA7 1DR Phone 01292 612982 E-mail kevin.anderson@south-ayrshire.gov.uk

Date: 7 November 2024


South Ayrshire Council Plan 2023-2028

Quarter 2 Report (Year 2: 2024/2025)



Overall Health


Priority One
Spaces and Places




Actions
21

On Track/Completed
20 on track and 1 completed

Off Track
0

Overall Health



Priority Two
Live, Work, Learn



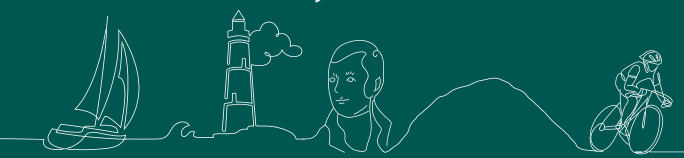
Actions
16

On Track/Completed
13 on track - 3 completed

Off Track
0

Overall Health



Priority Three
Civic and Community Pride




Actions
9

On Track/Completed
6 on track - 2 completed

Off Track
1

Overall Health



Efficient and Effective
Enabling Services

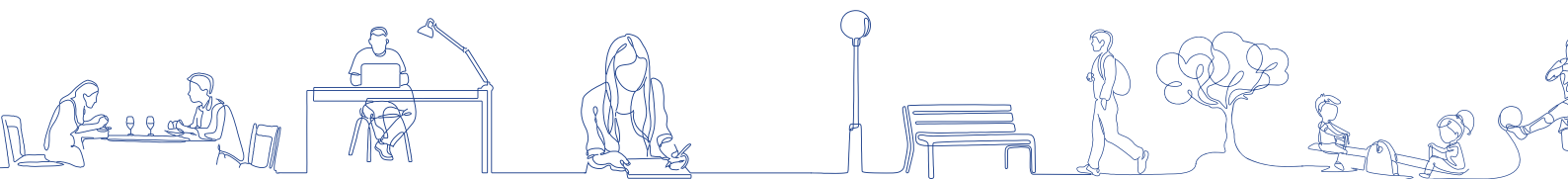


Actions
9

On Track/Completed
7 on track 2 completed

Off Track
0

Overall Health




Management Summary

PRIORITY ONE: SPACES AND PLACES

- Progress is taking place/has taken place across 21 actions with 1 action complete (5%) and 20 actions on target (95%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 15 actions on target are <50% progress (71%) however it should be noted that the timescales for all these actions range from March 2025 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

PRIORITY TWO: LIVE, WORK, LEARN

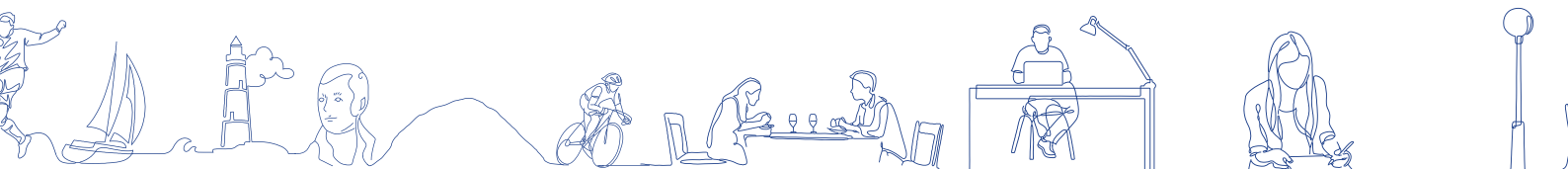
- Progress is taking place/has taken place across 16 actions with 3 actions now complete (19%), 13 actions on target (81%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 5 actions on target are <50% progress (31%) however it should be noted that the timescales for all these actions range from March 2025 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

PRIORITY THREE: CIVIC AND COMMUNITY PRIDE

- Progress is taking place/has taken place across 9 actions with 2 actions now complete (22%) and 7 actions on target (78%).
- 1 action is giving cause for concern however this is being closely monitored.
- No actions on target are <50% progress.

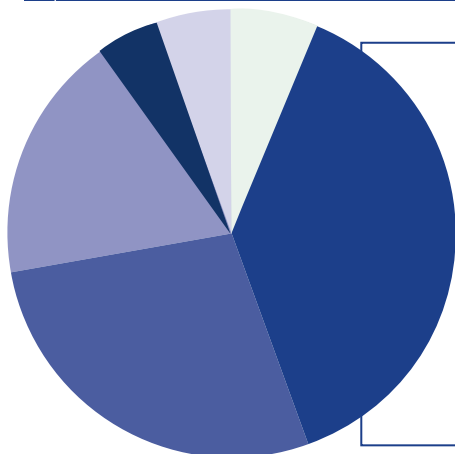
EFFICIENT AND ENABLING SERVICES

- Progress is taking place/has taken place across 9 actions with 2 actions now complete (22%) and 7 actions on target (78%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 4 actions on target are <50% progress (44%) however it should be noted that the timescales for all these actions range from December 2024 to March 2028 therefore the progress status reflects the longer-term nature of these actions.



Quarter 2 update

Priority One Spaces and Places



Services delivering this priority

Policy, Performance and Community Planning	2
Professional Design Services	6
Neighbourhood Services	4
Destination South Ayrshire	4
Planning and Building Standards	2
Economy and Regeneration	3

Some highlights

- Rectification works at Troon Cemetery is nearing completion.
- Work continues to seek the purchase of a suitable site for the treatment of all green/garden waste.
- A number of projects are being delivered as part of Place Based Investment Fund within Girvan, Maybole and Ayr Town Centre.
- Work has started on the upgrade of leisure facilities at the Citadel, Troon and Prestwick Pools.



Actions

21



Completed

1



Off Track

0



On Track

20



Not yet started

0



Yet to update

0



MANAGEMENT SUMMARY

- Progress is taking place/has taken place across 21 actions with 1 action complete (5%) and 20 actions on target (95%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 15 actions on target are <50% progress (71%) however it should be noted that the timescales for all these actions range from March 2025 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

Spaces and Places

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 03 Redevelop the two priority courses, Darley and Belleisle, to enable South Ayrshire Council to achieve the agreed strategic outcomes and increase income from visitor and members.	30-Apr-2027	Service Lead - Destination South Ayrshire	30%	On track	09-Oct-2024 Golf Masterplan for Belleisle and Darley are now complete. Public engagement sessions allowing the public to view the plans for Belleisle and provide feedback commenced on the 4th of October 2024 and will continue until the end of October 2024. Darley Masterplan will be shared with public in November 2024. The tender will be issued during November with the intent to appoint contractors in December and commence Phase 1 work onsite in January 2025.

Target

Increase use of the golf course by both members and non-members.
Revenue increase by 5%.
Baseline 2022/23.

How will you measure success

Golf courses redeveloped and operational.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 07 Transform the Citadel Leisure Centre ensuring customers and staff are supported throughout the transition	31-Dec-2026	Service Lead - Destination South Ayrshire	20%	On track	09-Oct-2024 Masterplan designs now complete and shared with staff and public through open engagement sessions. Roof Works due to commence onsite during November 2024 with internal phase 1 works due to start in January 2025.

Target

Increased income and usage.

How will you measure success

Displaced user groups provided with alternative options.
Communication plan in place.
Customers and staff provided with accessible regular updates on progress.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 08 Transform Troon Leisure Centre ensuring customers and staff are supported throughout the transition	31-Mar-2026	Service Lead - Destination South Ayrshire	10%	On track	09-Oct-2024 Initial design concepts developed to inform discussion with staff. Project meetings now scheduled from October 2024 onwards to allow the designs and programme to evolve.

Target

Works complete and operational.

How will you measure success

Displaced user groups provided with alternative options.
 Communication plan in place.
 Customers and staff provided with accessible regular updates on progress.

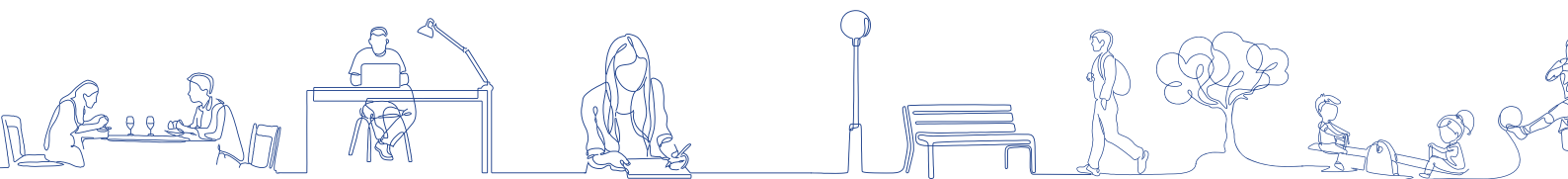
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 09 Upgrade the plant and fabric of Prestwick Swimming Pool ensuring customers and staff are supported throughout the transition	31-Mar-2025	Service Lead - Destination South Ayrshire	40%	On track	09-Oct-2024 Works started onsite on 7th October 2024 and are anticipated to be complete towards the end of Spring 2025.

Target

Works complete and operational.

How will you measure success

Displaced user groups provided with alternative options.
 Communication plan in place.
 Customers and staff provided with accessible regular updates on progress.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 01 Deliver priority elements of Ayr Town Centre Framework	31-Mar-2025	Service Lead - Economy and Regeneration	20%	On track	14-Oct-2024 These elements are multi-year. To date, since start of this financial year we have: <ul style="list-style-type: none"> • Accessible Ayr - Stage 4 design work has commenced regarding phase 1. Responsibility for project management will be transferred to Ayrshire Roads Alliance. • Burns Statue Square - design and modelling work has commenced. Responsibility for project management will be handed over to Special Property Projects. • New Market Street - Consultant appointed to identify and deliver improvement projects. • Shop Front Improvement Project - Consultant appointed to develop shop front design guidance. Target areas identified, criteria established, and process defined.

Target

Accessible Ayr Stage 4 completed, Newmarket Street ‘dressing’ and Burns Square redesigned to Stage 1 and £220,000 shopfront scheme developed and delivered. Options and associated costs identified and reported submitted to Cabinet on time.

How will you measure success

Achieving project plan goals outlined within Ayr Town Centre Framework.

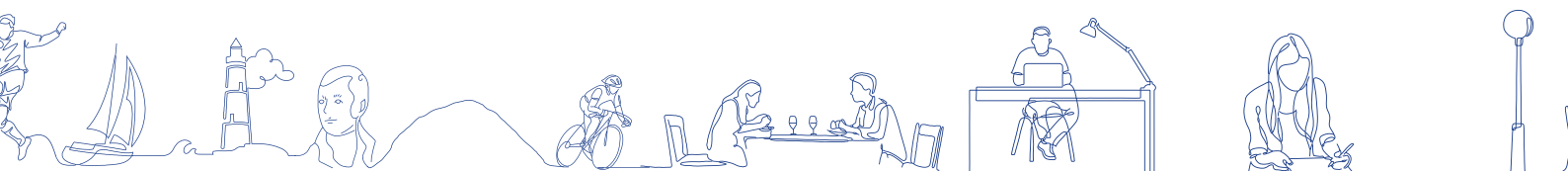
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 02 Deliver Town Centre Footfall Project Troon, Prestwick, Ayr, Maybole and Girvan	31-Mar-2025	Service Lead - Economy and Regeneration	50%	On track	25-10-2024 Work has commenced. Further progress will be reported in the next quarter.

Target

Monitor vitality through GPS data sources

How will you measure success

Obtaining data (Measure of footfall).



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 12 Deliver Place Based Investment Fund (PBIF) Capital Projects	31-Mar-2025	Service Lead - Economy and Regeneration	30%	On track	14-Oct-2024 No further progress for 2024-2025 as awaiting outcome of future funding.

Target

Projects delivered and reported within appropriate timescales.

How will you measure success

Successful Bid to Scottish Government.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
FL-CP 01 Continue work on the transition to ultra-low emission car fleet for South Ayrshire	31-Mar-2028	Service Lead - Neighbourhood Services	60%	On track	16-Oct-2024 Continuing to procure electric vehicles as replacements at end of lease where this is practicable. Depending on logistics some services require to renew diesel fuelled vehicles at this time due to range issues.

Target

80 ultra-low emission vehicles procured.

How will you measure success

No. of vehicles procured (80).

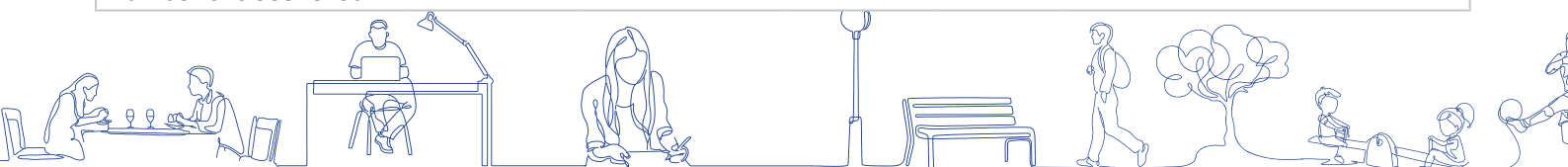
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
GB-CP 01 Delivery of Ash Die Back Plan	31-Mar-2028	Service Lead - Neighbourhood Services	35%	On track	23-Oct-2024 Ash dieback work continues we are now at 18.93% of identified trees felled, that is 1399, There has been significant work in the woodland between Kincaidston & Belmont and we are finalising the date for contractor to commence along the Old Alloway Railway line. Advice is continuing to develop regarding managing this pathogen. Previously it was to fell if it is in a target zone. Now where possible we pollard, reducing/removing the risk but giving the opportunity to see if the tree will withstand the pathogen.

Target

700 per year.

How will you measure success

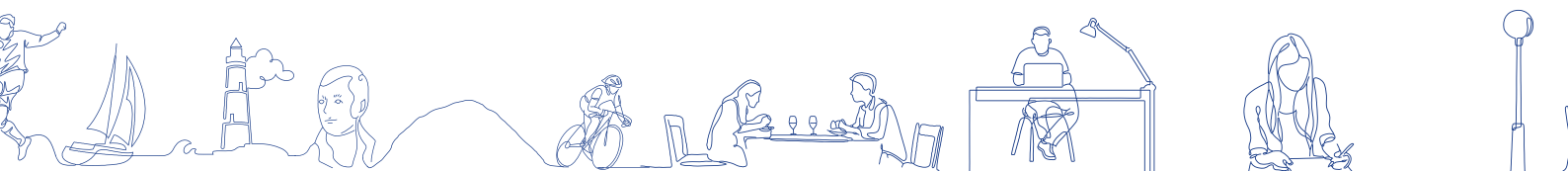
Number of trees felled.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
GB-CP 02 Work to procure a site and licence for the treatment of all SAC green/garden waste.	31-Jul-2025	Service Lead - Neighbourhood Services	50%	On track	15-Oct-2024 Entered into talks with McLaughlin Harvey with view to composting at the Garlaff site in East Ayrshire.
Target					
Procure Site by October 2024. Develop site and be operational by July 2025.					
How will you measure success					
Own site, obtained planning permission and SEPA licence.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
GB-CP 03 Completion of rectification works to chambers at Ayr and Troon Cemetery	31-Sep-2024	Service Lead - Neighbourhood Services	99%	On track	23-Oct-2024 All works to occupied chambers in Ayr and Troon Cemetery have now been completed. There are 25 unoccupied chambers in Ayr Cemetery that have to be completed. These are scheduled to be completed, weather permitting, before the end of November.
Target					
398 Chambers.					
How will you measure success					
All chambers both occupied and unoccupied will have had all rectification works completed					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PBS-CP 02 Continue 4 year programme to develop new Local Development Plan (LDP3)	31-Mar-2028	Service Lead - Planning & Building Standards	7%	On track	14-Oct-2024 The work on the LDP3 has been impacted by the work required for the Carton proposals.
Target					
100%					
How will you measure success					
Submit for a Gateway Check by Scottish Government Reporter.					



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 02 Delivery of the Citadel Refurbishment	31-Mar-2027	Service Lead - Professional Design Services	30%	On track	15-Oct-2024 The first phase of works will include roof and facade repairs. The contractor will install their welfare accommodation from 4th November and the start date is 18th November 2024. The roof and facade works are due for completion on 4th April 2025 with the main internal alteration works proceeding thereafter.

Target

Completion date.

How will you measure success

Project delivered on time and on budget.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 03 Plan and deliver Carrick Academy (Maybole Campus)	30-Jun-2024	Service Lead - Professional Design Services	100%	Completed	14-Oct-2024 All phases of the projects are now complete and in use.

Target

Completion date.

How will you measure success

Project delivered on time and on budget.

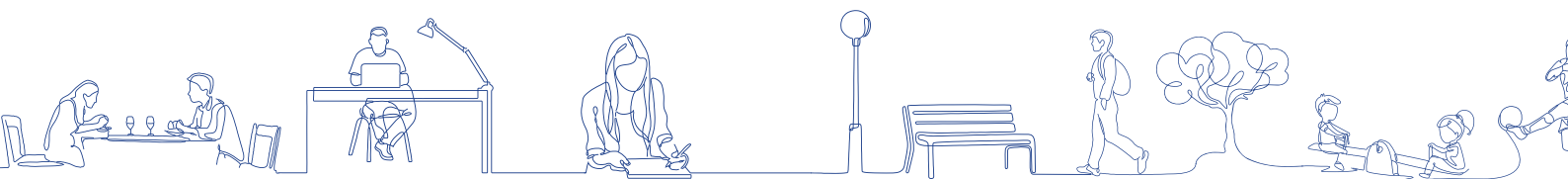
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 04 Plan and deliver Girvan Primary School	31-Aug-2026	Service Lead - Professional Design Services	30%	On track	15-Oct-2024 The tender documents are due to be issued in October 2024 to the shortlisted contractors. Still on programme for handover and occupation of the new school at the end of 2026.

Target

Completion date.

How will you measure success

Project delivered on time and on budget.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 05 Plan and deliver Troon Early Year Centre (Scottish Government 1140 Hours Commitment)	31-Oct-2025	Service Lead - Professional Design Services	35%	On track	15-Oct-2024 The Men's Cabin has been demolished and works are underway to convert the ground floor of Troon Municipal Building into the new library. Design works are progressing for the library conversion to an Early Years Centre and the works are on programme for completion by October 2025.

Target

Completion date.

How will you measure success

Project identified and delivered on time and on budget.

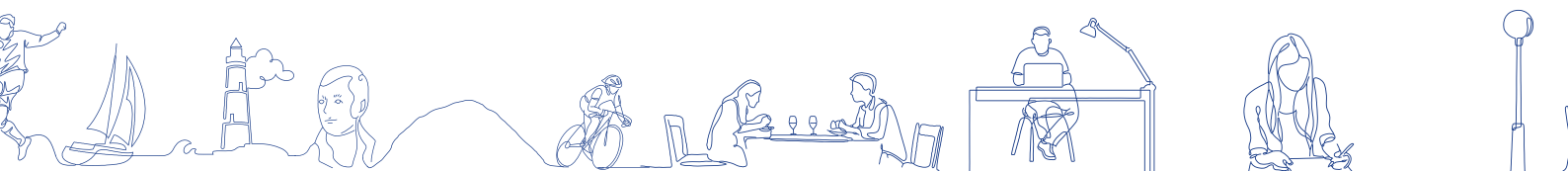
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 07 Demolition of Ayr Station Hotel dangerous building and involvement in development options	31-Mar-2025	Service Lead - Planning & Building Standards	70%	On track	23-Oct-2024 The safety works are fully complete and train service operational since July 2024. A report is being prepared for Cabinet to provide members with a detailed update.

Target

Completion date.

How will you measure success

Completion of demolition and agreed strategy for development.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 08 Demolition of Hourstons extension, Arran Mall and leading development options	31-Mar-2025	Service Lead - Professional Design Services	35%	On track	15-Oct-2024 A tender package is currently being prepared and will be issued at the end of October 2024 for the demolition of Arran Mall. Works are anticipated to start on site in January 2025.

Target

Completion date.

How will you measure success

Completion of demolition and agreed strategy for development.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 10 Delivery of the General Services Capital Programme for 2024/25 and future years	31-Mar-2025	Service Lead - Professional Design Services	27%	On track	15-Oct-2024 Delivery of the general services capital programme is progressing well. Spend at period 6 is 26.76% of the overall budget.

Target

90 – 100% percentage spend achieved on agreed programme.

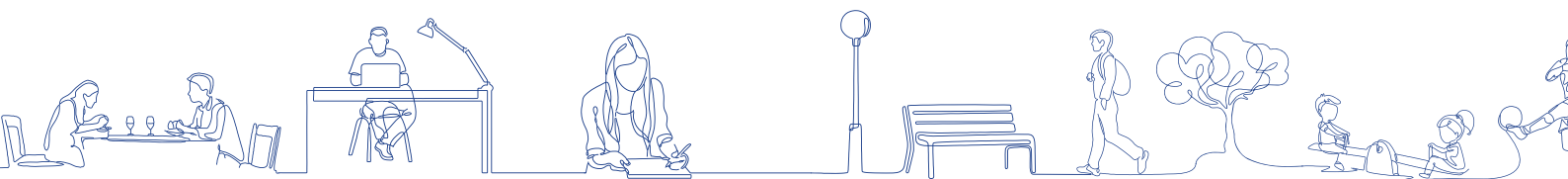
How will you measure success

Percentage of actual versus budget spend of General Services capital programme as of 31 March 2025

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 07 Deliver nature networks via new Biodiversity Strategy under nature priority	31-Mar-2025	Service Lead - Performance, Community Planning and Sustainability	40%	On track	09-Oct-2024 Work has continued to develop this action under the Local Outcome Improvement Plan nature priority including through use of the AECOM mapping tool (AECOM is a company that provides geospatial and data services), and progress continues to be made on setting this out as part of the forthcoming Biodiversity Strategy which is in the early stages of development.

Target

Biodiversity Strategy Agreed and published on CPP webpage.



How will you measure success

Strategy approved including monitoring framework success – functional nature networks as reflected in developed measures in strategy.

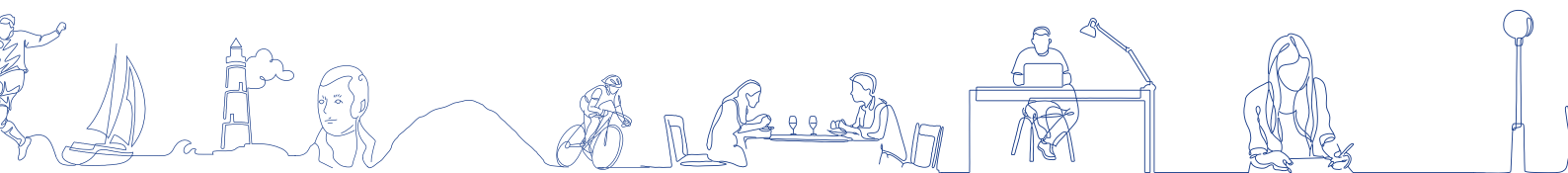
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 08 Coastal Change Adaptation Plan	31-Aug-2025	Service Lead - Performance, Community Planning and Sustainability	25%	On track	09-Oct-2024 Next project meeting due to be held in October 2024.

Target

Case study concluded with new CCAP published and other outcomes met.

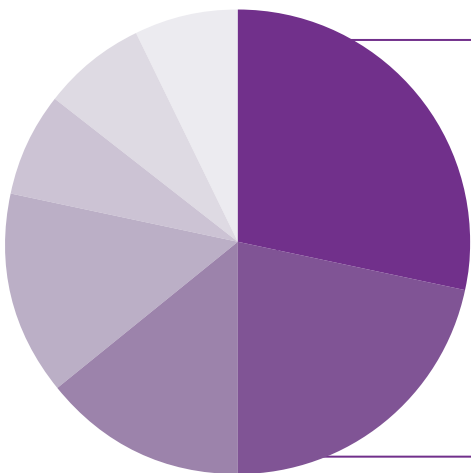
How will you measure success

CCAP published including monitoring framework Success – Communities engaged, and responsibilities realised for new approach including ongoing monitoring regimes in place.



Priority Two

Live, Work, Learn



Services delivering this priority

	Professional Design Services	4
	Thriving Communities	2
	Economy and Regeneration	5
	Education Support Services	1
	Policy, Performance and CP	3
	Procurement	1

Some highlights

- Funding has been received to extend Community Wealth Building Action Plan through to March 2025.
- The proportion of school accommodation that is in a satisfactory condition has risen to 96%.
- A new Child Poverty Strategy for South Ayrshire has been approved by South Ayrshire Community Planning Partnership.
- A new Community Learning and Development Plan for South Ayrshire has been agreed and published.

Actions
16

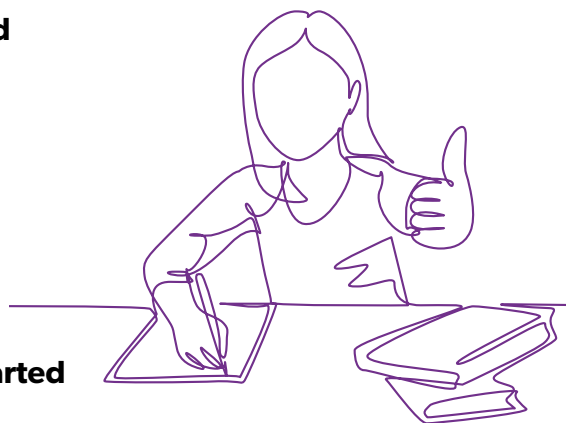
Completed
3

Off Track
0

On Track
13

Not yet started
0

Yet to update
0



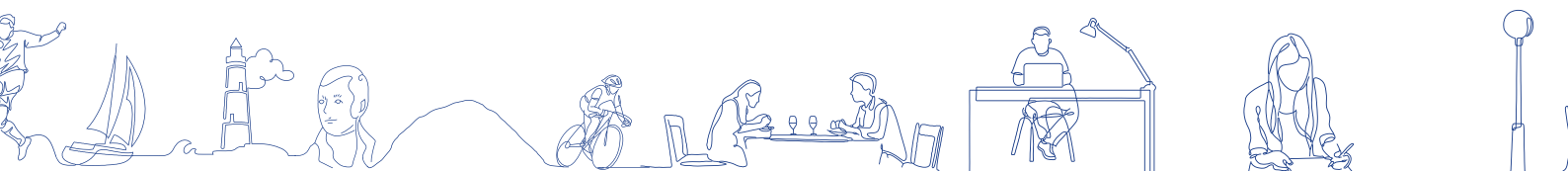
MANAGEMENT SUMMARY

- Progress is taking place/has taken place across 16 actions with 3 actions now complete (19%), 13 actions on target (81%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 5 actions on target are <50% progress (31%) however it should be noted that the timescales for all these actions range from March 2025 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

Live, work, Learn

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 03 Deliver the £1.4 million South Ayrshire elements of the DSIT funded 5G Innovation Regions Project.	31-Mar-2025	Service Lead Economy and Regeneration	33%	On track	14-Oct-2024 Award letters have gone out to partners: Ayrshire College UWS Scotland 5 G Centre Note: funds are managed via North Ayrshire Council - South Ayrshire involved in customer engagement and managing the projects within South Ayrshire.
Target					
Deploy fully functioning private 5G network at Spirit's Aerospace Innovation Centre. Provide improved mobile data access to large scale outdoor events.					
How will you measure success					
Implement 3 private sector use cases. Deliver improved network coverage on large scale outdoor events. Deliver enhanced educational experiences utilising digital technologies.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 07 Deliver Community Wealth Building (CWB) Action Plan	31-Aug-2024	Service Lead Economy and Regeneration	90%	On track	24-Oct-2024 A further 10 CWB grants have been awarded, with a strong pipeline of 35 organisations actively engaged with the service. To meet high demand in CWB, Share Prosperity Funding, has been reprofiled from the Business Support SPF Programme, providing access to additional project funding up to end March. Two of the CWB officers delivering the programme, have moved onto to new roles, mitigations through the wider business support team are being put in place, however this has lessened progress over the quarter.



Target

Number of enterprises receiving financial assistance or consultancy support.
Target is 85 up to 2025.

How will you measure success

Achieving the KPI targets set within the CWB business case.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 08 Implement Inward Investment Strategy and action plan centred on promoting inclusive growth and creating a wellbeing economy with zero carbon and fair work at its core in collaboration with partners and services	31-Mar-2025	Service Lead Economy and Regeneration	35%	On track	25-Oct-2024 Sector focus has commenced. Aerospace and Food & Drink Sector roles now filled. Next steps include stakeholder engagement, action planning, and communications.

Target

Strategy is adopted by Council.
Action plans developed.

How will you measure success

Agreed strategy and action plan.

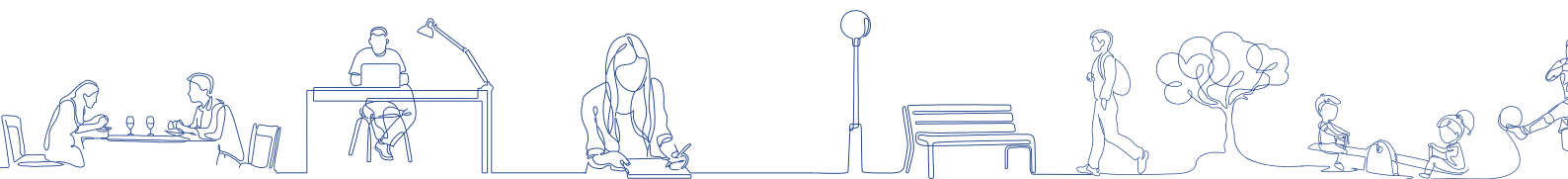
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 09 Deliver £143k UKSPF grant programmes.	31-Mar-2025	Service Lead Economy and Regeneration	33%	On track	14-Oct-2024 This is slightly delayed because 2 CWB Officers have left the team and to date not been able to recruit to posts. Pipeline of projects and opportunity to bolster the Ambition Programme via this fund.

Target

Monetary - % of grant funding awarded.

How will you measure success

New programme operational Increased company assists.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 10 Deliver Business Gateway products/services, aligned to and enhanced by the Ambition Programme supporting, New Start Businesses, Growth Business and Strategic Companies support.	31-Mar-2025	Service Lead Economy and Regeneration	58%	On track	14-Oct-2024 To date 117 start-up businesses have been supported. A marketing plan promoting the Ambition programme is in planning and anticipated support E&R's target of number of start-up businesses supported during this reporting period.

Target

200 Start Up businesses supported.
 60 Business Growth Projects supported.
 Increased start up rate per 10,000 population in rural areas.

How will you measure success

Number of New Business Start Ups
 Number of Growth Project supported
 Increased Business Start Up rate proportionate to population in rural areas

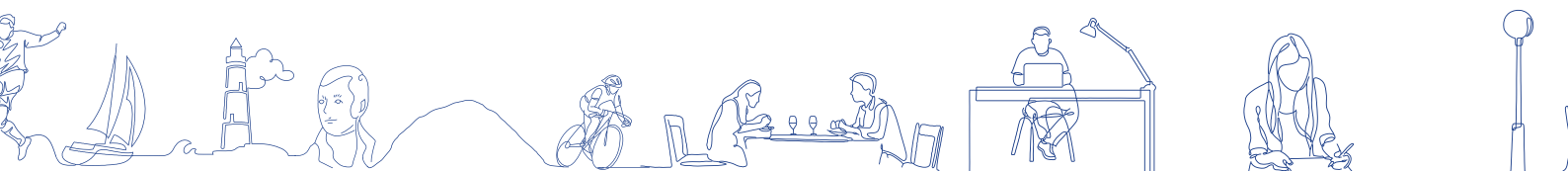
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
ES-CP 01 Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B)	31-Mar-2028	Service Lead - Education Support Services	96%	On track	30-Sep-2024 The Core Facts national reporting exercise for the Scottish Government is an annual task and therefore the 2023/24 figure of 96% will not change until this work is undertaken for 2024/25 in Q1 of 2025/26. The exercise was completed by the end of May last year and Education Support anticipate timescales for 2025 will be similar.

Target

Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B) above the current figure of 90%.

How will you measure success

Increasing the number of A&B rated schools and reducing the number of C rated schools.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 09 Delivery of the Housing Capital Investment Programme for 2024/25 and future years	31-Mar-2025	Service Lead - Professional Design Services	26%	On track	15-Oct-2024 Several large projects are currently at tender stage within the Housing capital programme. Spend at period 6 is 25.73% of the overall budget.

Target

90 – 100% percentage spend achieved on agreed programme.

How will you measure success

Percentage of actual versus budget spend of Housing capital programme as of 31 March 2025

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 11 Delivery of the Housing Structural and Environmental Programme	31-Mar-2024	Service Lead - Professional Design Services	100%	Completed	23-Jul-2024 The 2023/24 works are complete

Target

Completion date.

How will you measure success

Project delivered on time and on budget.

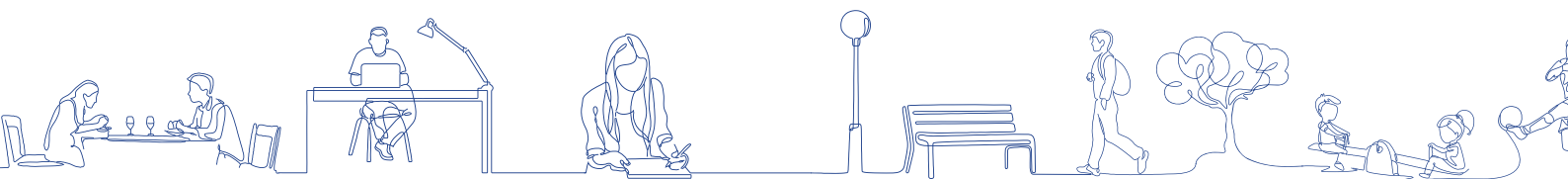
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 12 Delivery of the Mainholm New Build Housing Development	28-Feb-2025	Service Lead - Professional Design Services	60%	On track	07-Oct-2024 Phase 7 has been completed with 14 units handed over to Housing. Over the coming weeks Block 1 (12 flats) and Block 3A (12 units) and the remainder of phase 5 will be handed over. Phase 5 include 2 x 6 bed units and a 4-bed unit. Works are progressing well and the boundary treatment between the site and the racecourse is progressing.

Target

Completion date.

How will you measure success

Project delivered on time and on budget.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 13 Delivery of the Riverside New Build Housing Development	31-May-2025	Service Lead - Professional Design Services	50%	On track	15-Oct-2024 Works continue to progress well on site.

Target

Completion date.

How will you measure success

Project delivered on time and on budget.

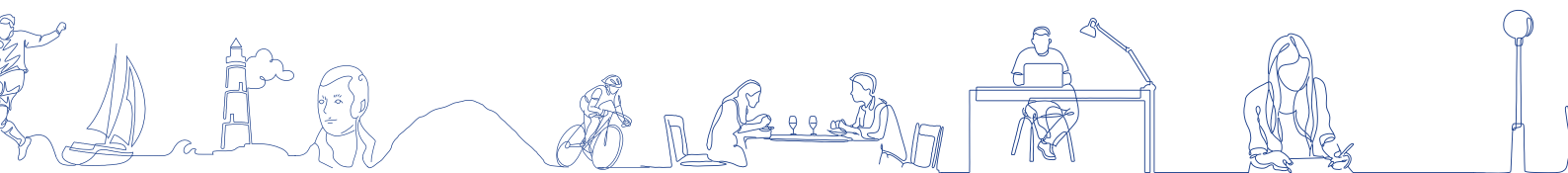
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 01 Develop a refreshed Child Poverty Strategy/Action Plan	30-Apr-2024	Service Lead - Performance, Community Planning and Sustainability	100%	Completed	01-Jul-2024 The Child Poverty Strategy was approved by the Community Planning Board on 18th April 2024.

Target

Draft Child Poverty Strategy submitted to Community Planning Board in April 2024 for approval.

How will you measure success

New plan agreed and published.



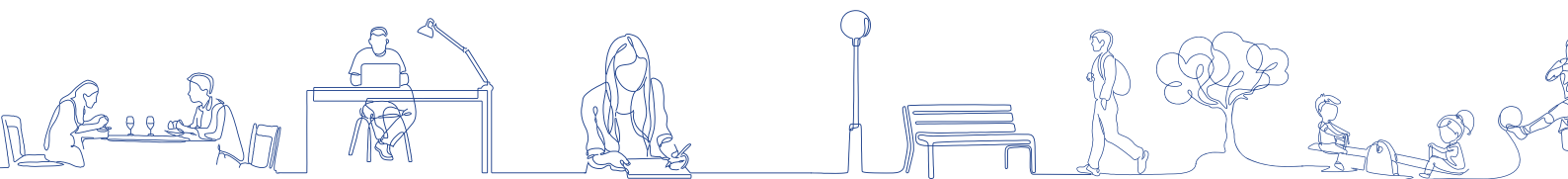
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 05 Development of action plans to support the priority areas identified in the Child Poverty Strategy	31-Mar-2025	Service Lead - Performance, Community Planning and Sustainability	50%	On track	<p>30-Sep-2024 A workshop session was held on the 20th of August 2024 facilitated by Public Health Scotland and attended by representatives across South Ayrshire Council, South Ayrshire Health and Social Care Partnership, NHS Ayrshire & Arran, Social Security Scotland, and the Third Sector. At the session we looked at refining the short-, medium- and long-term outcomes and then map existing activities against them to see:</p> <ul style="list-style-type: none"> . Activities that have no or weak links to outcomes. . Identify gaps in activities that will help achieve the outcomes; and . Identify duplication in activities. <p>The next stage will be to develop supporting actions for each of the priority areas within the Child Poverty Strategy.</p> <p>A supporting Performance Management Framework for the wider CPP (incorporating LOIP, Child Poverty Strategy and Locality Planning Partnerships) has been developed and will also be submitted to the October CP Board.</p>

Target

Core Child Poverty Working Group will present first iteration of action plan to CP Board by October 2024 with final action plan fully implemented by March 2025.

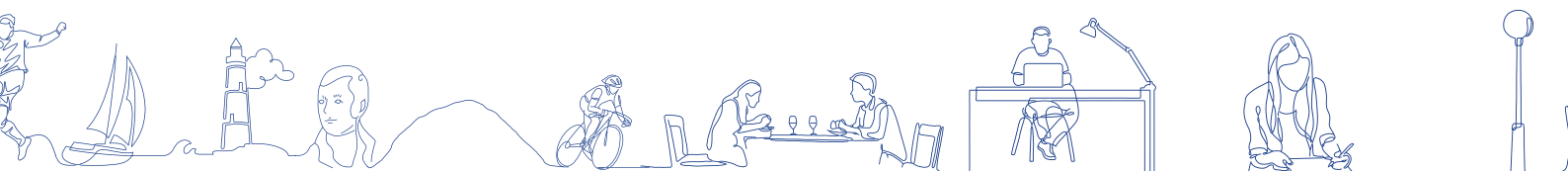
How will you measure success

Action plans agreed and published on CPP webpage.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 10 Deliver new affordable housing	30-Mar-2028	Service Lead - Housing Strategy and Regeneration	30%	On track	16-Oct-2024 A further 14 properties were handed over on 28th August 2024, totalling 40 units to date. A further 34 units are on target to be handed over in the next reporting quarter
Target					
135 per year.					
How will you measure success					
Number of completions.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PR-CP 01 Review and refresh the Councils Local Procurement Policy statement.	31-Mar-2025	Service Lead - Procurement	50%	On track	07-Oct-2024 The raw data and spend information for 2023/24 was finalised since the last update which means the Procurement Annual report will be taken to Cabinet in November 2024. The annual report will show updates on local community benefits, local spend and local contract awards. This information presented in this report will help identify any updates required to the Local Procurement Policy.
Target					
Revised policy statement to be completed by March 2025.					
How will you measure success					
Clear guidance to be made available to staff and suppliers in relation to opportunities in local procurement and associated legislation.					



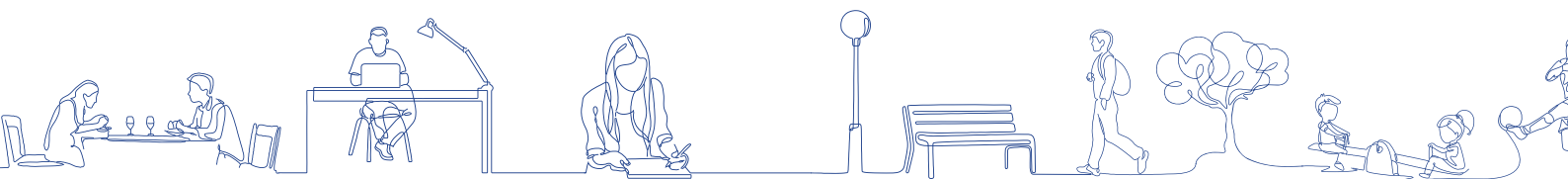
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TC-CP 01 Consult, Develop and publish a new Community Learning and Development (CLD) 2024 – 2027 Plan in September 2024.	30-Sep-2024	Service Lead - Thriving Communities	100%	Completed	<p>02-Oct-2024 This action is complete. The CLD Plan 2024 - 2027 was approved at Cabinet on 25th September 2024.</p> <p>The end of plan 2021 - 2024 plan was also approve at Service and Partnership Performance Panel.</p> <p>The plan has been published on SAC website.</p>

Target

Publish a new CLD Plan 2024 – 2027.

How will you measure success

Publication of a new CLD Plan 2024-2027.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TC-CP 02 Deliver the actions set out in the UKSP Investment Plan 2023-2025	30-Apr-2025	Service Lead - Thriving Communities	85%	On track	<p>11-Oct-2024 Officers presented the UKSPF Year 2 Progress Report at Service and Partnership Performance Panel in September 2024. Information on six-month progress report for year three is currently being collated and submitted to UK Government.</p> <p>Priorities and projects include interventions across People and Skills, Supporting Local Businesses, Multiply and Place.</p> <p>Funding has supported the Golf Open, International Ayr Show, Employability, Capital Projects including upgrades at Dolphin House and support for local businesses.</p> <p>Every project is on target at the moment, and this is being reviewed monthly by the UKSPF officers' group.</p> <p>The annual report and end of project will be presented to service and partnership in June 2025.</p> <p>It is still unclear if there will be replacement funding beyond March 2025. Officers are engaging with UK Government, and it is anticipated that there will be an update in the October budget regarding replacement funding</p>

Target

The number of people participating in Multiply funded courses designed to increase confidence with numbers for those needing the first steps towards formal qualifications.
 No baseline programme started April 2023.
 Target – 120.

Increase employment support for economically inactive people through UKSPF.

No baseline programme started April 2023.

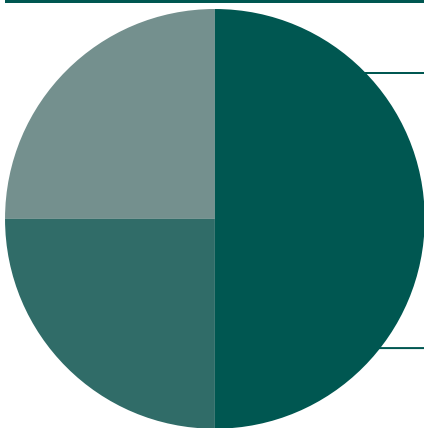
Target is 50 between 2023-25

How will you measure success

Success will be measured against the interventions set out in the plan within People and Skills and Multiply.

Priority Three

Civic and Community Pride



Services delivering this priority

■ Economy and Regeneration	4
■ Destination South Ayrshire	2
■ Policy, Performance and CP	3

Some highlights

- Destination South Ayrshire Officers attended The Open @ Royal Troon to promote South Ayrshire and Golf Tourism.
- The Maybole Regeneration Project is nearing completion.
- The Troon Town Centre Refresh was completed in advance of The Open.
- A new Local Outcomes Improvement Plan (LOIP) for South Ayrshire has been approved by South Ayrshire Community Planning Partnership.
- Held on the 6th and 7th of September 2024, the International Ayr Show, Festival of Flight was a great success attracting between 250,000-300,000 visitors to the Low Green, Ayr.



Actions

9



Completed

2



Off Track

1



On Track

6



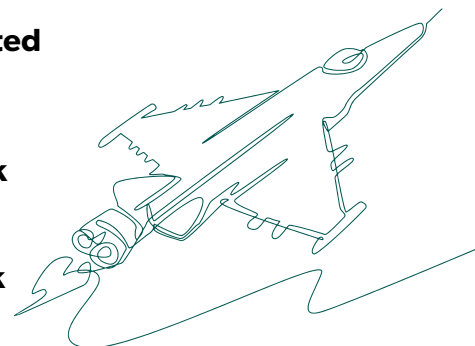
Not yet started

0



Yet to update

0



MANAGEMENT SUMMARY

- Progress is taking place/has taken place across 9 actions with 2 actions now complete (22%) and 7 actions on target (78%).
- 1 action is giving cause for concern however this is being closely monitored.
- No actions on target are <50% progress.

Civic and Community Pride

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
DSA-CP 05 Work to promote golf tourism to area using Open Golf Championship in 2024 as a stage for publicity.	31-Dec-2025	Service Lead Destination South Ayrshire	78%	On track	24-Oct-2024 The revenue for the 4 main courses continues to be ahead of normal for this point of the year and high visitor rounds reflect the benefit of the actions taken to use the Open Championship to promote golf tourism. Golf South Ayrshire have continued to offer a voucher scheme for golf tourists to access the courses which continues to prove positive.

Target

An increase in visitor day passes to South Ayrshire golf courses.

How will you measure success

Increased visitor numbers both locally and internationally.

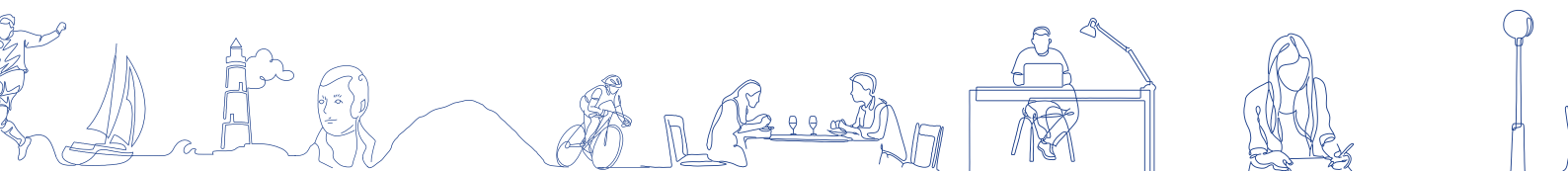
Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
DSA-CP 06 Deliver a safe and well attended International Ayr Show – Festival of Flight on an annual basis for 4 years	30-Sep-2027	Service Lead Destination South Ayrshire	95%	On track	21-Oct-2024 Held on the 6th and 7th of September 2024, the International Ayr Show, Festival of Flight was a great success. It attracted between 250,000-300,000 visitors to the Low Green and there were no major incidents. A new traffic and transport plan was implemented to great success. While the event has been delivered, the team is still working on the debriefs and the economic impact report.

Target

Attendances of 100,000 + per year.

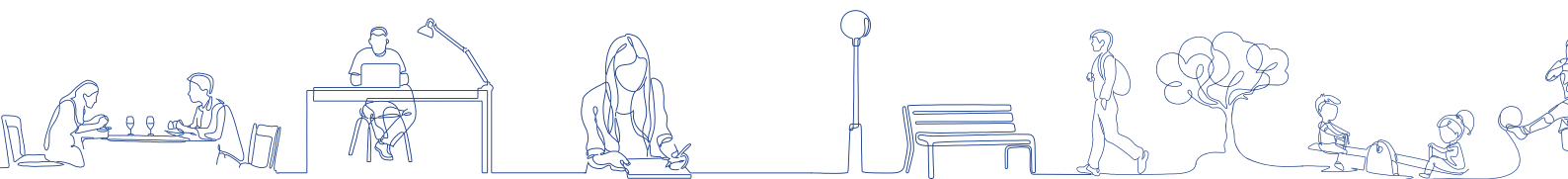
How will you measure success

Attendance figures No major incidents Public Entertainment Licence in place.



Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 04 Girvan Heritage & Place Development Phase	30-Jun-2025	Service Lead - Economy and Regeneration	70%	On track	24-Oct-2024 Lead Design Team and Conservation Area Management Plan consultants appointed. June date for delivery stage application agreed with project funders.
Target					
Submission of Delivery Stage application to Historic Environment Scotland (HES) and National Lottery Heritage Find (NHLF).					
How will you measure success					
Complete activities required by funders.					

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 05 Maybole Regeneration Project	31-Mar-2025	Service Lead - Economy and Regeneration	91%	On track	24-Oct-2024 The project continues to be delivered with a focus on priority projects. Maternity Leave cover for Project Manager appointed and in post. Proposals to redirect funding from small grants to other projects, e.g. Town Hall, are under review. Design options for New Stables Lane were developed, however project aborted as considered unviable per Ayrshire Housing Association. This was communicated to the Scottish Government. Design Options for Maybole Active Travel are progressing with project management responsibilities transferred to Ayrshire Roads Alliance.
Target					
Maybole Castle wind and watertight and internal works in progress towards completion for Autumn 2025 Regeneration Capital Grant Fund (RCGF) funding for New Stables Lane fully drawn down.					
How will you measure success					
Progression against project plan for the Castle and New Stables Lane.					



Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 06 Collaboratively develop and deliver Place Plans and other Place-based Strategies for town centres	31-Mar-2025	Service Lead - Economy and Regeneration	50%	Off Track- Some concerns	24-Oct-2024 Continuing to work with Thriving Communities and Planning to assess the existing and emerging place plans. The context for any strategy/plan in Maybole and Troon requires consideration as community groups are undertaking their own community action plans, the outputs of which will likely determine the scope for developing a more strategic plan is required. Work also considering protocols and structure between Community Planning, ED&R/Thriving Communities and Planning & Development.

Target

New projects incorporating wide stakeholder involvement.
Greater community engagement in economic development activities

How will you measure success

Creation of new geographically targeted projects.
Increase in community empowerment.

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 11 Troon Town Centre Refresh	31-Jul-2025	Service Lead - Economy and Regeneration	100%	Completed	31-Jul-2024 Supported outdoor environment art project, business toolkit and public realm improvements through painting and maintenance.

Target

Improved public realm.

How will you measure success

Support delivery of 3 key projects in advance of Open.

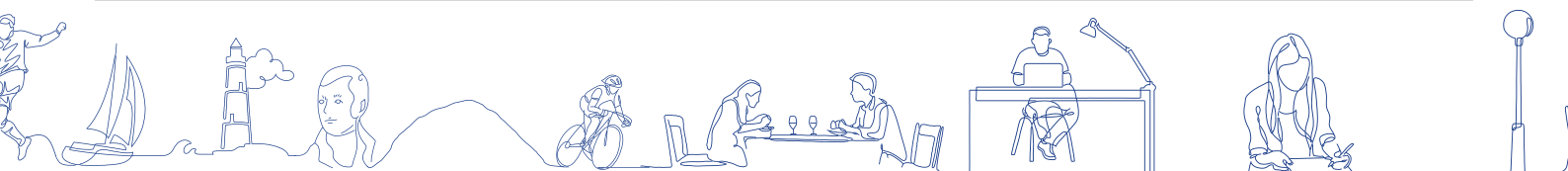
Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
PPCP-CP 02 Work with Strategic Delivery Partnerships to develop a new Local Outcomes Improvement Plan (LOIP)	30-Apr-2024	Service Lead - Performance, Community Planning and Sustainability	100%	Completed	01-Jul-2024 The new Local Outcomes Improvement Plan (2024-2029) was approved by the Community Planning Board on the 18th of April 2024.

Target

Agreed within the LOIP – identify high level outcomes and priority areas.

How will you measure success

LOIP agreed by CP Board and published.



Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
PPCP-CP 03 Refresh Sustainable Development and Climate Change Strategy	30-Jun-2025	Service Lead - Performance, Community Planning and Sustainability	60%	On track	09-Oct-2024 Work continues on the SDP action plan with key actions under priorities now being linked to targets and performance measures. The draft national template for local authority climate change strategies has now been released so work can commence on reviewing progress to date on our refresh strategy against required content and identifying gaps which will be the focus of the development work going forward following the submission of this year's annual duties reporting.

Target

Strategy agreed and published with ongoing monitoring and development mechanisms in place.

How will you measure success

Target – approved strategy including monitoring and development mechanisms Success – meeting the measures set out in the document.

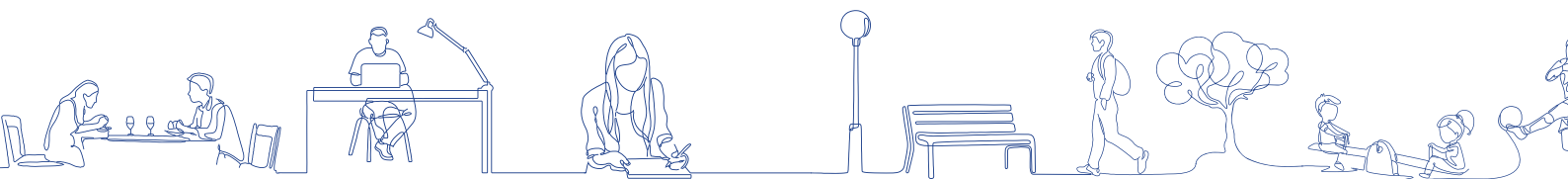
Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
PPCP-CP 04 Development of actions plans for the LOIP priority areas.	31-Mar-2025	Service Lead - Performance, Community Planning and Sustainability	70%	On track	30-Sep-2024 Development of Local Outcome Improvement Plan (LOIP) actions plans, led by each of the Strategic Delivery Partnerships (SDPs) is well on track with all actions plans to be submitted to the CP Board on the 24th of October for approval. A supporting Performance Management Framework for the wider CPP (incorporating LOIP, Child Poverty Strategy and Locality Planning Partnerships) has been developed and will also be submitted to the October Community Planning Board.

Target

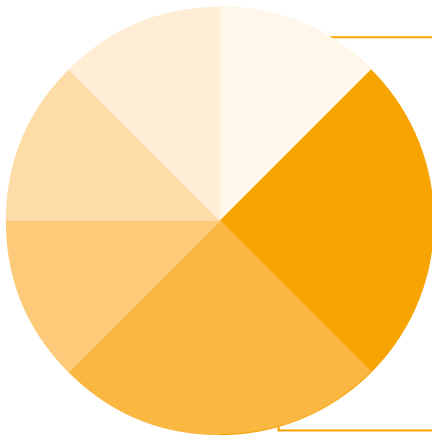
LOIP action plans agreed and published on CPP webpage.

How will you measure success

Strategic Delivery Partnerships will present first iteration of action plans to the CP Board by October 2024 with final action plans fully implemented by March 2025. set out in the document.



Efficient and Effective Enabling Services



Services delivering this priority

	Housing and Operations	2
	Policy, Performance and CP	2
	Corporate Accounting	1
	ICT Operations	1
	Transformation	2
	Risk and Safety	1

Some highlights

- Work has begun on a new iteration of the Council's Medium Term Financial Plan.
- A Steering Group has been formed to support the development of a Trauma Strategy for the Council.
- Implementation of the Public Sector Improvement Framework (PSIF) has begun with the first phase taking place with the Corporate Leadership Team and the second phase used to support the Service Improvement Plan process.



Actions

9



Completed

2



Off Track

0



On Track

7



Not yet started

0



Yet to update

0



MANAGEMENT SUMMARY

- Progress is taking place/has taken place across 9 actions with 2 actions now complete (22%) and 7 actions on target (78%).
- No actions are giving cause for concern, requiring due dates to be re-assessed as they are overdue their initial completion timescales.
- 4 actions on target are <50% progress (44%) however it should be noted that the timescales for all these actions range from December 2024 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

Efficient and effective enabling services

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
CA-CP 01 Review and refresh the Council's Medium Term Financial Plan (MTFP).	31-Dec-2024	Service Lead Corporate Accounting	72%	On track	23-Oct-2024 The MTFP is currently being refreshed; the process was delayed due to uncertainty surrounding a number of budget factors, not least the 2024/25 pay award national negotiation which was only recently resolved. The next iteration of the MTFP is now expected to be presented for Members' approval in December 2024.

Target

Revised MTFP in place by December 2024.

How will you measure success

Provide clear direction on how the Council will manage its financial resources in the short to medium term to ensure they are deployed effectively to achieve the Council's priorities and objectives as set out in the Council Plan.

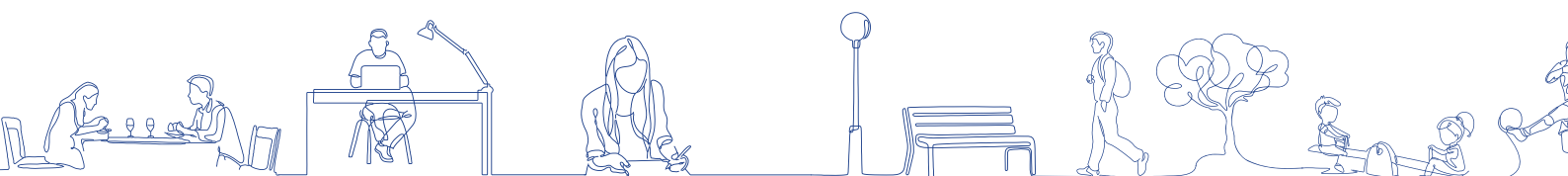
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
ICTOP-CP 01 Phase 2 implementation of the Data Centre migration programme	31-Dec-2024	Service Lead - ICT Operations Services	50%	On track	09-Oct-2024 At the end of September 50% of council servers are now hosted in Microsoft Azure. A number of applications require to be replaced, rather than migrated, which will mean we will still have on-premises services post December 2024. Works are in flight in relation to these applications and which involve a number of service areas.

Target

Complete migration from on premises data centre services to cloud hosted alternatives.

How will you measure success

% of configuration items on premises, against cloud hosted server services.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 06 Develop a Trauma Strategy for the Council.	31-Mar-2025	Service Lead - Performance, Community Planning and Sustainability	15%	On track	03-Oct-2024 Consultation events happened with The South Ayrshire: Through a New Lens Trauma Network; The Community Planning Partnership; and the South Ayrshire: LEADS steering group. Further consultation to be conducted across wider staff and partners, and people with lived experience of trauma.

Target

Agreed within the Trauma Strategy – identify high level outcomes and priority areas.

How will you measure success

Trauma Strategy agreed by Cabinet/Full Council.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 09 Implementation of Public Service Improvement Framework (PSIF)	30-Jun-2025	Service Lead - Performance, Community Planning and Sustainability	40%	On track	30-Sep-2024 The third phase, implementation of the full PSIF process, supported by the Improvement Service, has been agreed by the Best Value Working Group to take place with Housing Operations. An initial meeting has been held with the Improvement Service to outline the process and now awaiting confirmation of a start date to begin the process.

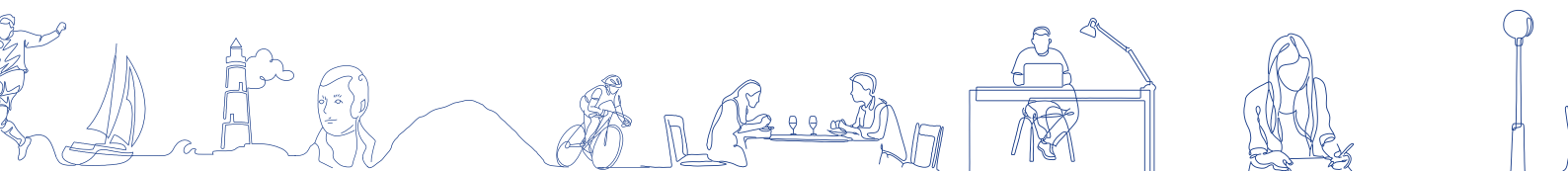
Target

3 Services to participate in the full self-evaluation framework.

How will you measure success

Self-evaluation process completed and embedded into all strategic planning.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
R&S-CP 01 Deliver Risk and Safety / Civil Contingencies Service Plan to support Council Plan.	31-Mar-2028	Service Lead - Risk and Safety	25%	On track	23-Oct-2024 We continue to work towards actions as outlined in our Risk, Safety, Business Continuity and Civil Contingencies service plan.



Target

Services demonstrating a reduction of incidents / accidents/ EL, PL claims / motor and property losses. Services evidencing the management of operational risk. Services well trained and prepared to respond to major incidents. Services maintaining robust Civil Contingencies and Business Continuity Plans which are tested regularly.

How will you measure success

A corporate reduction of incidents / accidents / property and motor losses therefore reducing risk to service users / employees as well as decreasing financial burden on Council of claims and premiums. Services evidencing the management of operational risk and ability to respond to major incidents or service disruption.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TR-CP 01 Develop a Data Strategy for the Council.	31-Dec-2024	Service Lead - Transformation	65%	On track	14-Oct-2024 Established an internal Data Advisory Group to support this work. Strategy realigned to be known as a Data Plan to better reflect maturity and required actions. Initial draft of Plan being circulated for comment.

Target

Introduce new strategy in Winter 2024.

How will you measure success

Engagement with stakeholders across Council to inform new strategy. - Data Maturity Assessment score - Adopt Data Strategy.

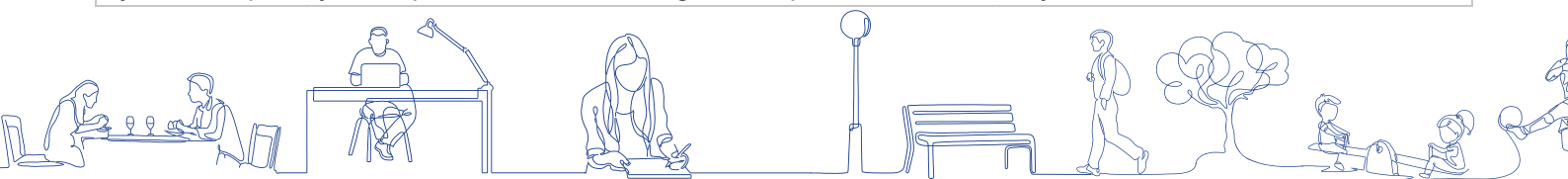
Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TR-CP 02 Fleet Review	30-Jun-2024	Assistant Director - Housing and Operations	100%	Completed	24-Jul-2024 Review is complete and a new model has been scoped out for making most effective and efficient use of car fleet. As the Council has a significant number of electric vehicles, the 'To Be' model depends on having a hub for charging cars which does not currently exist. The Council's Fleet Team along with Professional Design Services team are engaging with Ayrshire Roads Alliance and other stakeholders on how to bring forward proposals for a charging hub. Once these are known, a new project proposal may be brought forward.

Target

Reduction in costs of hiring vehicles.
Increased use of existing fleet use.
More efficient use of existing fleet.

How will you measure success

A new delivery model will be proposed aimed at achieving the targets. Success will be measured using existing systems to quantify take-up, use and cost of using cars as part of service delivery.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TR-CP 03 Procure and implement a new telephony system based on Service specifications to meet needs of internal and external stakeholders	31-Dec-2025	Service Lead - Transformation	40%	On track	14-Oct-2024 Project now split based on deliverables: Teams telephony; and replacement customer contact system. Teams telephony now being piloted by a number of users prior to wider rollout. In-place upgrade of existing contact platform now scheduled Q4 this year which will introduce some new functionality. Plan is to leverage this new functionality while a specification for a new system is developed.

Target

Upgraded contact centre system.
Replacement system for Skype for Business implemented before Summer 2025.

How will you measure success

Multi-channel efficient model to contact the Council.
A consolidated public contact strategy.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TR-CP 04 Review and make recommendations on the current Roads Operating Model	30-Jun-2024	Director of Housing Operations and Development	100%	Completed	04-Jun-2024 The work on the T.O.M for Roads is complete. End project report will be presented to the Transformation Board in August 2024. Responsibility for implementing the recommendations transfers to business as usual (Housing, Operations and Development).

Target

Final report with recommendations by end May 2024.

How will you measure success

Production of end of Review report with recommendations for improving the Council's strategic and operating relationship with the Ayrshire Roads Alliance.



South Ayrshire Council

Report by Chief Governance Officer to Service and Partnerships Performance Panel of 19 November 2024

Subject: Complaints – Scrutiny Update
Period: 1 April to 30 September 2024

1. Purpose

- 1.1 The purpose of this report is to provide Elected Members with complaints performance information for the period from 1 April to 30 September 2024 and compares performance to the same reporting period in 2023. It reflects the statutory reporting categories required by the Scottish Public Services Ombudsman (SPSO), as well as information on how we improve our services following Stage 2 and Ombudsman complaints.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 scrutinises the contents of this report; and

2.1.2 requests a further report to a future meeting of the Panel providing an update on the Council's complaints performance during the period 1 October 2024 to 31 March 2025.

3. Background

- 3.1 Our complaints procedure Listening to You, has 2 Stages. We expect most complaints received to be resolved at Stage 1. If a customer remains dissatisfied after Stage 1, they can escalate their complaint to Stage 2. If an initial complaint is complex enough to require detailed investigation, it will be handled at Stage 2 from the outset. If the complainant is not satisfied with their response at Stage 2, the next Stage in the Complaints Handling Procedure is for the complainant to approach the Scottish Public Services Ombudsman and ask that they carry out an independent review into how the Council have investigated their complaint.
- 3.2 In April 2022 the SPSO amended their key performance indicators (KPIs) for Complaints Performance. The SPSO has indicated that the consistent application and reporting of performance against these KPIs can be used to compare, contrast and benchmark complaints handling with other organisations and will help share learning and improve standards of complaints handling performance.

- 3.3 The number of mandatory KPIs has been reduced by the SPSO from eight to four. The four mandatory SPSO KPIs formed part of the previous eight mandatory SPSO KPIs. These are:
- **Indicator One: The Total Number of Complaints Received**
 - **Indicator Two: The Number and Percentage of Complaints at Each Stage that were closed in full within the set timescales of five and 20 working days.**
 - **Indicator Three: the average time in working days for a full response to complaints at each Stage.**
 - **Indicator Four: The Outcome of Complaints at Each Stage**
- 3.4 Further information on the changes made by the SPSO to Complaints KPIs can be found at: [Complaints KPIs for MCHPs \(spsos.org.uk\)](https://spsos.org.uk). Further detail on the mandatory reporting of Key Performance Indicators, information is included in [Appendix 1](#).
- 3.5 The following Report provides performance data on all Stage 1 and Stage 2 complaints closed from 1 April to 30 September 2024 and is based on updated SPSO reporting indicators, which are applicable to complaints from April 2022.
- 3.6 The Panel is asked to note that the following SPSO KPIs are no longer mandatory in terms of reporting Council complaints performance:
- **Complaints Received per 1,000 of the population.**
 - **Numbers of Complaints Where an Extension is Authorised**
 - **Customer Satisfaction**
 - **Learning from Complaints**
- 3.7 Performance information is however provided within this Report to members for these non-mandatory performance indicators, with comparison against the same reporting period in 2023.
- 3.8 [Appendix 1](#) provides an analysis of our complaints data measured against the SPSO's mandatory reporting KPIs for the period 1 April to 30 September 2024 and compares our performance to the same reporting period in 2023.
- 3.9 [Appendix 2](#) provides a breakdown of the reasons why complaints were raised against the Council, for the period 1 April to 30 September 2024. Please note the standard categories used for reasons for complaint are mandated by the Scottish Public Services Ombudsman and were updated in April 2024. Therefore, no comparative data is available.
- 3.10 [Appendix 3](#) provides analysis of our complaints data measured against the four non-mandatory reporting indicators, for the period 1 April to 30 September 2024 and compares our performance to the same reporting period in 2023.
- 3.11 [Appendix 4](#) outlines service improvement case studies relating to Stage 2 complaints that were upheld or partially upheld where a service improvement outcome was identified and implemented.

- 3.12 [Appendix 5](#) outlines details of complaints that have progressed to the SPSO during this reporting period, which have had recommendations made by the SPSO for the Council to improve service provision.
- 3.13 [Appendix 6](#) provides further information on Investigation complaints received by the Council that have been noted during the reporting period.
- 3.14 [Appendix 7](#) provides further information on the Scottish Public Services Ombudsman's Annual Statistics, comparing South Ayrshire Council performance to Councils with a similar demographic.
- 3.15 [Appendix 8](#) provides further information on statistics provided by the Scottish Public Services Ombudsman relating to the Scottish Welfare Fund.
- 3.16 [Appendix 9](#) provides information regarding complaints received following the International Air Show, during the reporting period.

4. Proposals

- 4.1 It is proposed that the Panel:
 - 4.1.1 scrutinises the contents of this report and identifies any performance concerns or required improvement actions.
 - 4.1.2 requests a further report to a future meeting of the Panel providing an update on the Council's complaints performance during the period 1 October 2024 to 31 March 2025.

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

Risk Implications of Adopting the Recommendations

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

Risk Implications of Rejecting the Recommendations

- 8.2.1 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 10](#).

10. Sustainable Development Implications

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

11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitment 5 of the Council Plan: Stand up for South Ayrshire/ Increase the profile and reputation of South Ayrshire and the Council.

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.

Background Papers: Report to Service and Partnerships Performance Panel of 21 November 2023 - [Complaints Scrutiny Update - Period 1 April to 1 September 2023](#)

Report to Service and Partnerships Performance Panel of 11 June 2024 - [Complaints Scrutiny Update – Period: 1 October 2023 to 31 March 2024](#)

Person to Contact: Catriona Caves, Chief Governance Officer
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612556
Email Catriona.caves@south-ayrshire.gov.uk

Date: 7 November 2024

Complaints Data Analysis Against SPSO Reporting Indicators

Please find below analysis of our complaints data measured against mandatory Scottish Public Services Ombudsman (SPSO) reporting indicators for the period 1 April to 30 September 2024 with comparison to the same reporting period in 2023.

Following on from changes to the Complaints Handling Procedure (CHP) in 2021, new reporting requirements were introduced by the SPSO which were applicable to complaints data from 1 April 2022 onwards. The SPSO's requirements for reporting and publicising complaints information requires all 32 local authorities in Scotland to use a standardised set of complaints key performance indicators (KPIs). There are now four mandatory KPIs which will be used in this and future reports. They are as follows:

- **Indicator One: The total number of complaints received.**
The sum of the number of complaints received at Stage 1 (including escalated complaints as they were first received at Stage 1), and the number of complaints received directly at Stage 2.
- **Indicator Two: The number and percentage of complaints at each Stage that were closed in full within the set timescales of five and 20 working days.**
The number of complaints closed in full at Stage 1, Stage 2 and after escalation within complaint timescales as % of all Stage 1, Stage 2 and escalated complaints responded to in full.
- **Indicator Three: The average time in working days for a full response to complaints at each Stage.**
The average (mean) time in working days to respond at Stage 1, Stage 2 and after escalation.
- **Indicator Four: The outcome of complaints at each Stage**
The number of complaints upheld, partially upheld, not upheld and resolved at Stage 1, Stage 2 and after escalation as % of all complaints closed at Stage 1, Stage 2 and after escalation.

SPSO Indicator One: the total number of complaints received.

		Total	Stage 1	Stage 2	Escalated
2023/24	01/04 – 30/09	325	266 (82%)	39 (12%)	20 (6%)
2024/25	01/04 – 30/09	298 ▼	209 (70%) ▼	58 (19.5%)▲	31 (10.5%) ▲

The Council received 298 complaints in this reporting period, which is a decrease of 27 complaints, compared to the same reporting period in 2023/24, i.e., a decrease of 8%.

Council services with the most significant *increase* in complaints are as follows:

- **Design Services** – 1,800% percentage increase in complaints, from 0 complaints in 2023/24 to 18 complaints in 2024/25. Complaints to this service relate to works undertaken to Gardenrose Primary School building and Victory Park, with the majority of cases relating to work undertaken to council properties.
- **Justice Services** – 400% increase from 0 complaints in 2023/24, to 4 complaints in 2024/25. Of these complaints, one related to inaccuracies recorded in a report and 3 related to different staff members, 1 of which was partially upheld and 2 were not upheld.
- **Revenues** – 75% increase in complaints, from 8 complaint in 2023/24 to 14 in 2024/25. This increase in complaints is because of changes in Council policy (Second Home Levy) and processes (Sheriff Officer now issuing notice of Summary Warrant).

Council services with the most significant *decrease* in complaints are as follows:

- **Planning** – 83% decrease in complaints, from 12 complaints in 2023/24 to 2 complaints in 2024/25. No specific trend has been identified for this reduction however the Planning & Building Standards Service has a continued focus on improving interactions with the public to ensure delivery of a quality service.
- **Building Standards** – 75% decrease in complaints from 4 complaints in 2023/24 to 1 complaint in 2024/25. No specific trend has been identified for this reduction however the Planning & Building Standards Service has a continued focus on improving interactions with the public to ensure delivery of a quality service.
- **Culture and Tourism** – 50% decrease in complaints from 22 in 2023/24 to 11 in 2024/25. A high number of complaints were received for this service in relation to the International Ayr Show - Festival of Flight 2023, particularly in relation to parking at the event. There has been a significant decrease in the number of complaints received regarding the same event in 2024.

SPSO Indicator Two: the number and percentage of complaints at each Stage that were closed in full within the set timescales of five and 20 working days.

		Stage 1	Stage 2	Escalated
2023/24	01/04 – 30/09	169 (64%)	30 (77%)	14 (70%)
2024/25	01/04 – 30/09	134 (64%) ◀▶	40 (71%) ▼	22 (71%) ▲

There has been a decrease in the performance against timescales for Stage 2 complaints. However, it should be noted that these statistics do not take into consideration extensions to timescales that can be added to allow a full and detailed investigation. When taking these extensions into account, 77% for Stage 1 complaints and 79% for Stage 2 complaints were issued on time.

SPSO Indicator Three: the average time in working days for a full response to complaints at each Stage.

		Stage 1	Stage 2	Escalated
2023/24	01/04 – 30/09	6 ▲	17	15
2024/25	01/04 – 30/09	6 ◀▶	20 ▲	17 ▲

The average time to respond to a Stage 1 complaint has remained at 6 working days which is out with the 5 working day timescale expected for Stage 1 complaints. There has also been an increase in average time in working days for Stage 2 and Escalated complaints. However, both remain within the 20-working day timescale for Stage 2 complaints.

SPSO Indicator Four: the outcome of complaints at each Stage

Outcome of Complaints Closed at Stage 1

		Upheld	Partially Upheld	Not Upheld	Resolved
2023/24	01/04 – 30/09	71 (27%)	30 (11%)	134 (50%)	31 (12%)
2024/25	01/04 – 30/09	51 (24.5%) ▼	26 (12.5%) ▲	102 (49%) ▼	30 (14%) ▲

Of the 209 Stage 1 complaints, 37% were upheld or partially upheld. This indicates that in 37 out of every 100 complaints received, our Stage 1 investigations established that our customers had let us know where we could make improvements to our services.

14% of complaints were closed as resolved, without a complaint investigation being necessary. The resolved outcome was introduced by the SPSO in April 2022, allowing public authorities to work with a customer to find a mutually agreeable resolution to a complaint, without the necessity to take forward a full complaint investigation. Additional information on this new SPSO outcome is available on pages 3 and 4 at: [LAMCHPPart3.pdf \(spsso.org.uk\)](#).

Outcome of Complaints Closed at Stage 2

		Upheld	Partially Upheld	Not Upheld	Resolved
2023/24	01/04 – 30/09	4 (10%)	2 (5%)	32 (82%)	1 (3%)
2024/25	01/04 – 30/09	7 (12%) ▲	3 (5%) ◀▶	47 (81%) ▼	1 (2%) ▼

81% of complaints investigated immediately at Stage 2 were not upheld, which indicates that 19% of complaint investigations established a failure in service provision and either upheld, partially upheld, or resolved the complaint. This is an increase of 1% where the Council has found failure to the same reporting period in the previous year.

Outcome of Escalated Complaints

		Upheld	Partially Upheld	Not Upheld	Resolved
2023/24	01/04 – 30/09	3 (15%)	4 (20%)	13 (65%)	0 (0%)
2024/25	01/04 – 30/09	4 (13%) ▼	4 (13%) ▼	23 (74%) ▲	0 (0%) ◀▶

In 2024/25, 26% of complaints that were escalated from Stage 1 to a Stage 2 investigation were either upheld or partially upheld. This figure has decreased from 35% in 2023/24, showing that more complaints were escalated to this stage by a customer which were ultimately unfounded.

The top 3 reasons for complaints received by the Council (as categorised within the Complaints Handling system) are:

		<i>01/04 to 30/09 (2024/25)</i>
Stage 1	1	Standard of service provided
	2	Conduct/attitude of staff
	3	Delay in providing service
Stage 2	1	Dissatisfaction with policy
	2	Standard of service provided
	3	Disagreement with decision

Please note that reasons for complaint categories are mandated by the Scottish Public Services Ombudsman and were updated in April 2024 and therefore no comparative data is available.

Breakdown of Complaints by Service:

Information relating to the services which have had the biggest increase and decrease in complaints is outlined above. From highest to lowest:

		2023/24	2024/25	
1	Neighbourhood Services	41	53	▲
2	Community Care	45	50	▲
3	Housing	28	40	▲
4	Leisure	44	24	▼
5	Design Services	0	18	▲
5	Golf	29	18	▼
5	Property Maintenance	34	18	▼
6	Revenues	8	14	▲
7	Schools Primary/Nursery	16	12	▼
8	Culture and Tourism	22	11	▼
9	Children and Families	11	7	▼
10	Schools Secondary	1	4	▲
10	Justice Services	0	4	▲
10	Social Care Finance	2	4	▲
11	Environmental Health	2	3	▲
11	Facilities	9	3	▼
12	Community Councils	0	2	▲

		2023/24	2024/25	
12	Education Central	3	2	▼
12	Housing Policy	0	2	▲
12	Planning	12	2	▼
13	Bereavement Services	2	1	▼
13	Building Standards	4	1	▼
13	Economy and Regeneration	0	1	▲
13	Finance	0	1	▲
13	Legal	0	1	▲
13	Scottish Welfare Fund	0	1	▲
13	Additional Support Needs	1	1	◀▶
--	Asset Management	1	0	▼
--	Benefits	1	0	▼
--	Committee Services	1	0	▼
--	Customer Services	2	0	▼
--	Fleet Management	2	0	▼
--	ICT	2	0	▼
--	Registration	1	0	▼
--	Trading Standards	1	0	▼

Alphabetically:

	2023/24	2024/25	
Additional Support Needs	1	1	◀▶
Asset Management	1	0	▼
Benefits	1	0	▼
Bereavement Services	2	1	▼
Building Standards	4	1	▼
Children and Families	11	7	▼
Committee Services	1	0	▼
Community Councils	0	2	▲
Community Care	45	50	▼
Culture and Tourism	22	11	▼
Customer Services	2	0	▼
Design Services	0	18	▲
Economy and Regeneration	0	1	▲
Education Central	3	2	▼
Environmental Health	2	3	▲
Facilities	9	3	▼
Finance	0	1	▲
Fleet Management	2	0	▼
Golf	29	18	▼
Housing	28	40	▲
Housing Policy	0	2	▲
ICT	2	0	▼
Justice Services	0	4	▲

	2023/24	2024/25	
Legal	0	1	▲
Leisure	44	24	▼
Neighbourhood Services	41	53	▲
Planning	12	2	▼
Property Maintenance	34	18	▼
Registration	1	0	▼
Revenues	8	14	▲
Schools Primary/Nursery	16	12	▼
Schools Secondary	1	4	▲
Scottish Welfare Fund	0	1	▲
Social Care Finance	2	4	▲
Trading Standards	1	0	▼

Further detailed analysis of Stage 1, Stage 2 and Escalated complaints is outlined in [Appendix 2](#)

Reasons for Complaints

The undernoted Table 1 provides a breakdown of reasons for complaints received and closed by the Council at Stage 1, between 1 April and 30 September 2024. *Please note that reasons for complaint categories are mandated by the Scottish Public Services Ombudsman and were updated in April 2024 and therefore no comparative data is available.*

Table 1 – Reasons for Stage 1 Complaints

Category		2024/25	
		Number	% Of Total Stage 1
1	Standard of service provided	63	30%
2	Conduct/attitude of staff	32	15%
3	Delay in providing service	27	13%
4	Failure to provide service	26	12%
5	Dissatisfaction with policy	22	11%
6	Disagreement with decision	21	10%
7	Failure to follow a procedure	8	4%
8	Other	7	3%
9	Failure to respond to enquiry	3	2%
	Total	209	100%

Standard of Service Provided

The Council received 63 complaints categorised as standard of service provided at Stage 1. This equates to 30% of all Stage 1 complaints. There was no one specific service received a higher proportion of complaints, and services receiving Stage 1 complaints under this category included Community Care, Design Services, Golf, Leisure, Housing, Property Maintenance, Revenues and Neighbourhood services.

Conduct/Attitude of Staff Complaints

There is no specific trend in complaints being received by one specific Council service. Council services that received complaints about employee behaviour included Schools, Leisure, Housing, Community Care and Property Maintenance. Of these complaints:

- 21 were not upheld, with an explanation provided to the customer.
- 4 were partially upheld, with an explanation and/or apology.
- 3 were resolved, with either an explanation or an apology to the customer.
- 4 were upheld, with an apology issued to the customer.

Limited information is recorded centrally regarding these complaints in compliance with data protection legislation, but as with all employee complaints Service Leads and line managers would apply the relevant Council policies to any employee whose behaviour has been found to fail to meet Council standards.

The following categories have been collated from the Council's Complaints Handling System (GOSS) based on information entered by Services handling complaints at a service level. This gives an overview of the Categories of Stage One complaints.

It is not a mandatory requirement for services to input this information when completing cases on our GOSS system - but they are encouraged to complete these fields. *As a result, the number of complaints detailed below may not equate to the total number of Stage one complaints reported.*

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24	
Community Care	Arran View	4	5	
	Arrol Park	1	2	
	Homecare	12	4	
	Ayr North Locality Team	2	0	
	Ayr South Locality Team	2	0	
	Troon Locality Team	1	2	
	Girvan/Maybole Locality Team	1	1	
	Mental Health Team	0	0	
	Telecare	3	0	
	Sensory Impairment	0	0	
	Schools	Alloway Primary	1	0
		Annbank Primary	1	0
		Ayr Academy	0	0
Ayr Grammar		0	0	
Barr Primary		0	0	
Barassie Primary		0	3	
Belmont Academy		1	2	
Braehead Primary		0	0	
Cairn Primary		0	0	
Carrick Academy		0	0	
Crosshill Primary		0	0	
Coylton Primary		0	0	
Culzean Primary School		0	1	
Dailly Primary		1	1	
Dalmilling Primary		1	0	
Doonfoot Primary		1	0	
Dundonald Primary	0	0		

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24
	Forehill Primary	0	0
	Gardenrose Primary	0	0
	Girvan Academy	0	0
	Girvan Primary	1	0
	Glenburn Primary	0	0
	Heathfield Primary	3	2
	Kincaidston Primary	0	0
	Kingcase Primary	0	0
	Kyle Academy	0	0
	Marr College	0	0
	Monkton Primary	1	1
	Newton Primary	0	0
	Prestwick Academy	0	2
	Queen Margaret Academy	0	0
	Sacred Heart	0	0
	St Cuthbert's Primary	0	0
	St John's Primary	0	0
	Struthers Primary	0	2
	Symington Primary	1	0
	Tarbolton Primary	1	0
	Troon Primary	0	0
	Childcare	0	0
	Nursery	0	0
Facilities	Catering Services	1	1
	Janitorial	0	0
	Public Convenience	4	1
	School crossing patrol	1	0
Children and Families	Children and Families Disability Team	3	1
	Ayr North Locality Team	3	0
	Ayr South Locality Team	0	0
	Girvan/Maybole Locality Team	0	2
	Prestwick/Troon Locality Team	1	1
	Initial Response Team	0	0
	Children's Houses	0	0
	Family Placement and Adoption Team	0	0
	Management Team	0	0

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24
	Young People Support and Transitions Team	1	0
Housing	Value	0	0
	Access to Housing/Support	1	0
	Customer Landlord Relations	8	21
	Neighbourhood and Community	0	1
	Policy	1	0
	Quality Maintenance	11	8
Leisure	Activity Centres	0	3
	Citadel	16	11
	Maybole Fitness Suite	0	3
	Other	0	2
	Swimming Pools	12	3
	Swimming Lessons	0	2
Golf	Belleisle/Seafield	5	2
	Dalmilling	0	4
	Girvan	0	1
	Lochgreen/Darley/Fullarton	7	2
	Other		0
Neighbourhood Services	Assisted Collection	1	0
	Missed Bin	2	11
	Bin Return	0	0
	Wheelie Bin Delivery	0	2
	Burials	0	0
	Grass Cutting	1	0
	Litter	8	1
	Beaches	0	0
	Other	0	1
	Play Areas	3	0
	Special Uplifts	0	0
	Staff	7	0
	Street Sweeping	0	0
	Waste Collection	6	10
	Waste Disposal	1	0
	Weed Removal	0	0
	Parks	0	0
	Paths	0	0
	Recycling Facilities	5	2
	Waste Recycling	0	0

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24
	Trees	0	0
Benefits	Other	0	0
	Service Delivery	0	0
Property Maintenance	Communication	2	3
	External Contractor	3	1
	Dissatisfied with Repair	21	8
	Private Owner	1	
	Staff Attitude/Behaviour	1	2
	Other	2	1
Culture and Tourism	Air Show	16	2
	Seafront Barriers	0	5
	McKechnie	1	0
	Carnegie	1	0
	Rozelle	1	0
	Other Libraries	1	1

The undernoted table provides an overview of reasons for complaints received and closed by the Council at **Stage 2** between 1 April and 30 September 2024. *Please note that reasons for complaint categories are mandated by the Scottish Public Services Ombudsman and were updated in April 2024 and therefore no comparative data is available.*

Table 2 - Reasons for Stage 2 Complaints

Category		2024/25	
Subject		Number	% Of Total Stage 2
1	Dissatisfaction with policy	24	41%
2	Standard of service provided	15	26%
3	Disagreement with decision	8	14%
4	Delay in providing service	5	8%
5	Failure to provide service	4	7%
6	Conduct/attitude of staff	1	2%
7	Failure to respond to enquiry	1	2%
--	Failure to follow a procedure	0	0%
--	Other	0	0%
	Total	58	100%

Dissatisfaction with Policy Complaints

24 complaints were recorded at Stage 2 which related to dissatisfaction with policy. These complaints mostly related to the introduction of the charge for garden waste uplifts (20), none of which were upheld.

Conduct/Attitude of Staff Complaints

There was one complaint logged at stage 2 relating to conduct/attitude of staff. This related to Criminal Justice Services, and it was not upheld.

The undernoted categories have been collated from the Council's Complaints Handling System (GOSS) using information entered by Services handling complaints at a service level. It is not a mandatory requirement for services to input this information when completing cases on our GOSS system - but they are encouraged to complete these fields. As a result, the number of complaints detailed below may not equate to the total number of Stage two complaints reported.

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24
Schools	Maidens Primary School	0	1
	Dailly Primary	1	0
	St Patrick's Primary	1	0
	Monkton Primary	1	0
Children and Families	Management Team	0	0
	Fostering	0	0
	Disability Team	0	0
	Girvan/Maybole Locality	0	0
Community Care	Homecare	1	0
	Mental Health	0	0
	Overmills	0	1
	Arran View	0	3
Housing	Customer Landlord Relationship	0	1
	Quality Maintenance	2	3
	Access to Housing/Support	0	0
	Neighbourhood and Community	0	1
	External Contractor	0	1
Neighbourhood Services	Garden Waste Charge	0	20
	Wheelie Bin	0	1
	Missed Bin	0	1
Golf	Belleisle/Seafield	12	5

Service	Subject	01/04 – 30/09/23	01/04 – 30/09/24
	Lochgreen/Darley/Fullarton	0	1
	Other	12	0
Leisure	Swimming Pools	1	0
	Other	2	0
Planning	Objection	0	0
	Other	4	0
	Planning Enforcement	1	0
	Planning Application	0	0
	Neighbour Notification	0	0
Property Maintenance	Dissatisfied with Repair	0	1
	Contact/Communication	0	0
	Private Owners	3	0
	Other	0	0

Table 3 - Reasons for Escalated Complaints

Please note that reasons for complaint categories are mandated by the Scottish Public Services Ombudsman and were updated in April 2024 and therefore no comparative data is available.

Category		2024/25	
Subject		Number	% Of Total Escalated
1	Standard of service provided	10	32%
2	Failure to provide service	6	19%
3	Conduct/attitude of staff	5	16%
4	Delay in providing service	5	16%
5	Disagreement with decision	3	10%
6	Dissatisfaction with policy	2	7%
--	Failure to follow a procedure	0	0%
--	Failure to respond to enquiry	0	0%
--	Other	0	0%
	Total	31	100%

Conduct/Attitude of Staff Complaints

5 complaints were escalated from Stage 1 to Stage 2 which related to the conduct/attitude of staff. There is no specific trend in complaints being received by any specific service and none of these complaints were upheld. Services where complaints were received included:

- HSCP
- Leisure
- Housing
- Neighbourhood Services

Standard of Service Provided Complaints

10 complaints escalated from Stage 1 to Stage 2 were categorised as relating to the standard of service provided. There was no specific trend in one specific department receiving most of those complaints, which were dealt with for example by Housing, Community Care, Neighbourhood Services and Education.

- **2 complaints were upheld with apologies provided.**
- **7 complaints were not upheld, with a further explanation provided.**
- **1 complaint was partially upheld, with an explanation provided.**

The following has been collated from the Council's Complaints Handling System (GOSS) using information entered by Services handling complaints at a service level. It is not a mandatory requirement for services to input this information when completing cases on our GOSS system - but they are encouraged to complete these fields. As a result, the number of complaints detailed below may not equate to the total number of Escalated complaints reported:

Service	Subject	01/04 – 30/09 2023/23	01/04 – 30/09/24
<i>Children and Families</i>	Ayr North Locality Team	1	1
	Management Team	0	1
	Disability Team	0	1
<i>Customer Services</i>	Waiting Times	0	0
<i>Schools</i>	Ayr Grammar	0	0
	Carrick Academy	0	0
	Belmont Academy	0	0
	Dailly Primary	0	0
	Doonfoot Primary	0	1
	Girvan Primary	0	0
	Glenburn Primary	0	0
	Kingcase Primary	0	0
	Symington Primary	1	0
	Marr College	0	0
	Queen Margaret Academy	0	0

Service	Subject	01/04 – 30/09 2023/23	01/04 – 30/09/24
	Symington Primary	0	0
Community Care	Arran View	1	3
	Homecare	0	1
	Ayr North Team	0	1
	Ayr South Team	0	0
	Troon Team	0	0
Facilities	Catering	0	0
Housing	Customer Landlord Relations	0	0
	Value for Money	0	0
	Quality Maintenance	0	2
	Access to Housing/Support	1	2
Leisure	Citadel	0	0
	Other	1	0
Golf	Belleisle/Seafield	0	1
	Dalmilling	0	1
	Other	1	0
Neighbourhood Services	Recycling Facilities	1	0
	Waste Collection	0	1
	Allotments	0	1
	Wheelie Bin	0	1
Planning	Planning Application	0	1
Property Maintenance	Dissatisfied with Repair	1	1
	Contact/Communication	0	1
	Other	0	0
	Private Owners	0	0
	Staff Attitude	0	0

Additional Information - Complaints Data Analysis Against Non-Mandatory Reporting Indicators

The undernoted no longer forms part of the mandatory KPI reporting to the SPSO, however this information has been included to Members in this report as additional information:

Additional Information - Complaints Received per 1,000 of the population.

2023/24	01/04 – 30/09	3 per 1,000
2024/25	01/04 – 30/09	3 per 1,000 ◀▶

The number of complaints received per 1,000 of the population has stayed the same per 1,000 between April – September 2023 and April – September 2024.

Additional Information – Number of Cases where an Extension is Authorised

		<i>Stage 1</i>	<i>Stage 2</i>	<i>Escalated</i>
2023/24	01/04 – 30/09	59	7	5
2024/35	01/04 – 30/09	27 ▼	4 ▼	4 ▼

An extension, when required, is undertaken in consultation with the complainant when it is established the complaint is complex and requires time to fully investigate.

For this reporting period 35 complaints were subject to an authorised extension compared to 71 in 2024, a decrease of 36 cases. Extensions are encouraged when complaints will take longer than the required timescale, to ensure that complainants are kept informed of the status of their case - and it is encouraging that Council services have recognised that they can communicate with the complainant to use this extension facility, to ensure the investigation is carried out effectively. Services who utilised application of an authorised extension to allow additional time to investigate a complaint included Children and Families, Community Care, Housing, Property Maintenance, Leisure, and Justice Services.

Additional Information – Customer Satisfaction

To gauge Customer Satisfaction in our complaints process we actively encourage members of the public to provide us with their feedback on their experience. This feedback allows us to establish where our process can be strengthened to meet customer needs.

Completion of this survey *is not a compulsory part of the complaints process*, and it is challenging to elicit feedback from the public in how we can continuously improve our actual complaints process. A survey is available online for anyone using our service to complete, and Information Governance also invites a sample of customers to provide us with this helpful feedback.

Most of the feedback we receive through this survey comes from customers who did not receive the outcome they sought following their complaint, with the trend being customers who are

satisfied do not complete the survey. We will continue to look at ways to engage our customers to elicit meaningful feedback to improve our procedures.

Between 1 April 2024 and 30 September 2024, 60 requests were issued to members of the public inviting them to participate in our Customer Satisfaction Survey. 20 customer satisfaction surveys were completed which constitutes a 33% return, this is an increase of 3% from the previous reporting period where the return rate was 30%.

Feedback received from the 33% who responded indicates that:

	2023/24			2024/25		
	Agree/ Strongly Agree	Neutral	Disagree	Agree/ Strongly Agree	Neutral	Disagree
Information about the complaint's procedure was easily accessible.	66%	6%	28%	50%	20%	30%
I found it easy to make my complaint.	56%	22%	22%	50%	30%	20%
I was happy that the Investigating Officer fully understood my complaint.	44%	12%	44%	35%	15%	50%
I was given the opportunity to fully explain my complaint.	61%	6%	33%	50%	10%	40%
The points of my complaint were identified and responded to	44%	12%	44%	30%	25%	45%
The response to my complaint was easy to understand.	50%	22%	28%	45%	10%	45%
Overall, I was satisfied with the handling of my complaint.	33%	17%	50%	5%	20%	75%
I was told if the response was going to take longer than the set timescales (<i>five working days at Stage 1 and 20 working days at Stage 2</i>)	33%	39%	28%	15%	50%	35%
I was clearly told what the next Stage of the complaints process was for me.	44%	17%	39%	30%	10%	60%

A few respondents indicated their dissatisfaction in:

- **The next stage of complaint being clearly explained.**
- **The overall handling of complaints**

Overall, the responses show a decrease in satisfaction from the same period in 2023/24. Members are asked to note that negative responses are received from customers who felt the Council did not provide the outcome to their complaint they hoped for or expected (e.g., not upheld). All complaint investigators are encouraged to work with the customer to clarify the basis of their complaint, to support a clearly defined complaint investigation that meets customer expectations and clearly sign post customers to the next stage in the complaints handling process should they remain dissatisfied.

Service Improvement Case Studies

Housing Service

A tenant in temporary accommodation complained that a copy of her tenancy agreement was not made available to her in an accessible format, and that the agreement did not make clear the Council's policy for entering resident's flats. As a result of this complaint, further training has been provided to staff on providing written communications in accessible formats and tenancy agreements have been revised to make service users aware of the Council's policy on entering resident's flats.

Scottish Public Services Ombudsman Improvement Cases

One decision from the Ombudsman during this reporting period (202201541):

C complained on behalf of their relative (A) and A's child (B) about the health and social care partnership, of which the council administered the complaint investigation. B was removed from A's care. Following a short period of kinship care by B's grandparent, they were placed with foster carers. C and their partner applied to be B's kinship carers as soon as B was taken into care. However, they were not made B's kinship carers until several years later.

C complained that the partnership had unreasonably delayed in assessing their kinship care application. C also complained that there had been failures to facilitate B's contact with their family, to address concerns about B's foster carers, to provide them with support following B's kinship care placement and to provide specified information. The partnership accepted that there had been delay in assessing B's kinship care and identified learning from this. They did not identify any other service failures.

The Ombudsman took independent advice from a social work adviser. They found that there had been a failure to progress the kinship care placement timeously and to take reasonable steps to facilitate B's family contacts. They also found that there had been a failure to provide specified information. They upheld these complaints. However, they found that there had not been a failure to address concerns about B's foster carers or to provide C with support following B's kinship care placement. They did not uphold these complaints.

Recommendations

The SPSO asked the partnership to:

- Apologise to C and their family for the failings identified.
- Provide C with an explanation on why there had been undue delays in completing B's kinship care assessment and/or information about the findings/recommendations and actions taken from the CSWO review.

These recommendations have been undertaken and evidence sent to the Ombudsman.

Details of the Ombudsman's Report are available online at: [Decision Report 202201541 | South Ayrshire Council | SPSO](#)

Stage 2 Complaints Monitoring

All Stage 2 complaints investigated by the Council are monitored, and each quarter any considered to be serious or high risk are reported to the Integrity Group.

In reporting period 1 April to 30 September 2024 no Stage 2 complaints were identified as being serious or high risk, i.e., those that would have a serious impact on the Council's ability to provide services to the public.

Most Stage 2 complaints were undertaken at this level because they involved either a response from more than one service or were too complex to resolve within 5 working days at Stage 1.

Scottish Public Services Ombudsman Annual Statistics¹

The SPSO publish an annual Statistical Report for complaints they receive for Councils. These relate to complaints that have been referred by a member of the public to the SPSO to investigate following the Council undertaking a Stage 2 investigation.

Further benchmarking of these statistics against similar Local Authorities is outlined below in [Appendix 8](#). Details of the most recent Council's SPSO Statistics for Council Services, are detailed below. *As these statistics are provided by the SPSO the Council cannot provide further analysis on the categorisation or breakdown of these statistics, nor can we influence the dates when these statistics are published:* [Statistics | SPSO](#)

Stage	Outcome Group	South Ayrshire Council
Advice	A&G - Complaint submissions - mature	0
	A&G - Complaint submissions - premature	6
	A&G - Enquiries	0
	Organisation not in jurisdiction	0
	Unable to proceed	0
	Total	6
Early Resolution	Cause and impact test not met (s 5 (3))	0
	Discretion – Insufficient benefit would be achieved by investigation	1
	Discretion – alternative action proposed	0
	Discretion – Alternative route used or available	0
	Discretion - Good complaint handling	6
	Discretion – referred back	1
	Discretion - Resolved - both parties satisfied with proposed outcome	0
	Member of the public test not met (s 5 (6))	1
	No response to contact	0
	Organisation not in jurisdiction	0
	Premature	0
	Right of appeal to court/tribunal/Scottish ministers (s 7 (8))	0
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
Total	9	
Investigation	Fully upheld	0
	Not duly made or withdrawn	0
	Not upheld	0
	Resolved	0
	Some upheld	0
	Total	0
Total	15	

¹ Please note this information was provided by the Scottish Public Services Ombudsman and the Information Governance team are therefore unable to provide any analysis of these statistics. Where a difference in the number of complaints received and closed is noted, this is a result of either complaints from the previous reporting year being included in the closed total, or complaints received in 2023/24 continuing to be investigated/considered by the SPSO into 2024/25.

Scottish Public Services Ombudsman Annual Statistics

In accordance with Local Government bench marking scheme, and to allow a realistic indication of performance among Scottish Local Authorities, a benchmarking process has been organised around 'family groups' of councils to compare those similar in terms of the type of population that they serve (e.g., relative deprivation and affluence) and the type of area in which they serve them (e.g., urban, semi-rural, rural). Cases escalated to the SPSO within South Ayrshire Council's family group (South Ayrshire Council forms family three in Local Government Bench Marking <https://www.improvementservice.org.uk/benchmarking/how-do-we-compare-councils>) are as follows:

The undernoted complaints group has 8 members. Of these eight members, **South Ayrshire Council has the lowest equal number of cases escalated to the Ombudsman** in the family group, which is an improvement from the SPSO report from 2023/24 in which we placed second.

Ranking (from lowest to highest number of complaints received)	Local Authority	Number of complaints		Percentage	
		22/23	23/24	22/23	23/24
1 (=)	Clackmannanshire	14	4%	15	3.5%
1 (=)	South Ayrshire	26	7%	15 ▼	3.5% ▼
3	Dumfries & Galloway	28	8%	29	7%
4	Renfrewshire	35	10%	54	13%
5	Falkirk	53	15%	63	15%
6 (=)	South Lanarkshire	39	11%	71	17%
6 (=)	West Lothian	67	19%	71	17%
8	Fife	93	26%	101	24%

In 2023/24 South Ayrshire Council dealt with 650 complaints. Of these, 15 were referred to the SPSO for further consideration, none warranted a full investigation. In all 15 cases, the customer was provided with advice by the SPSO, or an early resolution was reached (see [Appendix 7](#) above).

This is a positive indication that the Council is providing a complaint handling service which meets the approval of the SPSO in line with the statutory complaints handling process. Additionally, it is encouraging that over 97% of customers who complained to the Council were satisfied with the handling of their complaint by the relevant Council service and did not feel there was a requirement to contact the SPSO.

Scottish Welfare Fund Annual Statistics

From 1 April 2016 the SPSO have been responsible for independent reviews of applications made to the SWF for both Crisis Grants and Community Care Grants. Previously this role was undertaken by each Local Authority who were responsible for arranging impartial review panels in accordance with the SWF scheme guidance produced by the Scottish Government.

When an applicant requests a review the SPSO can conduct a review with the following possible outcomes.

- To change part, or all, of the Council's decision
- To tell the Council to make a new decision, or
- Not to change the Council's decision in any way

Summary of SPSO Decisions

Application Type	Total Decisions		Not Upheld		Upheld		Uphold rate		National average uphold rate	
	22-23	23-24	22-23	23-24	22-23	23-24	22-23	23-24	22-23	23-24
Crisis Grants	8	5	7	4	1	1	13%	20%	21%	16%
Community Care Grants	2	2	1	0	1	2	50%	100%	48%	52%
Total	10	7	8	4	2	3	20%	43%	-	-

During 2023/24 there has been a reduction by 3 cases in the number of review applications made to the SPSO. During 2023/24 we received 3,668 applications for Crisis Grants & 1,572 applications for Community Care Grants. Overall, only 0.13% of all applicants to the SWF requested an SPSO review.

Whilst the overall requests for review are very low we will continue to examine any decisions taken by the SPSO to ensure our staff continue to interpret the guidance appropriately. However, in accordance with the scheme customers do have the right to request a review by the SPSO and where this happens we will continue to co-operate fully with the SPSO reviews

The International Ayr Show - Festival of Flight Complaints

The Council received 55 complaints in relation to The International Ayr Show - Festival of Flight 2023. This year's air show generated only 3 complaints, 2 of which were closed off during this reporting period.

Information relating to these closed complaints is outlined below.

	Stage	Subject	Action Taken	Outcome
1	Stage 1	Parking	Apology	Partially Upheld
2	Stage 1	Cleaning	Explanation	Not Upheld

As part of a significant high-profile event, which attracted tens of thousands of members of the public to attend and participate, it is noted that the number of complaints relating to this event has significantly decreased from 2023. The service continues to note any improvements that can be made to service delivery, and lessons that can be learnt from the feedback provided by the public for the event in 2025.



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	Complaints – Scrutiny Update
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)	-	-
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

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 NO
Rationale for decision: This report is an analysis of performance that allows scrutiny. There are no proposals at this Stage to alter the way we provide services or Council policies.	
Signed : Catriona Caves	Chief Governance Officer
Date: 24 October 2023	

South Ayrshire Council

**Report by Chief Governance Officer
to Service and Partnerships Performance Panel
of 19 November 2024**

Subject: FOISA/ EIR Annual Report 2023/24

1. Purpose

- 1.1 The purpose of this report is to provide an update to Members on the Council's response times and the volume of requests made under the Freedom of Information (Scotland) Act 2002 (FOISA) and the Environmental Information (Scotland) Regulations 2004 (EIRs) by subject matter and type of requester during the period 1 July 2023 to 30 June 2024.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 scrutinises the contents of this report, and

2.1.2 requests a further report to a future meeting of the Panel providing an update on the Council's FOISA/ EIR performance during the period 1 July 2024 and 30 June 2025.

3. Background

- 3.1 On 5 September 2013, the Corporate and Community Planning Standing Scrutiny Panel considered a report on implementation of the recommendations contained within the Scottish Information Commissioners Assessment of February 2013.
- 3.2 Within paragraph 4.1 of the 2013 Panel report, it was advised that an Annual Report be submitted to the appropriate Panel detailing Directorate response times and volumes of requests under FOISA and EIRs, by subject and applicant status.
- 3.3 Reporting is also underpinned under Section 60 of FOISA and Regulation 18 of the EIRs, which states that public authorities should review and report on their FOI performance data regularly. South Ayrshire Council reports performance to the public, elected members, and senior management, as well as providing quarterly performance figures to the Scottish Information Commissioner.
- 3.4 Should the Scottish Information Commissioner consider a public body is failing to perform to its standards, it has enforcement powers allowing their Enforcement Officers to invoke statutory [Interventions Procedures | Scottish Information Commissioner \(itspublicknowledge.info\)](https://www.scot.nhs.uk/itspublicknowledge/info).

- 3.5 South Ayrshire Council's performance continues to meet the standards required of the Scottish Information Commissioner, with no interventions sought.
- 3.6 The Council's Information Governance (IG) Team handles all Council information requests under FOISA and EIRs.
- 3.7 Public bodies are required to respond to information requests under both FOISA and the EIRS within 20 working days (in exceptional circumstances this timescale can be extended under the EIRS, but there is no extension mechanism under the FOISA legislation).
- 3.8 For the 2023/24 reporting period outlined in this report, 74% of FOISA responses were issued within 20 working days, and 81% of EIR responses being issued within statutory time scales. This shows a decrease in performance against statutory timescales in comparison to 2022/23. Members are asked to note that this is against an increase in the number of requests being responded to by Council services, being 1819 in 2023/24 in comparison to 1647 in 2022/2 (ie - an increase of 172 requests across Council services).

	FOISA		EIRS	
	2023/24	2022/23	2023/24	2022/23
No. Enquiries across Directorates (<i>this figure may be greater than the number of requests received as multiple Council Services may input into one response</i>)	1288 ▲	1262	531 ▲	385
Information Requests responded to within 20 working days	74% ▼	78%	81% ▼	84%

- 3.9 [Appendix 1](#) – provides further information on the administration of FOISA and EIR requests, the Council's performance against statutory time scales; how South Ayrshire Council performs in comparison to other similar Local Authorities within Scotland; the number of Internal Reviews and Scottish Information Commissioner investigations carried out, and future steps being taken to improve the Council's performance.
- 3.10 [Appendix 2](#) – provides information on the Council's response times to FOISA requests within 20 working days, broken down by Directorate performance, together with analysis of requestor categories.
- 3.11 [Appendix 3](#) – provides information on the Council's response times to EIR requests within statutory time scales, broken down by Directorate performance, together with analysis of requestor categories.
- 3.12 [Appendix 4](#) – provides further analysis information of FOISA requests by the categorisation of the requestor.
- 3.13 [Appendix 5](#) – provides further analysis information of EIR requests by the categorisation of the requestor.

4. Proposals

- 4.1 Members are asked to scrutinise the contents of this report.

4.2 Request a further report to a future meeting of the Panel, providing an update on the FOISA/ EIR performance of the Council during the period 1 July 2024 – 30 June 2025.

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 6](#).

10. Sustainable Development Implications

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

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to **Efficient and Effective Enabling Services**.

13. Results of Consultation

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

Background Papers **Report to Corporate and Community Planning Standing Scrutiny Panel of 5 September 2013 - [Freedom of Information \(Scotland\) Act 2002 \(FOISA\) Environmental Information \(Scotland\) Regulations 2004 \(EIR\) – Assessment – Scottish Information Commissioner’s Assessment Report](#)**

[Scottish Ministers’ Code of Practice on the Discharge of Functions by Scottish Public Authorities under the Freedom of Information \(Scotland\) Act 2002 and the Environmental Information \(Scotland\) Regulations 2004](#)

Report to Service and Partnerships Performance Panel of 24 October 2023 – [FOISA/ EIR Annual Report 2022/23](#)

Person to Contact **Wynne Carlaw , Service Lead - Governance Manager
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612192
E-mail wynne.carlaw@south-ayrshire.gov.uk**

Date: 7 November 2024

Additional Background Information

As part of the Council's commitment to provide an open and transparent Freedom of Information service to our citizens, the Information Governance (IG) team works with Council services to establish ways we can improve our performance whilst providing high quality responses within statutory timescales.

Monthly, Quarterly and Annual reporting of FOI/EIR performance statistics are provided to Council Senior Management and Elected Members through regular communication, which provides analysis of performance against the previous year. The IG Team is currently working with colleagues in ICT services to develop reports to meet these requirements, following the recent transfer of FOI/EIR case management to the GOSS system.

Members are asked to note the following:

1. Pro-Active Publication of Information

- 1.1 The IG team recommends Council services take a pro-active approach to publishing information, to keep the public advised in an open and transparent manner. This can also reduce the number of information requests received by the services, allowing resources to be focused upon daily operational service delivery.
- 1.2 The IG team monitors trends in requests and works with services to consider publishing information on the Council's website when that information is being requested frequently.
- 1.3 The Council's Revenue and Benefits team recognised the increasing volume of request for information under FOISA for Non-Domestic Rates data. As a result, and with the support of the IG Team, a dedicated web page is now available online that allows members of the public to access information without the requirement of making a request under FOISA [Non-Domestic \(Business\) Rates FOI requests - South Ayrshire Council \(south-ayrshire.gov.uk\)](https://www.south-ayrshire.gov.uk/non-domestic-rates-foi-requests)
- 1.4 An ongoing trend in requests for information relating to the Council Statutory Notices (for example, under Planning and Housing legislation) has been established and over the course of 2025 the IG team will be working with services to find ways to make this information available within the public domain, using the success of our Non-Domestic Rates data publication as positive example of how pro-active publication can support service delivery.
- 1.5 The IG Team has also contacted other Council services during 2024 to engage in taking forward the pro-active publication of information regularly asked for through FOISA and the EIRS. The Team Leader and Co-ordinator will be commencing this project in early 2025. Members will be updated on progress in the next Report to Panel.
- 1.6 IG Team launched a mandatory FOISA/ EIR COAST in September 2023, which now requires to be completed by all Council staff. The content of this training will be subject to Review by the IG Team in April 2025 and colleagues in Organisational Development are providing updated training reports to establish where additional support may be needed within specific service areas.

2. Monitoring our Performance

2.1 Members will note that the Council processed a total of 1,647 information requests across both FOISA and the EIRS, for all Directorates, in 2022/23. In 2023/24 the Council processed a total of 1,819 requests – an increase of 172 requests being processed across multiple Council services. Further information on the breakdown of these statistics is detailed in [Appendix 2](#), [Appendix 3](#), [Appendix 4](#), and [Appendix 5](#).

2.2 The Council’s internal service performance indicator target for responses being issued within the 20-day timescale is set at **80%**. In 2023/24 **74%** of FOISA requests and **81%** of EIR requests were answered within the prescribed timescales. This is against an increase in the number of requests being responded to by multiple Council services, an increase of 172 requests.

2.3 Between 2022/23 and 2023/24 there has been a decrease of **4%** in the number of FOISA requests being issued within 20 working days – ie 74% in comparison to 78% from the year before. There has also been a decrease of **3%** in the number of EIR requests being issued within 20 working days – ie 81% in 2023/24 in comparison to 84% in 2022/23.

	FOISA		EIR	
	2022/23	2023/24	2022/23	2023/24
Closed, information provided within the 20-day timescale	78%	74% ▼	84%	81% ▼
Key Performance Target	80%			

2.4 As per [Appendix 2](#), the Council received 1,051 FOI requests in 2022/23 in comparison to 1,041 in 2023/24 – ie 10 fewer EIR requests.

2.5 As per [Appendix 3](#), in 2022/23 the Council received 349 EIR requests in comparison to 457 requests in 2023/24 – ie an increase of 108 requests.

2.6 To provide a realistic comparison of South Ayrshire Council’s performance, benchmarking information is provided below around similar groups of Councils within Scotland, who have a similar customer demographic (e.g., relative deprivation and affluence) and the type of area in which service provision is made (e.g., urban, rural, semi-rural) in terms of the number of FOISA and EIR requests received, the percentage responded to within 20 working days and the percentage resulting in an Internal Review.

2.7 Over the reporting period 1 April 2023 to 31 March 2024, South Ayrshire Council responded to **79%** of all our information requests within statutory time scales, which remains consistent with our performance from 2022/23:

	Council	Total Requests	Total on Time	% on time
1	Dumfries and Galloway Council	1031	1007	97%
2	South Lanarkshire Council	1614	1543	95%
3	Falkirk Council	1453	1317	90%
4	Clackmannanshire Council and Licensing Board	1263	1053	83%
5	Renfrewshire Council	1539	1263	82%
6	South Ayrshire Council and Licensing Board	1059	843	79%
6	West Lothian	1069	850	79%

3. Internal Reviews and Scottish Information Commissioner Investigations

3.1 The number of internal review requests and referrals to the Scottish Information Commissioner allows the Council to gauge the quality of the responses that has been issued to an applicant.

3.2 When an applicant is dissatisfied with the response to their information request, they can ask that the Council undertakes an Internal Review to revisit our decision of applying an exemption and not providing the requested information. If they remain dissatisfied, they have the right of appeal to Office of the Scottish Information Commissioner (OSIC).

3.3 The following Internal Review and OSIC investigations were undertaken in 2022/23 and 2023/24:

	FOISA		EIRS	
	2022/23	2023/24	2022/23	2023/24
Internal Reviews	11	10 ▼	2	12 ▲
SIC Investigations	1	0 ▼	0	2 ▲

Internal Reviews of all FOISA and EIR requests are undertaken by the Co-ordinator (Registration, Records, and Information) or the Team Leader (Information Governance).

3.4 Based on statistics submitted to the Scottish Information Commissioner and with comparison to the other Councils benchmarked within paragraph 2.7 above, the percentage of applicants seeking Internal Review after they have received a FOISA/ EIR response has been compared and is detailed below:

	Council	Total Requests	No Reviews	% of total requests
1	West Lothian Council	1069	0	0%
2	Falkirk Council	1453	12	0.82%
3	South Ayrshire Council and Licensing Board	1059	11	1.04%*
4	Dumfries and Galloway Council	1031	13	1.26%
5	Renfrewshire Council	1539	21	1.36%
7	Clackmannanshire Council and Licensing Board	1263	25	1.98%
6	South Lanarkshire Council	1614	45	2.79%

**This figure remains consistent with SAC Internal Review requests from the previous year*

- 3.5 If a requester continues to be unhappy with the outcome of the review, they have the right of appeal to OSIC. In 2023/24 none of our FOISA Internal Review applicants then sought a further investigation from the OSIC. Two of our EIR applicants contacted the OSIC. In both cases the same applicant requested a review from the Scottish Information Commissioner. One investigation found in favour of the applicant as the Council failed to respond to the request and a request for Internal Review within timescales: <https://www.foi.scot/decision-0742024>. The second investigation is ongoing and currently being considered by the OSIC. The Commissioner's findings will be published at: [Decisions | Scottish Information Commissioner \(foi.scot\)](#)

Freedom of Information (Scotland) Act 2002
Enquiries – 1 July 2023 to 30 June 2024

	<i>Chief Executive</i>		<i>Housing, Operations and Development</i>		<i>Health and Social Care Partnership</i>		<i>Strategic Change and Communities and Education</i>		<i>Total</i>	
	<i>2023/24</i>	2022/23	<i>2023/24</i>	2022/23	<i>2023/24</i>	2022/23	<i>2023/24</i>	2022/23	<i>2023/24</i>	2022/23
Number of Enquiries	507	484	343	308	177	155	343	315	1041	1262
Closed, information provided within the 20-day timescale	350	370	234	258	111	95	236	257	767	980
Awaiting clarification	2	0	2	0	4	0	3	0	6	0
Closed, information provided out with the 20-day timescale	116	109	84	50	45	56	87	56	210	271
Open	41	5	25	0	21	4	20	2	64	11
Turnaround Percentage	69% ▼	76%	68% ▼	84%	95% ▲	61%	69% ▼	82%	74% ▼	78%

While the Council received **1,041** enquiries, **247** of these required a response from multiple Council services meaning that in total services processed **1,288** requests.

There has been a decrease in the Council's response rate within the statutory 20 working day timescale across all Directorates, from **78%** in 2022/23 to **74%** in 2023/24. The decrease in performance is attributed to the increase in requests being answered by multiple Council services, and staffing resources being deployed to support the administration of postal votes for the General Election in July. Due to the snap election, it was not possible to forward plan staff resource, which was a unique situation.

The IG Team continue to support services in how to manage information electronically, to reduce the reliance upon paper records and improve access to information. The management of FOISA/ EIR requests has migrated to the GOSS platform in April 2024. Reporting of FOISA and EIR statistics continues to be developed between the IG Team and ICT Services.

FOISA Enquiries – 1 July 2023 to 30 June 2024
***Analysis of FOISA Requests by Requester**

***Please note due to the migration of data to the GOSS system, reporting continues to be developed between the IG Team and ICT Services. Reporting based on Subject Matter categories is currently in development.**

By Requester			
	Type of Requester	Total	
		2023/24	2022/23
1	General Public	496	448
2	Company	201	174
3	Press	160	125
4	MSP/MP	122	248
5	Union	17	7
6	Local Authority	14	17
7	Charity/Vol Org	12	23
7	Solicitor	12	3
8	University/College	5	4
9	Other	2	4
10	Claims Company	0	0
	Total	1041 ▼	1,051

Please also refer to further analysis provided in [Appendix 4](#)

Environmental Information (Scotland) Regulations 2004

Enquiries – 1 July 2023 to 30 June 2024

	<i>Chief Executive</i>		<i>Housing, Operations and Development</i>		<i>Health and Social Care Partnership</i>		<i>Strategic Change and Communities and Education</i>		<i>Total</i>	
	<i>2023/24</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2022/23</i>
Number of Enquiries	131	84	374	294	1	0	32	7	457	385
Closed, information provided within the 20 day timescale	106	74	293	237	0	0	22	5	372	316
Awaiting clarification	0	0	0	0	0	0	0	0	0	0
Closed, information provided outwith the 20 day timescale	20	10	67	55	1	0	7	2	71	67
Open	5	0	14	2	0	0	3	0	14	2
Turnaround Percentage	81% ▼	88%	78% ▼	81%	0%	0%	69% ▼	71%	81% ▼	82%

While the Council received **457** enquiries **74** of these required a response from multiple Council services meaning that services processed **531** requests in total.

The Council responded within the statutory 20 working day timescale across all Directorates in **81%** of all cases in 2023/24 which is a decrease from the **82%** response rate reported in 2022/23. There has been a consistent decrease in response times across all services for EIR Requests. The decrease in performance is attributed to the increase in requests being answered by multiple Council services, and staffing resources being deployed to support the administration of postal votes for the General Election in July. Due to the snap election, it was not possible to forward plan staff resource, which was a unique situation.

EIR requests are often relating to high-profile projects and developments within the Council, requiring multiple service input into responses. The IG Team continue to support services in how to manage information electronically, to reduce the reliance upon paper records and improve access to information. *The management of FOISA/ EIR requests has migrated to the GOSS platform in April 2024. Reporting of FOISA and EIR statistics continues to be developed between the IG Team and ICT Services.*

EIR Enquiries – 1 July 2023 to 30 June 2024
***Analysis of EIR Requests by Requester**

***Please note due to the migration of data to the GOSS system, reporting continues to be developed between the IG Team and ICT Services. Reporting based on Subject Matter categories is currently in development.**

	By Requester		
	Type of Requester	Total	
		2023/24	2022/23
1	General Public	206	131
2	Company	143	130
3	Press	46	34
4	MSP/MP	38	33
5	Solicitor	14	14
6	Charity/Vol Org	5	5
7	Local Authority	3	1
8	Other	1	0
8	Uni/College	1	0
9	Trade Union	0	1
	Total	457 ▲	349

Further detailed analysis of these statistics is available at [Appendix 5](#))

FOISA enquiries 1 July 2023 to 30 June 2024

Analysis of requests by category of requester

Each request for information is logged and categorised using pre-defined categories within the IG FOISA logging system. The following provides further analysis of the category of requesters (as outlined in [Appendix 2](#)).

Public

496 requests were identified as having been made by the public, representing 48% of all FOISA requests. This is 6% higher than the percentage received in 2022/23. Applications will be categorised as being from the public where the request clearly shows a personal email address or residential property address, as well as when the request has no further contextual information to indicate the request is from a company, MSP, Journalist etc.

	2023/24	2022/23
Total received in year	1,041	1,051
Public	496	448
Percentage %	48%▲	42%

Company

201 were made by a Company representing 19.3% of all FOISA requests. This is a 2.3% increase from 2022/23. Requests that are categorised as being from a company will be private companies seeking information from the Council, e.g., BT, Millar and Bryce. (e.g., incorporates a letter with official letter head, official footer to an email).

	2023/24	2022/23
Total Received In Year	1,041	1,051
Company	201	174
Percentage %	19.3%▲	17%

Press

160 were made by the Press in 2023/24 representing 15.4% of all FOISA requests. This is an increase of 3.4% received from the Press in 2022/23. Requests categorised as being from the Press/Journalist will be clearly defined based on the correspondence received. (e.g., incorporates an official footer to an email).

	2023/24	2022/23
Total Received In Year	1,041	1,051
Press	160	125
Percentage %	15.4%▲	12%

MSP/MP

122 requests were made by an MSP/MP representing 12% of all FOISA requests. This is a 12% decrease to the percentage received in 2022/23. Requests categorised here will be clearly established as being from an MSP/MP from the correspondence received by the Council. (e.g., incorporates a letter with official letter head, official footer to an email).

	2023/24	2022/23
Total Received In Year	1,041	1,051
MSP/MP	122	248
Percentage %	12% ▼	24%

Trade Unions

17 requests were made by Trades Unions representing 0.7% of all FOISA requests. This shows an increase from the same reporting period in 2022/23, where 0.6% of requests were made by Trade Unions.

	2023/24	2022/23
Total Received In Year	1,041	1,051
Trade Union	7	7
Percentage %	0.7% ▲	0.6%

Local Authority

14 FOISA requests were made by a Local Authority representing 1.3% of all FOISA requests. This is a 0.3% decrease from the same reporting period in 2022/23.

	2023/24	2022/23
Total Received In Year	1,041	1,051
Local Authority	14	17
Percentage %	1.3% ▼	1.6%

Charity/Voluntary Organisation

12 requests were made by a Charity or Voluntary Organisation representing 1.2% of all FOISA requests. This is a 0.8% decrease from the same reporting period of 2022/23. Applications from Charities and Voluntary organisations will be categorised based on the correspondence received (e.g., incorporates a letter with official letter head, official footer to an email).

	2023/24	2022/23
Total Received In Year	1,041	1,051
Charity / Vol Org	12	23
Percentage %	1.2% ▼	2%

Solicitor

12 FOISA requests were made by a solicitor representing 1.2% of all requests. This is an increase of 1% from the same reporting period in 2022/23. When a request is categorised as being from a solicitor, this is clearly established from the correspondence issued by the relevant legal representative. (e.g., incorporates a letter with official letter head, official footer to an email).

	2023/24	2022/23
Total Received In Year	1,041	1,051
Solicitor	12	3
Percentage %	1.2% ▲	0.2%

University/College

5 requests were made by a university or college representing 0.5% of all FOISA requests. This is an increase of 0.3% from this reporting period in 2022/23.

	2023/24	2022/23
Total Received In Year	1,041	1,051
University/College	5	2
Percentage %	0.5% ▲	0.2%

Other

2 requests were categorised as “other” in 2023/24 representing 0.2% of all requests. This is a decrease of 0.2% from the same reporting period in 2022/23.

	2023/24	2022/23
Total Received In Year	1,041	1,051
Other	2	4
Percentage %	0.2% ▼	0.4%

Claims Company

No requests were identified as being made by claims companies in 2022/23

	2023/24	2022/23
Total Received In Year	1,041	1,051
Claims Company	0	0
Percentage %	0% ◀▶	0%

EIR Enquiries 1 July 2023 to 30 June 2024

Analysis of requests by category of requester

Each enquiry is logged and categorised using pre-defined broad categories within the EIR logging system. The following provides further analysis of the category of requester (as outlined in [Appendix 3](#)).

Public

206 requests were identified as having been made by the public, representing 45.1% of all EIR requests. This is an increase of 7.1% from 2022/23 where 38% of EIR requests were received from the General Public:

	2023/24	2022/23
Total received in year	457	349
Public	206	131
Percentage %	45.1% ▲	38%

Company

143 requests were made by a Company representing 31.3% of all EIR requests. This is a decrease of 5.7% from 2022/23 where 37% of EIR requests were received from a Company:

	2023/24	2022/23
Total Received In Year	457	349
Company	143	130
Percentage %	31.3% ▼	37%

Press

46 requests were made by the Press representing 10% of all EIR requests. This is equal to the same reporting period in 2022/23:

	2023/24	2022/23
Total Received In Year	457	349
Press	46	34
Percentage %	10% ◀▶	10%

MSP/MP

38 requests were attributed to being from an MSP/MP, representing 8.3% of all EIR requests. This is a decrease of 0.7% from 2022/23.

	2023/24	2022/23
Total Received In Year	457	349
MSP/MP	38	33
Percentage %	8.3% ▼	9%

Solicitor

14 requests were made by a Solicitor, representing 3.1% of all EIR requests. This is a decrease of 0.9% compared to the same reporting period in 2022/23.

	2023/24	2022/23
Total Received In Year	457	349
Solicitor	14	14
Percentage %	3.1% ▼	4%

Charity/Voluntary Organisation

5 requests were made by a Charity/Voluntary Organisation, representing 1.1% of all EIR requests. This is a decrease of 0.3% from 2022/23.

	2023/24	2022/23
Total Received In Year	457	349
Charity/Vol. Org	5	5
Percentage %	1.1% ▼	1.4%

Local Authority

3 requests were made from a Local Authority in 2023/24 representing 0.7% of all requests. This is an increase of 0.4% from the same period of 2022/23.

	2023/24	2022/23
Total Received In Year	457	349
Local Authority	3	1
Percentage %	0.7% ▲	0.3%

Other

1 request was made by requestors categorised as 'Other'.

	2023/24	2022/23
Total Received In Year	457	349
Other	1	0
Percentage %	0.2% ▲	0%

University/College

1 request was made from a University/College in 2023/24.

	2023/24	2022/23
Total Received In Year	457	349
University/College	1	0
Percentage %	0.2% ▲	0%

Trades Unions

No requests were made from a Trade Union in 2023/24.

	2023/24	2022/23
Total Received In Year	457	349
Trades Unions	0	1
Percentage %	0% ▼	0.3%

Claims Company

No requests were made by claims companies in 2023/24.

	2023/24	2022/23
Total Received In Year	457	349
Claims Company	0	0
Percentage %	0% ◀▶	0%

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	FOI/EIR Performance Analysis
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)	-	-
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

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Rationale for decision: This report is an analysis of performance that allows scrutiny. There are no proposals at this stage to alter the way we provide services or Council policies	
Signed: Catriona Caves	Chief Governance Officer
Date: 15 October 2024	

South Ayrshire Council

**Report by Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 19 November 2024**

Subject: Business Support - Refreshed Ambition Programme Update

1. Purpose

- 1.1 The purpose of this report is to provide the Panel with an update on the delivery of the revised Ambition Programme, approved by Cabinet on 28 November 2023.

2. Recommendation

- 2.1 **It is recommended that the Panel notes the progress of the revised Ambition programme since its relaunch in April 2024.**

3. Background

- 3.1 The AMBITION Programme was first launched in 2013 to provide expert advice and support to both start-up and existing businesses. The AMBITION brand is now well established within the business support network. The programme was part funded by the European Regional Development Fund (ERDF) and the Council, until September 2023, with funding for the programme reverting to the UK Shared Prosperity Fund (UKSPF) as of 1 October 2023.

- 3.2 The Cabinet of 28 November 2023, approved a revised Ambition Programme, which included three new product offerings, detailed below:

3.2.1 **Green AMBITION** - Green AMBITION has been developed to support business transition to new lower cost and greener sources of energy. This activity is delivered in collaboration with Business Energy Scotland and other expert advisors. Business Energy Scotland are funded by the Scottish Government to help small and medium sized companies to use energy more efficiently, reduce carbon footprint and save money. Following an energy audit, the Council provides grant assistance of up to £20,000 at a variable intervention rate of 60% to 100%. Value of grants is determined based on the scale of the project to be undertaken and economic benefit gained, particularly in respect of the number of jobs safeguarded and created.

3.2.2 **Digital AMBITION** - provides businesses with the tools and techniques to ensure they maximise their digital opportunities to compete, grow and project their brand to a wider than local audience. Companies are offered expert advice through the Ambition programme framework. Grant funding of up to £10,000 is made available at an appropriate intervention rate to support the implementation of recommendations made by the Digital

expert. Grant values are determined on the scale of economic benefits to South Ayrshire.

3.2.3 **Productivity AMBITION** – targets support to the manufacturing sector and helps businesses analyse their current processes, identify opportunities for improvement and introduce measures that increase operational efficiency, through process improvements, data capture and intelligence and investments in new energy efficient manufacturing technologies. Companies are offered expert advice in collaboration with the Scottish Manufacturing Advisory Service (SMAS). Grant funding of up to £20,000 is made available at a 60% intervention to support the implementation of any recommendations made. Grant values are determined by the scale of the project to be undertaken and the economic benefit to South Ayrshire.

3.2.4 Of the three new products being offered, the greatest demand is currently more weighted towards the growth support product, however, the pipeline of projects coming through at time of writing this report is showing a greater level of Green and Digital support applications. Further data will be presented on this in the next performance report, identifying any emerging or sustaining trends.

3.3 Alongside the new products the core Ambition support programme continues to be offered.

- **Ambition to Grow** – supports business owners and managers to consolidate and grow their business. The current programme offers grants of up to £50,000. to support business growth opportunities, at up to a 100% intervention rate.
- **Ambition to Start** – provides business planning advice, access to workshops, expert help and grant assistance of up to £1,000. to those businesses with the ambition and ability to employ an additional member of staff within the first two years of trading.

3.4 In addition to adding new products to the Ambition Programme, the application process has also been updated. Applicants now make an application to the overall programme, rather than individual grant or support products. This change put the emphasis on the service to develop the most appropriate support programme for the business, including referrals to other business support agencies, and services where appropriate. This approach has been designed to maximise the support provided to customers through a single portal and single application form, maximising support for customers through a streamlined process.

3.5 The new Ambition Website was launched on 18 April 2024, allowing customers to submit online applications (see [Appendix 1](#)).

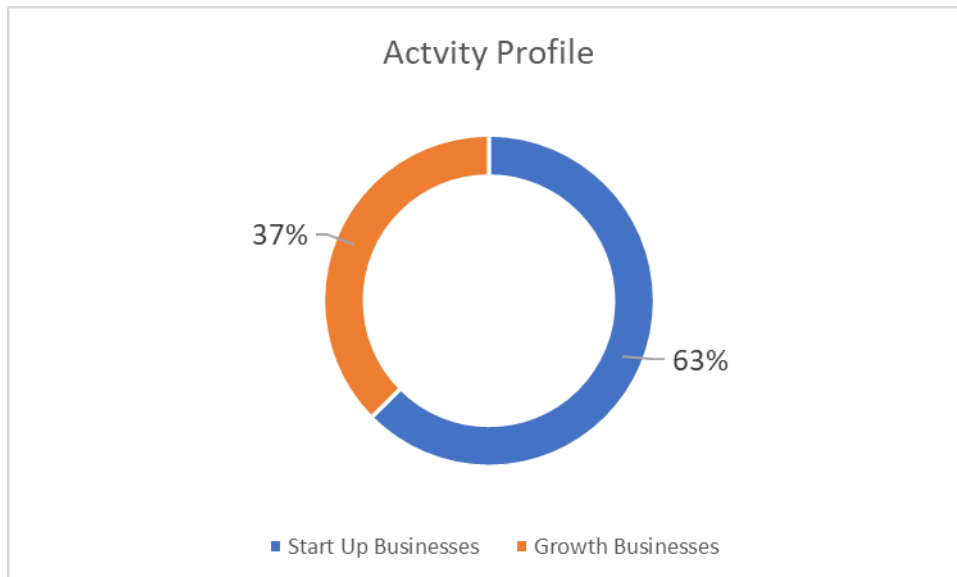
3.6 The AMBITION Programme is currently funded by South Ayrshire Council's Business Support funding allocation from the UK Shared Prosperity fund, the allocation of funding for Business Grants and Expert Help, 2024/25 is £340,000 - ie £300,000 for Business Grants and £40,000 for Expert Help.

3.7 However, there has been greater demand for Expert Help than originally anticipated and the Programme fund will therefore require to rebalance without exceeding the £340,000 overall funding allocation.

3.8 The original budget of £570,000. was reduced as part of the reprofiling of the UKSPF funds approved at cabinet of 23 April 2024. Link to background papers included at the bottom of this report.

3.9 A breakdown of activity for the period 1 April to 30 September 2024 is detailed below:

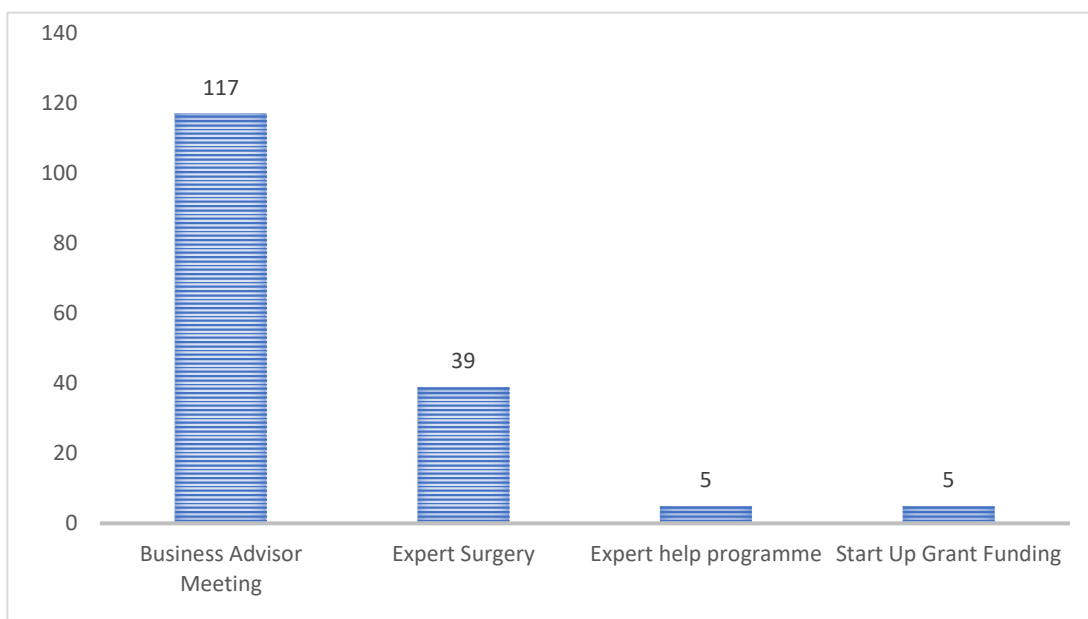
3.9.1 **Activity Profile (Chart 1)**



3.9.2 Since the programme relaunch in April 2024, **187** business have engaged and received support from the service of these, 117 Business were seeking support to start in business, 70 were existing business, seeking to grow their business.

3.9.3 **Start Up Business Support (Chart 2)**

The following chart provides a breakdown of the nature of support provided to Start Up Businesses.



3.9.4 **Chart 2 Information**

Business Advisor Meeting

One to One meeting with Business Advisor.

Expert Surgery

Three-hour surgery with expert (HR, Finance, Marketing, Digital)

Expert Help Programme

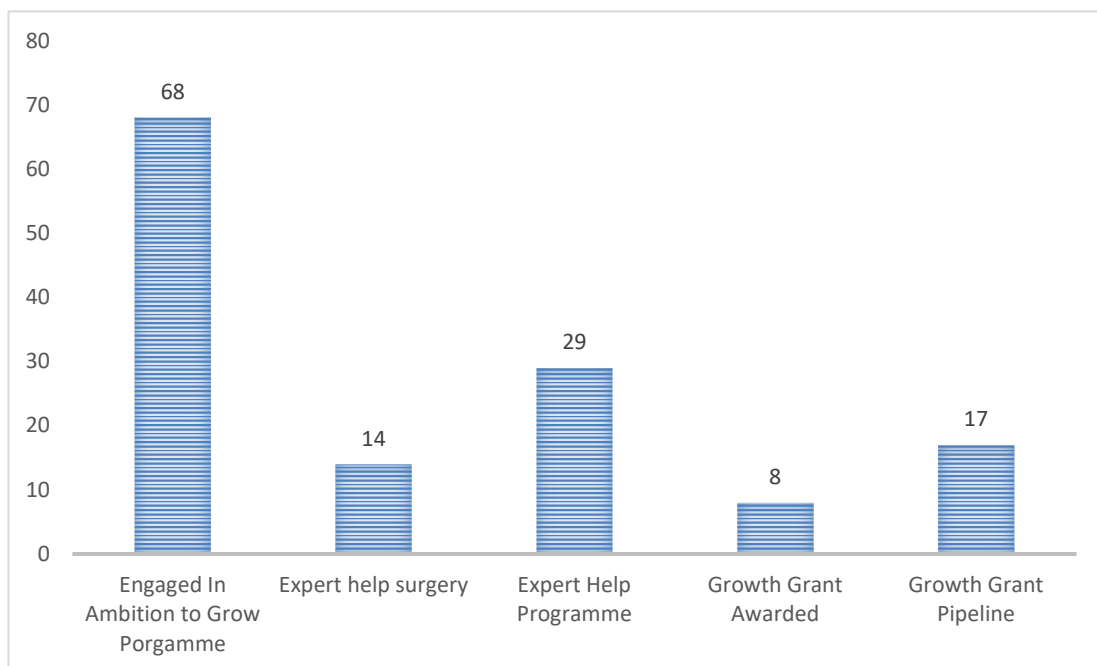
Up to 21 hours support from expert consultant in one of the following areas- Energy, Productivity, HR, Procurement, Marketing, Finance and Business Planning.

Ambition to Start Grant Funding

£1000 Start up Grant, provided to businesses that can demonstrate the ability to take on employees within their first two years of trading.

3.9.5 **Growth Business Support (Chart 3)**

The following table provides a breakdown of the nature of support provided to SMEs.



3.9.6 **Chart 3 Information**

Engaged in Ambition to Grow Programme

This is a count of all applications for Ambition to Grow funding.

Expert Surgery

Three-hour surgery with expert (HR, Finance, Marketing, Digital)

Expert Help Programme

Up to 21 hours support from expert consultant in one of the following areas- Energy, Productivity, HR, Procurement, Marketing, Finance and Business Planning.

Growth Grant Awarded

Number of businesses in receipt of a grant award from the Ambition Programme (Ambition to Grow, Productivity, Green, Digital)

Growth Grant Pipeline

Number of businesses working with Business Advisors on development of growth plans, likely to result in grant funding award.

3.10 Ambition Programme Budget Summary

3.10.1 Expert Help Provided

Opening Budget	Committed Spend	Balance Remaining	% Committed
£40,000	£51,104	(11,104)	128%

3.10.2 Ambition Grant Programme

Opening Budget	Committed Spend	Balance Remaining	% Committed
£300,000	£124,519	£175,481	41.5%

3.10.3 Combined Total

Opening Budget	Committed Spend	Balance Remaining	% Committed
£340,000	£175,623	£164,377	51.6%

3.11 The programme shows just over 50% of total funding committed after the first 6 months. There are currently 17 live applications, which are expected to result in grant awards.

3.12 An advertising campaign to promote the Ambition programme is scheduled to take place over 4 weeks in November 2024, which will include billboards, bus rears and bus shelters, along with a radio campaign. There will also be advertisements in the Winter publications of the 'North Carrick Community Newspaper' and the Ayrshire Chamber of Commerce publication 'Your Business'.

4. Proposals

4.1 The Panel is asked to:

4.1.1 recognise the high demand for 'Expert Help', which is now over the initial budget target of £40,000.00 However, this can be balanced across the overall Business Support Ambition programme;

4.1.2 note the rebalancing of the Business Support Ambition programme in recognition of the higher demand for Expert Help, by reducing the £300,000.00 Shared Prosperity Fund allocated to grant funding (also noting that the overall Shared Prosperity Fund of £340,000.00 will not be exceeded); and

4.1.3 acknowledge that progress is being made through the Ambition programme. Case studies are in development and impacts are being tracked including business start-up conversion rates, business growth and new jobs being created.

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. Overall budget remains on track.

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

10. Sustainable Development Implications

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

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 2 of the Council Plan: Live, Work, Learn/ Work and economy (Outcome 2).

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

Background Papers **Report to Cabinet of 28 November 2023 - [Business Support Refreshed AMBITION Programme](#)**

Report to Cabinet of 23 April 2024 - [UK Shared Prosperity Fund \(UKSPF\) 2022 - 2025](#)

Person to Contact **George Hunter Assistant Director Communities
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612994
Email George.hunter@south-ayrshire.gov.uk**

**Margaret Scott, Service Lead - Economy and Regeneration
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616337
Email margaret.scott1@south-ayrshire.gov.uk**

Date: 7 November 2024

www.ambitionprogramme.co.uk



Do you have an ambition to start your own business or become your own boss? It can be a huge step, but we're here to help you set up and get on your way to becoming a sustainable and successful business in South Ayrshire.

Our Business Support service incorporates Business Gateway and together we can



GROW



How to start growing

All you need to do is tell us a bit about your business. We'll then work with you to create a tailored package of support from ourselves and our partners. We'll also provide ongoing support for you as your business grows, offering advice and guidance whenever you need it.

To start growing your business please

[APPLY HERE](#)



South Ayrshire Council

**Report by Director of Housing, Operations and Development
to Service and Partnerships Performance Panel
of 19 November 2024**

Subject: Common Good Fund Update

1. Purpose

1.1 The purpose of this report is to provide the Panel with an update on the Common Good funds for Ayr, Prestwick, Troon, Girvan and Maybole.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the current financial position of Ayr Common Good Fund, Prestwick Common Good Fund, Troon Common Good Fund, Maybole Common Good Fund and Girvan Common Good Fund as highlighted in Appendix 1;

2.1.2 notes the long-term trend in Common Good Funds (Appendix 2); and

2.1.3 notes that, in response to 2.1.1 and 2.1.2, and as per Leadership Panel of 8 March 2022, Asset Management will submit a report to Council in December 2024 containing a long-term strategic review of all assets held within the Common Good Funds and proposals to place the Common Good Funds on a more sustainable footing in the medium to longer term.

3. Background

3.1 The Common Good Fund was inherited by South Ayrshire Council from Kyle and Carrick District Council following the 1996 local government re-organisation. The fund comprises five distinct sub-funds; Ayr, Troon, Prestwick, Maybole and Girvan. The Council controls 100 per cent of the fund and administers it for the interest and benefit of the people in the aforementioned areas.

3.2 Common good is property owned by a local authority which has been passed down, through local government reorganisation, from former burghs. Those burghs would have received it as a gift or purchased it. It includes land and buildings, and moveable items such as furniture and art. It may include cash where property has been sold and income received. Common Good property can also include land, buildings, and movable objects which were purchased as investment assets in order to provide a financial return to the Common Good Fund. It is also possible that, because of the historical, legal and documentary complexities of Common

Good that new properties are identified as having Common Good status as time goes by.

- 3.3 As such, Common Good property is often historic in nature, in prominent locations and a focus of community interest. The age of many properties adds cost and complexity in terms of maintenance and repair. The Common Good estate is varied in use and includes operational front line and back office, visitor attractions, open space, and non-operational historic properties.
- 3.4 The responsibility for management of Common Good Fund land and property assets falls within the remit of Housing, Operations and Development, under the Service Lead – Asset Management and Community Asset Transfer.
- 3.5 Statement of Objectives, Management Principles and Governance Arrangements for Common Goods Funds is attached at Appendix 3.
- 3.6 The strategic objectives for the Common Good Fund are:
- 3.6.1 deploy Common Good Fund assets and resources for the benefit and enrichment of the people of the area concerned;
 - 3.6.2 maximise income from Common Good Fund assets and resources to ensure the Financial sustainability of the Funds;
 - 3.6.3 where appropriate, use Common Good Fund assets and resources to finance strategic investment in specific Council priorities that have been agreed; and
 - 3.6.4 use surplus Common Good Fund revenue resources to support Council priorities, on the basis of criteria to be developed.
- 3.7 Under section 75(2) of the Local Government (Scotland) Act 1973 where a local authority wishes to appropriate or dispose of land forming part of the Common Good and in respect of that land a question arises as to the right of the authority to alienate the local authority may petition the Court for authority to appropriate or dispose of the land. In addition, any disposal or change of use will need to comply with the terms of section 104 of the Community Empowerment (Scotland) Act 2015. Section 104 of the 2015 Act requires a local authority to consult with the community when planning to dispose of a Common Good property. The local authority must publish details about the proposal and must also notify the Community Council and any community body known to have an interest in respect of the proposals. In deciding whether or not to proceed with the disposal or change of use of Common Good property the authority must have regard to representations received. Any disposal may generate a capital receipt, but may have an adverse impact on the revenue position through loss of rental income.
- 3.8 Common Good Fund land and property assets are generally recommended to be retained if the rental exceeds that which could be achieved by investing the capital at the bank, or if the property is being held to support an adopted strategy.
- 3.9 The Council's Treasury Management and Investment Strategy 2024-2025, approved by Council on 6 March 2024, outlines the treasury management strategy for borrowing and investment which is managed within the Council's Loans Fund. Within the Loans Fund, borrowing and investment is managed on a pooled basis

and includes investment from the Council, Housing Revenue Account, Trusts and Common Good Funds, amongst others.

- 3.10 The 2023/24 Annual Accounts records the gross book value of non-current assets at 31 March 2024 in relation to all five Common Good Funds as £13.575m. The Common Good Funds at 31 March 2024 had total usable reserves of £0.554m revenue and £0.746m capital (see Appendix 1), all of which is invested in the Council's Loan Fund. A financial profile of each Common Good Fund is detailed in Appendix 1.
- 3.11 The long-term trend in Common Good fund capital and revenue reserves is detailed in Appendix 2.
- 3.12 The Management and maintenance of Common Good Fund land and buildings assets is subject to the level of funding which is available within each Common Good Fund. This poses issues for future maintenance costs of Common Good in relation to the amount of money available in each of the Common Good Funds. The Council is however, open to innovation in its development of management arrangements of Common Good Fund assets and resources.

4. Proposals

- 4.1 The Panel is asked to:
 - 4.1.1 note the annual and long-term performance of the respective Common Good Funds; and
 - 4.1.2 note that, in response to 2.1.1, 2.1.2 and 3.11, and as per Leadership Panel of 8 March 2022, Asset Management will submit a report to Council in December 2024 containing a long-term strategic review of all assets held within the Common Good Funds and proposals to place the Common Good Funds on a long-term sustainable footing.

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. This report does not propose any changes which would impact financially on the Common Good funds.

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

10. **Sustainable Development Implications**

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

11. **Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. **Link to Council Plan**

12.1 The matters referred to in this report contribute to Priority 1 of the Council Plan Spaces and Places.

13. **Results of Consultation**

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and the contents of this report reflect any feedback provided.

Background Papers Report to Leadership Panel of 8 March 2022 - [Strategic Review of Assets held in the Common Good Funds](#)

Person to Contact Tom Burns, Service Lead, Asset Management and Community Asset Transfer
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612845
Email tom.burns@south-ayrshire.gov.uk

Date: 7 November 2024

Common Good Funds

Table 1 - Objective Analysis

Period 9 Projected Variance Fav/(Adv) £'000	Common Good Fund	Full Year Budget 2023/24 £'000	Full Year Actual to 31 March 2024 £'000	Full Year Variance Fav/(Adv) £'000
(89)	Ayr Common Good Fund	0	(325)	325
2	Prestwick Common Good Fund	0	(10)	10
0	Troon Common Good Fund	0	(2)	2
0	Maybole Common Good Fund	0	0	0
0	Girvan Common Good Fund	0	0	0
(87)		0	(337)	337

Table 3 - Financial Variance Analysis

Full Year Variance favourable /(adverse) £'000	Common Good Fund
325	<p>Ayr Common Good Fund: A number of budget variances combined to result in a net favourable variance of £0.325m: Property costs : a full-year overspend of £0.212m, comprising repairs and maintenance (£0.167m, including £0.024m in respect of fire damage repairs at Ayr High Street (refer below) and £0.054m in respect of asbestos removal at Ayr Town Buildings), energy costs (£0.019m) and water and rates charges (£0.028m). Property cost budgets remain under pressure due to recent significant increases in the cost of repairs and maintenance. Administrative costs : a full-year overspend of £0.012m due to an increase in the cost of premiums. Income : a full-year over-recovery of £0.547m, comprising a full and final insurance settlement of £0.511m in relation to fire damage reinstatement at Ayr High Street (refer above). The reinstatement contract will begin during 2024/25, funded by contributions from the Council's capital programme (£0.800m) and from Ayr Common Good Fund's capital reserves (£0.500m - refer below). Over-recoveries of other income (£0.032m due to recharges of expenditure funded by David Elder Edwards Fund) and interest income (£0.016m as a result of sustained higher interest rates during the year) were partly offset by an under-recovery of £0.012m in property rental income.</p>
10	<p>Prestwick Common Good Fund: A favourable variance of £0.010m was due to interest income as a result of sustained higher interest rates during the year.</p>
2	<p>Troon Common Good Fund: A favourable variance of £0.002m was due to interest income as a result of sustained higher interest rates during the year.</p>
337	Total variance

Table 4 - Accumulated Revenue Reserves

Common Good Fund	Reserves as at 31 March 2023 £'000	Reserves as at 31 March 2024 £'000	
Ayr Common Good Fund	(65)	260	
Prestwick Common Good Fund	234	245	
Troon Common Good Fund	36	38	
Maybole Common Good Fund	2	2	
Girvan Common Good Fund	9	9	
Total	216	554	

Comments:

Ayr Common Good Fund: The revenue reserve has returned to a positive balance following receipt of the final insurance settlement in respect of Ayr High Street properties. However, recent significant increases in the cost of property repairs and maintenance, coupled with comparably static rental and other income will continue to put pressure on Ayr Common Good Fund budgets and reserves in future. A review of Common Good properties and an assessment of income generation opportunities will be brought before Members in due course, outlining options.

Table 5 - Accumulated Capital Reserves

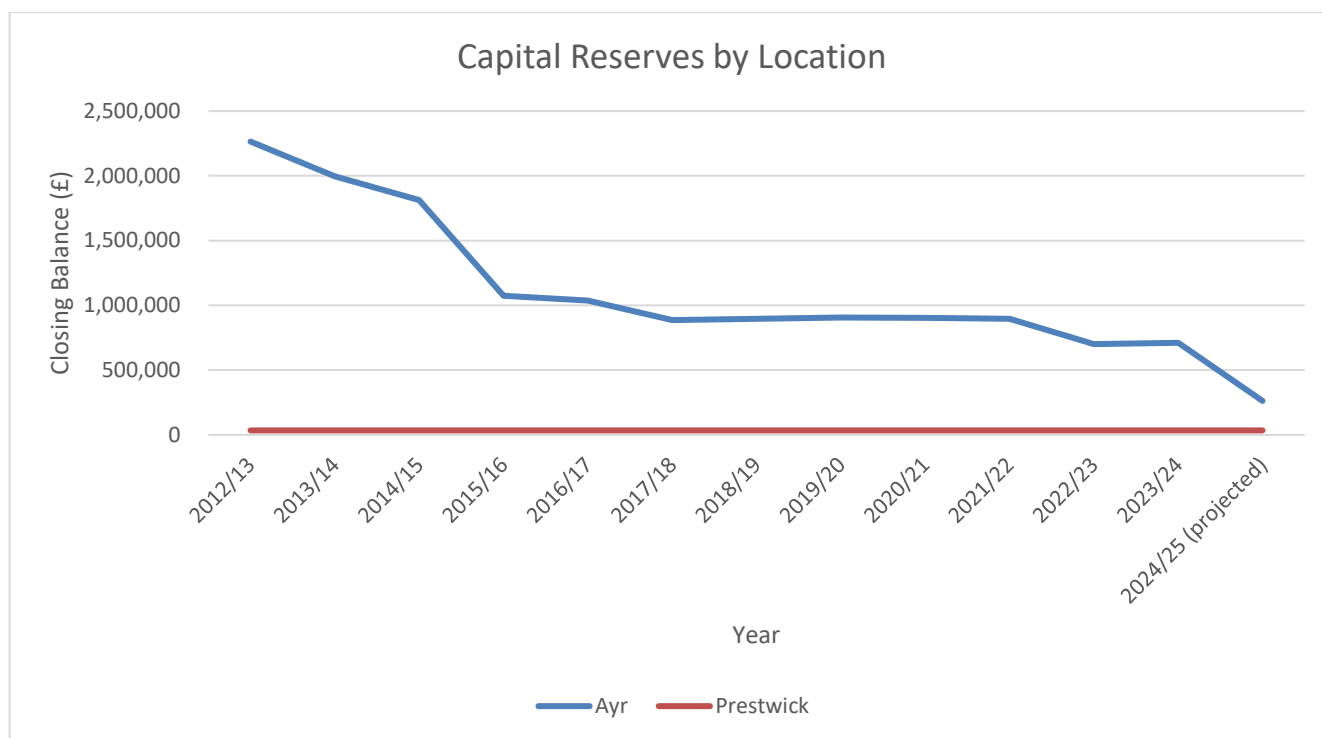
Common Good Fund	Reserves as at 31 March 2023 £'000	Reserves as at 31 March 2024 £'000	
Ayr Common Good Fund	701	711	
Prestwick Common Good Fund	35	35	
Total	736	746	

Comments:

Ayr Common Good Fund: The increase in capital reserves is due to a recurring annual contribution from Housing. A contribution of approximately £0.500m towards the restoration cost of fire-damaged properties at Ayr High Street is anticipated during 2024/25 (refer above).

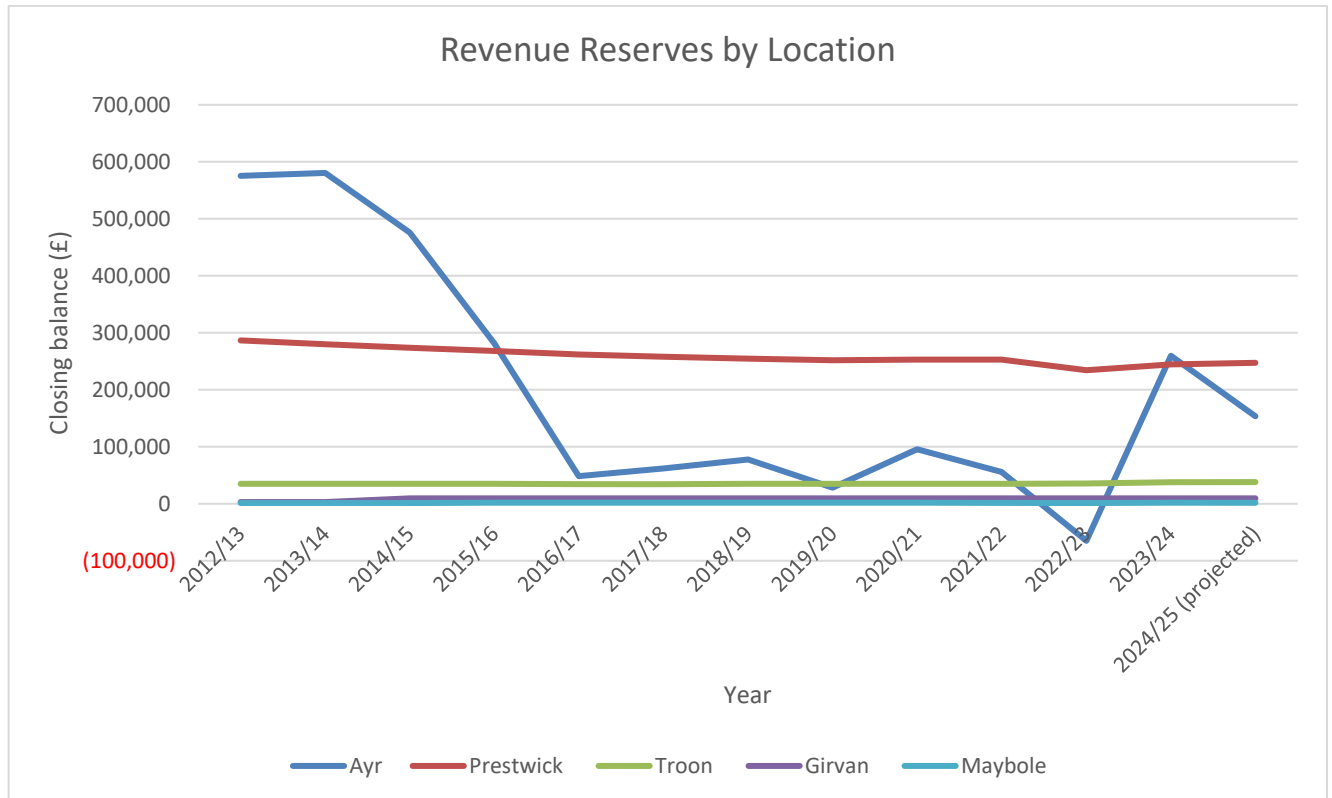
Common Good Fund Trends – Capital and Revenue by location

Capital Reserves



Capital Reserves		
Year	Ayr (£)	Prestwick (£)
2012/13	2,264,269	34,699
2013/14	1,996,872	34,699
2014/15	1,813,221	34,699
2015/16	1,074,385	34,699
2016/17	1,036,533	34,699
2017/18	885,305	34,699
2018/19	895,305	34,699
2019/20	905,305	34,699
2020/21	903,958	34,699
2021/22	897,448	34,699
2022/23	701,063	34,699
2023/24	711,063	34,699
2024/25 (projected)	262,619	34,699

Revenue Reserves



Revenue Reserves by Location					
Year	Ayr (£)	Prestwick (£)	Troon (£)	Girvan (£)	Maybole (£)
2012/13	575,157	286,601	34,757	2,984	1,543
2013/14	580,461	280,031	35,041	3,015	1,560
2014/15	475,693	273,583	35,222	9,490	1,573
2015/16	281,598	267,867	34,902	9,490	1,586
2016/17	48,674	262,075	34,512	9,490	1,597
2017/18	62,049	258,116	34,324	9,490	1,608
2018/19	77,462	254,571	34,872	9,490	1,624
2019/20	28,295	252,061	34,800	9,490	1,640
2020/21	95,687	253,161	34,835	9,490	1,651
2021/22	55,794	252,716	35,128	9,490	1,522
2022/23	(65,062)	234,309	35,779	9,490	1,549
2023/24	259,866	244,589	37,537	9,490	1,639
2024/25 (projected)	153,685	247,589	38,016	9,490	1,677

**South Ayrshire Council Management of Common Good Funds
Statement of Objectives, Management Principles and Governance Arrangements**

Objectives

1. Deploy Common Good Fund assets and resources for the benefit and enrichment of the people of the area concerned.
2. Maximise income from Common Good Fund assets to ensure the financial sustainability of the Funds.
3. Where appropriate, use Common Good Fund assets and resources to finance strategic investment in Council priorities that have been agreed as addressing (1) above in respect of the relevant area.

Principles

1. Property assets should be retained if the return from the rental exceeds that which could be achieved by investing the capital at a bank, or if the property is being held to support an adopted strategy. Assets can be disposed of, however, in order to finance strategic investment in support of agreed Council priorities, and on the basis of a detailed business case.
2. Potential commercial use of all investment assets should be maximised.
3. Assets should only be acquired if it can be clearly demonstrated that they will provide an acceptable level of return, or that they will contribute to Common Good Fund objectives.
4. Common Good Fund assets will be maintained. This is subject to the appropriate level of funding within each common good fund.
5. Common Good Fund assets will be suitable and sufficient for purpose.
6. Common Good Fund assets will comply with applicable legislation and regulation and will be safe and secure.
7. The Council will be open to innovation in its development and deployment of Common Good Fund assets and resources.
8. Income from Common Good Fund assets will be sustained at as high a level as possible.
9. Routine revenue expenditure will be minimised whilst also satisfying the need to comply with principles 4, 5, and 6 above.
10. The return on capital funds invested internally through the Council's Loans Fund and potentially through the active management of a proportion of the funds available by an external funds manager, will be maximised.

Governance

1. Decisions relating to the management of Common Good Funds within South Ayrshire will be made by the Cabinet, or the Council.
2. Consultation on use of Fund revenue surpluses, on acquisitions and disposals, and on specific Council priorities that should receive support, will be undertaken prior to such decisions being sought, with the results of such consultation being reported to Council/Leadership Panel for their consideration.
3. This consultation will be conducted with all members elected for all wards which cover the area of the Common Good Fund concerned.

Reports on the financial status, compliance with Common Good Fund objectives, principles and intended Asset Management outcomes will be reported within the Council's Land and Buildings Asset Management Plan and submitted to the Cabinet, or the Council for its consideration.

South Ayrshire Council

**Report by Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 19 November 2024**

Subject: Ayrshire Regional Economic Strategy (ARES)

1. Purpose

- 1.1 The purpose of this report is to provide the Panel with an update on the progress of the Ayrshire Regional Economic Strategy (ARES) and resourcing of the year two ARES action plan. and to advise on changes to the regional economic development structure.

2. Recommendations

2.1 It is recommended that the Panel:

- 2.1.1 notes the progress of the Regional Economic Strategy Year 1 Delivery Plan;**
- 2.1.2 notes the one-year shared regional resource to support the delivery of the Ayrshire Regional Economic Strategy priorities through a Year 2 Delivery Plan;**
- 2.1.3 notes the successful State of the Regional Economy event which showcased regional working to businesses and stakeholders; and**
- 2.1.4 notes the financial commitment required to further develop and deliver year two ARES actions from within the Council's Economy and Regeneration operational budget.**

3. Background

Regional Economic Strategy Year 1 Delivery Plan

- 3.1 Following approval by the Ayrshire Economic Joint Committee (AEJC), the Ayrshire Regional Economic Strategy (ARES) was launched in June 2023. This had been developed by an industry-led Regional Strategy Working Group, with representation from the six recovery and renewal workstreams and key regional stakeholders.
- 3.2 The strategic vision for Ayrshire within the ARES considers opportunities, and enablers such as the Ayrshire Growth Deal together with strong regional partnership working, and sets out a series of outcomes to create a wellbeing economy. Six priority themes have been developed to allow for delivery of this vision:

- Support for enterprise;
- Fair work;
- Innovation;
- Good health and wellbeing;
- Stronger places and communities; and
- Enhancing natural capital.

3.3 A Year 1 Delivery Plan was developed and launched in October 2023, following AEJC approval. The decision was taken to limit the initial delivery plan to one year in duration due to:

- The requirement to establish a new regional approach to economic development and to adopt a partnership approach to the delivery of actions;
- The lack of dedicated resource to deliver the plan and uncertainty around financial support being made available by Scottish Government; and
- The need to map out existing local and regional activity across the majority of ARES priority themes.

3.4 The Year 1 Delivery Plan had a total of 46 actions, many with a timescale reaching beyond one year. Of these, 13 are fully completed, with a significant number being partially completed and continuing into future years. Percentage completion of the current actions is 40% (see Appendix 1 for Year 1 Action Plan).

3.5 Key successes during year one of delivery of the ARES include:

- Strengthened Regional partnership working. Including NHS engagement on the Regional Strategy Delivery Group;
- Delivery of the first *State of the Regional Economy* event for businesses and stakeholders;
- Mapping of business support across the region including with Third Sector Interfaces;
- Development of proposals for a revised regional governance structure (to be confirmed by each of the three Councils); and
- Approval of funding for the regional 5GIR project.

3.6 As delivery moves into the second year, the Regional Strategy Working Group has undertaken a review of progress and determined that a further one-year delivery plan would be appropriate. This reflects the proposals to alter the regional governance structure and the need to allow these changes to take effect, in addition to an ongoing requirement to agree a more permanent resource to deliver the ARES. Officers are now preparing a Year 2 ARES Delivery Plan which carries forward some actions from year one and proposes the creation of a new Climate Change cross cutting theme, reflecting the importance of this subject area and a reflection that this is lacking in the current plan. There is a focus on additionality

created by adopting a regional approach in the Year 2 Delivery Plan and this will be backed up with a robust measurement framework being developed by a North Ayrshire Council Economist.

One Year Resource to Support the Delivery of the Regional Economic Strategy Priorities through a Year 2 Delivery Plan

- 3.7 To date, no dedicated full time resource has been available to support delivery of the ARES. Action 7.5 in the Year 1 Delivery Plan committed to establishing requirements for and creating a dedicated delivery resource. Since January 2024, a part time (0.5FTE) project management role has been fulfilled by a secondment of the Senior Manager, Economic Policy at North Ayrshire Council, and supported financially by the three local authorities. This has allowed for progression of the year one actions to date however it has been acknowledged that a full time resource is required to drive forward progress and allow for the ARES to deliver to its full potential.
- 3.8 South Ayrshire Council's financial contribution of £0.030m towards the full time officer, resourced from Economy and Regeneration earmarked funding brought forward from 2023-24 and contained within the current year's budget, will develop and drive forward the Regional Economic Strategy Year Two Action Plan and related reporting activity as part of the collaborative arrangement. This financial contribution will go towards the one year, full time position which is equivalent to a South Ayrshire Council Service Lead (salary £0.090m) including salary on costs. The formal start date is to be confirmed.
- 3.9 The three local authorities intend to look to the UKSP fund to create a more permanent resource to support delivery of the ARES. In the meantime, the three authorities have agreed funding for a one year officer post to act as regional lead for the ARES and support delivery of the year two actions.
- 3.10 The Council has contributed to planning for Year 2 ARES actions, emphasising the requirement for all ARES actions to be focused on economic additionality with measurable benefits/ impacts.

State of the Regional Economy Event

- 3.11 Action 7.7 of the Year 1 Delivery Plan committed to hosting the first annual State of the Ayrshire Economy event. This had originally been arranged to take place in June 2024, however the event was postponed due to the general election. The postponed event took place on 24 October 2024 at the *Future Skills Hub* of Ayrshire College, Kilwinning Campus, focused on skills and innovation. The Minister for Employment and Investment attended, providing a key note speech which featured Community Wealth Building as an approach to support the regional economy. The Council's Depute Leader and Portfolio Holder for Economy and Regeneration Chaired the Skills Panel.
- 3.12 The event provided regional businesses and stakeholders with the opportunity to learn about the progress of the first year of the ARES and to hear from keynote speakers on the topics of skills and innovation before panel discussions on both.

4. Proposals

- 4.1 The Panel is asked to:

- 4.1.1 note the progress of the Regional Economic Strategy Year 1 Delivery Plan;
- 4.1.2 note the temporary one-year shared regional resource required to support the delivery of the Ayrshire Regional Economic Strategy priorities through a Year 2 Delivery Plan;
- 4.1.3 note the successful State of the Regional Economy event which showcased regional working to businesses and stakeholders; and
- 4.1.4 note the financial commitment required to further develop and deliver year two ARES actions from within the Council's Economy and Regeneration operational budget.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 The temporary one-year resource to support the delivery of the Regional Economic Strategy priorities is funded by the three Councils £0.030m each Council. For South Ayrshire Council, this is from funding brought forward from 2023-24 and contained within the current year's budget

7. Human Resources Implications

- 7.1 The Regional Economic Strategy Officer will be appointed by North Ayrshire Council. The temporary one-year post will be a shared resource to deliver the ARES action plan and will be recruited in line with relevant current HR policies.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks of adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The risk implications of rejecting the recommendations are that the collaborative Regional Economic Strategy year two action plans cannot be fully realised without South Ayrshire Council's partnership commitment.
- 8.2.2 By rejecting the recommendations, South Ayrshire Council could be omitted from future regional funding opportunities or opportunities to create efficiencies through collaborative approaches to resourcing regional activity.

9. Equalities

- 9.1 The strategy aims to tackle disadvantage, reduce inequalities at a regional level and promote inclusion, through the creation of a wellbeing economy. As part of the

action planning process, each Council will input into their own Equalities Impact Assessment process in advance of agreeing the Year 2 Delivery Plan.

10. Sustainable Development Implications

- 10.1 Sustainability, climate change and enhancing natural capital are themes which run through the ARES. South Ayrshire Council leads on the ARES work stream entitled *Enhancing Natural Capital*.

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 the economy.

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

Background Papers **Report to Cabinet of 28 November 2023 - [Regional Economic Strategy - Delivery Plan](#)**

Person to Contact **George Hunter, Assistant Director Communities
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612994
E-mail George.Hunter@south-ayrshire.gov.uk**

Date: 12 November 2024



Ayrshire
Regional
Economic
Strategy



Delivery Plan 2023 - 2024

Building wealth for everyone in Ayrshire



Foreword

Our Ayrshire Regional Economic Strategy (RES) was launched on 19 June 2023, developed in partnership by the Regional Strategy Working Group of the Ayrshire Economic Partnership Board and approved by the Ayrshire Economic Joint Committee. The RES has ambitions to build wealth for everyone in Ayrshire by creating opportunities for those who want to live, work, learn and invest in the region.

The RES signifies the partnership effort in creating a shared vision for our region, indicating where we want to be by 2033. Whilst the RES itself represents an important step towards working regionally to deliver an improved economy for Ayrshire, the delivery of actions that help us achieve our desired outcomes is of greater importance. Our Delivery Plan therefore sets out what we need to do to achieve our strategic vision and recognises the challenges to overcome in the immediate future to allow for the delivery of actions over the medium and longer term.

Our Year 1 Delivery Plan focuses on priorities for this first year of delivery, including a review of regional governance, considerations around resourcing the delivery of the RES and mapping out baseline evidence to support future delivery and measurement of success. In addition, three of the priority themes have been identified for particular focus during Year 1: Support for Enterprise, Fair Work and Innovation.

The partnership working of the Regional Strategy Working Group has resulted in the delivery of a robust RES and a shared economic vision for the first time in Ayrshire. As we move into the delivery stage, the Working Group will change focus and take on the form of a Delivery Group, with additional members to bring renewed focus and flexibility. This will allow for representation from the third sector, NHS Ayrshire and Arran, and enhanced representation from the private sector. As a partnership we look forward to working with our communities, enterprises and wider stakeholders to build wealth for all across Ayrshire.

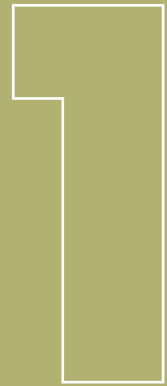


The RES Delivery Plan has been developed by the Ayrshire Regional Strategy Working Group on behalf of the Ayrshire Economic Joint Committee with support from the Economic Recovery Group.



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Our Regional Economic Strategy

The Ayrshire region offers a wealth of opportunities, with strengths in sectors of national significance and a stunning natural landscape. Our regional vision has been shaped by the key partners driving forward the strategy, in engagement with wider stakeholders. It captures these strengths and our ambitions to make Ayrshire a unique destination in which to live, work, invest and visit. Our Regional Economic Strategy (RES) addresses the key challenges facing our economy. It is externally positioned within a national policy context at Scottish and UK levels, including the National Strategy for Economic Transformation (NSET) and the Levelling Up White Paper. It reflects the desire of Ayrshire to take a different approach to regional economic development; an inclusive approach based on the principles of Community Wealth Building (CWB), to achieve a wellbeing economy by 2033.

Our RES faces our key challenges head on:

- **Delivering a wellbeing economy:** addressing high incidences of deprivation and child poverty by connecting communities to opportunities, whilst achieving a just transition to net zero.
- **Enhancing economic activity and productivity:** addressing low economic activity rates, high unemployment rates and skills mismatch/ shortages to make the most of inward investment opportunities.
- **Improving physical infrastructure:** addressing poor road linkages, reduced and unreliable public transport, high levels of vacant and derelict land and island and rural specific challenges, whilst capitalising on significant blue economy/marine environment opportunities.

By building on the significant **strengths** we have as a region to help us address these challenges:

- A **strong foundational economy**
- An **entrepreneurial culture**
- **Sectors of national significance** including aerospace, tourism and food and drink
- A **rich array of natural capital**
- A **strong sense of identity** amongst businesses and residents
- **Existing strong regional governance** including a pioneering Community Wealth Building approach to economic development.

With a ten-year timeframe, to 2033, the RES promotes a step change away from traditional economic development approaches to one that adopts the principles of CWB and delivers a region where wealth is shared fairly, where residents can live full and healthy lives, where our region is attractive to investors and visitors and where we prioritise and protect our natural wealth and culture.



2

Our Economic Focus: Inclusive, ambitious, achieving

The Ayrshire RES shared vision is:

Ayrshire will be a region where wealth is shared fairly, to enable people of all ages to live full and healthy lives. Our region will be outward looking, attractive to investors and visitors, making a major contribution to Scotland's economic development. We will also prioritise the protection of our natural wealth and culture. This is how our residents, communities, institutions and enterprises will rise to the opportunities and adapt to the challenges of the future.

Our Principles

Our principles focus on delivering economic renewal by embracing an inclusive CWB approach to economic wellbeing:

- Building wealth for the benefit of local communities
- Inclusive yet targeted
- Collaborative yet respectful
- Evidence based yet imaginative
- Ambitious yet responsive
- Place based yet speaking powerfully with one voice.

Priority Themes

In order to achieve our vision, we have developed a series of six key priority themes. These themes have been developed through extensive engagement and through the delivery of activity aligned to each theme, the vision for Ayrshire 2033 will be achieved. Themes 1 to 3 have been identified as immediate priorities for this Year 1 Delivery Plan, with the focus for actions under Themes 4 to 6 being developed during this initial year for delivery in future years. This is reflective of the opportunities to achieve immediate progress under some actions in Themes 1 to 3, due to initial work already underway; in addition to an acknowledgement that groundwork must be set for Themes 4 to 6 during Year 1 to inform the development and enable progress of actions in future years. Actions are also identified under the Culture of Delivery theme and three Cross Cutting Themes.



Year 1 Priorities

Cross cutting actions

- Community Wealth Building
- Digital Economy
- Skills

Culture of delivery

AYRSHIRE RES PRIORITY THEMES

Support for Enterprise

Outcomes

- Improved digital infrastructure for our region
- Enhanced business support services
- Improved quantity and quality of business space provision
- Improved support for the third sector to deliver community wealth

Fair work

Outcomes

- Improved access to jobs and fair employment opportunities
- Improved access to training and lifelong learning
- Employers in the region have adopted Fair Work principles
- Public sector Anchor Institutions spend and employ progressively

Stronger places and communities

Outcomes

- Improved physical infrastructure in our towns and cities
- Improved cultural and social infrastructure
- Empowerment for our residents and communities
- Improved road infrastructure

Good health and wellbeing

Outcomes

- Support people to fully contribute to the local economy
- Improved access to childcare, transport and local jobs
- More inclusive approach to recruitment by key employers in our region

Innovation

Outcomes

- Adaption and utilisation of innovation assets through the Ayrshire Growth Deal
- Development of effective partnerships for transfer of knowledge and technology
- Increased levels of R & D
- Continued use of CWB as a mechanism to embrace new economic development practice

Enhancing natural capital

Outcomes

- Better understanding of the natural capital in our region
- Development of a regional energy masterplan
- Supporting a just transition to net zero

Future Priorities

3 Delivering our Strategy

Our RES is ambitious. We have a vision for Ayrshire by 2033 and outcomes that we want to achieve. In order for us to chart progress over the next ten years and know that what we are doing is working, we have set a series of ambitious long-term strategic priorities that are aligned to our priority themes and outcomes. These have been developed with reference to our Ayrshire Inclusive Growth Diagnostic and the Scottish Government's Wellbeing Economy Toolkit. Our actions already developed and under development will sit under each of these long-term priorities to allow us to work towards achieving these.

We are committed to developing a wellbeing economy in Ayrshire which generates:

SP01



A better life for our youngest citizens

There will be a downward trend in child poverty across the region but particularly in North Ayrshire

SP02



Higher number of good quality jobs

Jobs density will be growing with new investment creating opportunities for employment and local people will have the opportunity to start their own generative business including employee owned, co-operatives and social enterprises

SP03



A rise in economic activity where people are more connected to opportunities

Economic inactivity will be falling with more opportunities for people to take up skills, training and employment in their local area, including young and older people

SP04



Stronger business start-up and survival rates

There will be an effective system of co-ordinated support across the region to help promote business start-ups and expansion, including better access to funding and finance

SP05



A greater proportion of public sector spend on local businesses

Supported by the CWB Anchor Charter and action to drive forward collaboration and innovation, with private sector supply chains and social enterprises

SP06



More vacant and derelict land brought into productive use

Including attracting public and private investment to realise the potential assets, e.g. including energy, work space, housing and green space

SP07



The region's natural assets are becoming more biodiverse and net carbon emissions are falling

Helping to create innovation, business development and new jobs

SP08



Evidence of some improvements in health inequalities

Particularly in our most deprived communities or amongst our most vulnerable groups

Year 1: 2023-24

This Year 1 Delivery Plan focuses on actions that can feasibly be commenced and/or delivered in the year 2023-24. A considerable amount of activity is already underway that aligns to the priorities of the RES, including by the six Regional Recovery and Renewal Workstreams, through projects delivered by the Ayrshire Growth Deal, through the pioneering work of the Ayrshire Community Wealth Building Commission, Anchor Charter and Anchor Network, and by the Ayrshire Economic Partnership Board, by unlocking funding made available by the Scottish and UK Governments. This Delivery Plan seeks to build on existing work, add value, and align to the RES priority themes, in addition to enhancing with new activity targeted towards achieving our long-term ambitious priorities.

Acknowledging the scale of the task ahead, the Regional Strategy Working Group has prioritised three key themes of Support for Enterprise, Fair Work and Innovation, under which some initial actions will kick start year 1 delivery. Development and delivery of actions under these three themes will be complemented and supported by actions under the Culture of Delivery theme, which will directly support delivery of the RES, in addition to Cross-Cutting Actions under the themes of Digital, Skills and Community Wealth Building. In addition, Year 1 will seek to develop medium- and longer-term actions under all six priority themes.

A common action running across all six priority themes in year 1 is a mapping exercise to determine existing activity and ensure a coordinated approach to the delivery of the RES. Ultimately, the RES will sit as an umbrella strategy for the region, with other strategic economic activity such as the Ayrshire Growth Deal and Community Wealth Building Commission and Anchor Charter reporting to the RES governance structures. A mapping process for each theme including a SWOT analysis, horizon scanning and review of existing actions will assist with a streamlined and consistent approach to delivery. This will link into the governance review to be conducted under the Culture of Delivery theme which will seek to identify lead organisations to ensure actions are progressed. In addition, the Regional Strategy Working Group (RSWG) will be developed into the Regional Strategy Delivery Group (RSDG) with additional representation on the group sought from the third sector, NHS Ayrshire & Arran and the private sector. This will strengthen the existing group for the delivery phase and will maximise stakeholder input.

The following sections of the Delivery Plan set out the actions, identify the key partners to be involved and the proposed initial timescales. Year 1 delivery will commence in October 2023, with the launch of the RES Delivery Plan at Ayrshire Business Week 2023. It is recognised that some actions, particularly those under the Culture of Delivery theme, are already underway.

4 Theme 1: Support for Enterprise

“A region where businesses can grow, entrepreneurship and creativity can flourish.”

Theme Outcomes:

- SE01:** Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.
- SE02:** Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.
- SE03:** Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.
- SE04:** Improved support for the third sector to deliver community wealth, through support, training and capacity building.

Ayrshire has a number of strong industries including manufacturing and engineering and the visitor economy, all of which have a unique set of attributes. Businesses across Ayrshire make a valuable contribution to the wider Scottish and UK economy, but there is an opportunity to grow and develop business development further. This requires adequate support that is easily accessible and guaranteed to help create businesses that align with the future of the Ayrshire economy. This can be achieved by embedding the objectives of the RES into current work of partners delivering business support.

Aligned with a more proactive approach to assisting newly formed businesses, Ayrshire can become an area known for its strong support and clear strategy on business development. The work of Scottish Development International in positioning Ayrshire as a regionally and nationally significant inward investment destination can be built upon, in collaboration with Scottish Enterprise. Alongside this, more business support specifically tailored for social enterprises and community groups is required, so they are equipped to take a more active role in the economy, with particular reference to bidding for public contracts.

A series of Year 1 short-term actions has been developed under the Support for Enterprise theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 1: Support for Enterprise

Action 1.1	Action 1.2	Action 1.3
Develop a support matrix to address key issues raised by businesses which integrates with other agencies, linked to the new RES website.	Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the mid-term review and evaluation of the AGD CWB business support programme with consideration of future options.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Review the best and most effective delivery approach for this theme in line with overall governance review. 2 Engage across the three Authorities, Chamber, SE and TSIs to develop support matrix. 3 Provision of information for RES website. 4 Test resulting support with RSDG. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Support for Enterprise actions to add value and avoid duplication. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to engage with NAC as AGD CWB project lead to support the mid-term review and programme evaluation.
<p>Links to Outcomes</p> <p>SE02</p>	<p>Links to Outcomes</p> <p>No specific outcome link</p>	<p>Links to Outcomes</p> <p>SE02</p>
<p>Key Partners</p> <p>Chamber of Commerce, local authorities, Scottish Enterprise, Third Sector Interfaces, local enterprises</p>	<p>Key Partners</p> <p>RSDG members, local enterprises</p>	<p>Key Partners</p> <p>RSDG members, local authorities, PMO</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-Term</p>
<p>Links to Priorities</p> <p>SP02, SP03, SP04, SP07</p>	<p>Links to Priorities</p> <p>No specific priority link</p>	<p>Links to Priorities</p> <p>SP02, SP03, SP07</p>

Theme 1: Support for Enterprise

Action 1.4	Action 1.5	Action 1.6
Identify priorities and opportunities to develop actions to support communities and landowners to bring vacant and derelict assets into positive use, taking on board initial work from the CWB Lead Officer Working Group.	Provide improved support for social enterprise activity with strong partnership between Councils, Chamber of Commerce and TSIs.	Identify funding opportunities and secure funding to improve capacity and build resilience of third sector enterprises.
<p>Sub Actions</p> <ol style="list-style-type: none"> Undertake audit of vacant and derelict land and assets across authority areas using existing data. Complete the land and assets GIS mapping exercise. Undertake constraints exercise of assets to understand any other factors constraining development. Identify opportunities to enhance or expand the support currently available, including funding opportunities. 	<p>Sub Actions</p> <ol style="list-style-type: none"> <i>Link with Culture of Delivery action 7.5</i> for engagement with TSIs in launch of RES Delivery Plan and third sector enterprise membership on the RSDG. RSDG to assess support available to third sector enterprises for incorporation into support matrix (<i>Action 1.1</i>). 	<p>Sub Actions</p> <ol style="list-style-type: none"> RSDG to draw up a brief for a feasibility study into funding opportunities for improving capacity and building resilience of third sector enterprises in the region. Commission recognised consultants/think tanks with CWB and third sector expertise, through competitive tender, to undertake research. Use findings of research to develop future sub actions under this medium-term action, supporting <i>Action 1.5</i>.
<p>Links to Outcomes</p> <p>SE03</p>	<p>Links to Outcomes</p> <p>SE04</p>	<p>Links to Outcomes</p> <p>SE04</p>
<p>Key Partners</p> <p>Local authorities, Scottish Enterprise</p>	<p>Key Partners</p> <p>Chamber of Commerce, local authorities, Third Sector Interfaces, local enterprises</p>	<p>Key Partners</p> <p>Local authorities, TSIs</p>
<p>Timescale</p> <p>Medium-Term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Medium-Term</p>
<p>Links to Priorities</p> <p>SPO6</p>	<p>Links to Priorities</p> <p>SPO2, SPO3, SPO4, SPO7</p>	<p>Links to Priorities</p> <p>SPO2, SPO3, SPO4, SPO5</p>

5 Theme 2: Fair Work

“A region which offers all individuals an effective voice, opportunity, security, fulfilment, and respect in work.”

Theme Outcomes:

- FW01:** Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.
- FW02:** Improved access to training and lifelong learning, enabling the workforce to adapt to changing requirements.
- FW03:** Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.
- FW04:** Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.

Across Ayrshire there is an existing and predicted future labour market shortage and skills gap. This causes concern for future growth and resilience of the local economy. There are several successful initiatives that are working to tackle these issues and to create a skilled workforce accessing employment opportunities that are paid the real living wage and offer secure futures and routes for progression. We need to build on the work already being done with Anchors through the Community Wealth Building Commission Fair Work Workstream. In addition, the Ayrshire Skills Plan, Ayrshire Skills Investment Fund and Fair Work Ayrshire project are all new initiatives that will ensure the region is prepared for the economy, jobs and skills of the future. These take into consideration broader trends and requirements such as the long term decline in manufacturing, increasing demand from the health and social care sector, and opportunities emerging from efforts to transition to a Net Zero economy.

A mapping exercise, covering skills shortages and labour market gaps now and in the future with emerging opportunities in the green and digital economies, is an important piece of work that can be achieved through forthcoming priorities for the skills workstream. Closer partnership working is required between schools, Business Support and Employability, Ayrshire College, organisations such as Skills Development Scotland, Scottish Enterprise, the University of the West of Scotland, and local businesses to deliver priority actions under the Fair Work theme.

A series of Year 1 short-term actions has been developed under the Fair Work theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 2: Fair Work

Action 2.1	Action 2.2	Action 2.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support Local Employability Partnerships (LEPs) in the development and implementation of pathways into employment for those clients who are currently furthest from the labour market, in partnership with the CWB Commission Fair Employment workstream.	Work with learning providers to maximise uptake of national entitlement card (NEC) scheme for young people under 22 years to reduce travel related barriers to employment.
Sub Actions 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Fair Work actions to add value and avoid duplication.	Sub Actions 1 Review the best and most effective delivery approach for this theme in line with overall governance review. 2 RSDG to build on CWB Commission work to map out sectoral and regional skills gaps and identify current pre-work training activity aligned to these skills gaps for client groups experiencing barriers to employment. 3 RSDG to develop a cross-cutting pan-Ayrshire model based on findings. 4 Commence delivery of pre-work training programme.	Sub Actions 1 Devise a proposal to work with schools and employability partners to maximise the uptake of NEC for young people aged under 22 years. 2 Consider transitional support for DWP clients who may be eligible after securing employment. 3 Investigate opportunities for support for other age groups, directly engaging with SPT/Stagecoach to discuss options for support. 4 Implementation of options.
Links to Outcomes No specific outcome link	Links to Outcomes FW01, HW03	Links to Outcomes FW01
Key Partners LEPs, local enterprises, TSI members	Key Partners LEPs, Ayrshire College, UWS, SDS, local enterprises	Key Partners LEPs, Ayrshire College, SDS, local enterprises, transport providers
Timescale Short-Term	Timescale Short-Term	Timescale Short-Term
Links to Priorities No specific priority link	Links to Priorities SP01, SP02, SP03, SP04	Links to Priorities SP01, SP02, SP03

Theme 2: Fair Work

Action 2.4	Action 2.5	Action 2.6
Support consideration of the future of the Fair Work Ayrshire (FWA) element of the AGD CWB programme. <i>Linked to Action 1.3.</i>	Support the adoption of the Real National Living Wage across public bodies and the private sector, linking to the progress made by Fair Work Ayrshire in promoting adoption of the RNLW across Ayrshire.	Identify and appoint Fair Work Champions in Anchor Organisations and enterprises across Ayrshire.
Sub Actions 1 RSDG to support the AGD CWB programme mid term review and evaluation to ensure RES outcomes are considered. 2 RSDG to consider outcomes and opportunities for extension of FWA.	Sub Actions 1 Following on from <i>Action 2.6</i> , RSDG to take forward progress made by FWA programme and develop actions around this for Year 2 onwards.	Sub Actions 1 RSDG to develop a role profile for FW Champion. 2 RSDG to work with FWA to identify Champions in Anchor Organisations and enterprises. 3 RSDG to appoint Champions. 4 Champions promote Fair Work within their organisations.
Links to Outcomes FW03	Links to Outcomes FW03	Links to Outcomes FW04
Key Partners Local authorities, PMO, local enterprises	Key Partners LEPs, local enterprises	Key Partners LEPs, local enterprises
Timescale Short-Term	Timescale Medium-Term	Timescale Medium-Term
Links to Priorities SPO2	Links to Priorities SPO2	Links to Priorities SPO2



Theme 3: Innovation

“A region where enterprises and the public sector adopt innovative solutions to address economic problems.”

Theme Outcomes:

- IN01:** Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.
- IN02:** Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.
- IN03:** Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.
- IN04:** Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.

It has long been recognised that there are significant economic benefits to stimulating innovation activity within Ayrshire. Bodies such as SE, SDS, SFC, Innovate UK and UKTI all evidence the significant difference innovation can make in stimulating economic opportunity e.g. innovative firms grow twice as fast as those which do not. Innovation is seen as the engine of long-term economic development and has underpinned much of the UK's historic productivity growth. Yet as a region, business expenditure on R&D (BERD) across all local authorities in Ayrshire is well below the Scottish average. At present, BERD for Ayrshire is £73 per head of population, compared to £263 nationally.

One of the priorities for the Ayrshire Growth Deal is the introduction of innovation through the transfer of good practice, the development and use of benchmarks and the adoption of new processes. Yet to fully embrace the benefits of the economic assets created through the AGD, there is a need for collaboration across partners both regionally and nationally, building strong relationships between the public and private sector, while embracing the role academia can play in furthering knowledge transfer and technology development. There is also a need to develop innovative capacity and capability within businesses, enabling them to embrace the opportunities that come through the introduction of new processes or equipment. The introduction of CWB within Ayrshire demonstrates the public sector seeking to introduce new systems to address long standing inequalities across communities, while offering tangible solutions to business e.g. through procurement practices.

A series of Year 1 short-term actions has been developed under the Innovation theme. In addition, there is a commitment to developing the medium- and long-term actions over the coming years. Actions are presented linked to outcomes and with key partners identified.



Theme 3: Innovation

Action 3.1	Action 3.2	Action 3.3
RSDG to oversee mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Map the innovation landscape in Ayrshire aligned to key opportunities, identifying partnership approach in areas such as policy (making and implementation), knowledge (creation and exploitation), skills and physical infrastructure.	Assess requirements for innovation centres, using information gathered under <i>Action 3.1</i> .
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Innovation actions to add value and avoid duplication.	Sub Actions 1 Scottish Enterprise to agree commitment of time to deliver this mapping exercise. 2 RSDG to work with SE Innovation Systems team to maximise benefits across the partnership and beyond to utilise new and existing innovation assets e.g. Prestwick.	Sub Actions 1 Inform the national innovation centres of local requirements following mapping exercise. 2 Develop local capacity.
Links to Outcomes No specific outcome link	Links to Outcomes IN01	Links to Outcomes IN01
Key Partners RSWG members, local enterprises	Key Partners SE	Key Partners SE, local authorities, Ayrshire College, UWS
Timescale Short-Term	Timescale Short-Term	Timescale Medium-term
Links to Priorities No specific priority link	Links to Priorities SPO2, SPO4	Links to Priorities No specific priority link

Theme 3: Innovation

Action 3.4	Action 3.5	Action 3.6
Undertake a review of our key sectors (and where cluster development may be possible in areas such as Aerospace/Space or Life Sciences) to recognise which are more likely to drive R&D and address where spend can be targeted. <i>Linked to Action 3.1.</i>	Based on identified needs, adopt the established approach of projects like the EV pathfinder/ Core/ 9cc/ Hagshaw, encouraging private sector investment in low carbon/ renewable projects and engagement with HE and FE partners, supporting transition to net zero and removing fuel poverty.	Use Ayrshire as a test bed for developing consortium models to enable private and third sector organisations to work together collectively to bid for and deliver public service contracts.
Sub Actions 1 Review work started with HALO, DPMC and Ayrshire College. 2 Undertake further research and review-responsibility of SE. 3 Use research findings to support development of action(s) for Year 2 onwards around targeting spend for R&D.	Sub Actions 1 Communications subgroup to work with the RSDG to bring together case study examples to showcase success. 2 Case study examples to be published on RES website. 3 Develop action(s) for Year 2 onwards reflecting on success to stimulate new projects of this nature.	Sub Actions 1 Commission feasibility/research to uncover worldwide best practice on the development of consortium models. 2 Build action(s) on the back of this research.
Links to Outcomes INO3	Links to Outcomes INO3	Links to Outcomes INO4
Key Partners SE, local authorities, PMO, Ayrshire College, NMIS	Key Partners Communications subgroup, SE, UWS, Ayrshire College, Innovate UK	Key Partners Local authorities, SE (CDS)
Timescale Short-Term	Timescale Medium-Term	Timescale Medium-Term
Links to Priorities SPO2, SPO4	Links to Priorities SPO2, SPO3, SPO4	Links to Priorities SPO4



Theme 4: Good Health and Wellbeing

“A region where people of all ages have the access to resources to live a healthy, full and purposeful life.”

Theme Outcomes:

HW01: Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.

HW02: Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.

HW03: More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.

A stronger and more inclusive economy will bring significant health benefits to Ayrshire residents. Inactivity rates in our region are high and of concern. This relates to people not in employment but not seeking work due to ill health. The mismatch between available employment and available workforce must be addressed, and this links to Priority Theme 2: Fair Work. The Ayrshire Growth Deal project, Working for a Healthy Economy, is already making progress in this area and this regional approach to economic inactivity should continue. In addition, NHS Ayrshire and Arran must become key partners in our RES and work with partners to maximise the economic, social and environmental outputs.

NHS Ayrshire and Arran is already operating as a CWB Anchor Institution and has appointed an NHS Community Wealth Building Officer. Future enhanced joint working could involve close collaboration with our Ayrshire authorities to ensure economic decision making is interlinked with health problems to address the deep-rooted issues that exist in many Ayrshire communities. In addition, the RES should take cognisance of Caring for Ayrshire which will act as a catalyst for alternative service delivery in healthcare and will offer significant opportunities for the region.

Actions under the Good Health & Wellbeing theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 4: Good Health and Wellbeing

Action 4.1	Action 4.2	Action 4.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Engagement of NHS Ayrshire & Arran, Public Health Scotland and Health and Social Care Partnerships in Regional Strategy Delivery Group to develop health related actions.	Investigate opportunities to support transport operators in transition to low emission fleets.
Sub Actions 1 SWOT analysis. 2 Horizon scanning. 3 Review of existing actions in theme area being delivered outwith the RES. 4 Assessment of RES Good Health & Wellbeing actions to add value and avoid duplication.	Sub Actions 1 Engage with colleagues from NHS, PHS and the HSCPs to agree a health representative to join the Regional Strategy Delivery Group. 2 Participation of representative in action planning sessions and discussions throughout Year 1. 3 Develop action/actions for Year 2 onwards.	Sub Actions 1 Engage with Strathclyde Partnership for Transport 2 Engage with transport operators to establish current position on fleet and low emission transition plans 3 Develop action(s) for future year(s) implementation
Links to Outcomes No specific outcome link	Links to Outcomes HW01	Links to Outcomes HW02
Key Partners RSDG, NHS AA, local authorities, local enterprises	Key Partners NHS Ayrshire & Arran, Public Health Scotland, HSCPs	Key Partners SPT
Timescale Short-Term	Timescale Short-Term	Timescale Medium-Term
Links to Priorities No specific priority link	Links to Priorities SP08	Links to Priorities SP08

Theme 4: Good Health and Wellbeing

Action 4.4	Action 4.5	Action 4.6
Commission research during Year 1 to investigate opportunities for supporting communities to improve and deliver community transport.	Consider unique support required to island communities with regard to improving access to childcare, transport and local jobs.	Develop and strengthen our wider understanding of inward and outward migration in Ayrshire and the quality of housing to support the population and reduce fuel poverty.
Sub Actions 1 Identify and secure funding for research. 2 Write brief, taking account of pilot projects underway. 3 Commission research to identify what are the community needs, aspirations to deliver community transport, consideration of examples from elsewhere and identification of funding opportunities. 4 Develop follow on actions for Year 2 onwards.	Sub Actions 1 Liaise with Senior Officer - Islands at NAC to understand from the Island Plans what the needs are in terms of access to childcare, transport and local jobs. 2 Use this evidence to map out need and engage with the island communities through the Island Plan Steering Groups to capture the unique support required. 3 Create a follow-on island specific action.	Sub Actions 1 Task the Regional Intelligence Hub with providing the data required and interpretation of data to aid understanding. 2 Develop medium-term actions for Year 2 onwards.
Links to Outcomes HW02	Links to Outcomes HW02	Links to Outcomes No specific outcome link
Key Partners Local authorities, local communities	Key Partners NAC, island communities	Key Partners Regional Intelligence Hub
Timescale Short-Term	Timescale Short-term	Timescale Medium-Term
Links to Priorities SPO3	Links to Priorities SPO3	Links to Priorities SPO8



Theme 5: Stronger Places and Communities

“A region where local economies can sustain thriving communities and deliver good public and private services to residents and visitors.”

Theme Outcomes:

- PC01:** Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.
- PC02:** Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.
- PC03:** Empowerment for our residents and communities to have a stake in improving their place.
- PC04:** Improved public transport for rural communities.

The pandemic saw an enormous response from our communities in the form of volunteering and mutual aid. People responded to the crisis, and in doing so developed new relationships and connections, whilst making use of local assets. There is a desire amongst communities and community groups to build on this and become involved in CWB and the wellbeing economy. Some examples of how this may happen include community-led regeneration, participatory budgeting and community asset transfer.

However, at present many are unaware of how exactly they can do this. This requires collaboration between community groups, Community Planning Partnerships and our local authorities to initially understand the capacity building needs of these groups. This process can be supported by the three Third Sector Interfaces operating across our region. Any future work in this area should be informed by the outcome of the ongoing review of the Community Empowerment Act, which will have a particular focus on community ownership and strengthening decision-making to improve outcomes for the local community. In addition, there are a number of challenges faced by our communities in relation to public transport and rural inequalities affordability, withdrawal of services, limited provision in rural areas and issues with connections to centres of employment. There is a requirement for the RES to address this.

Actions under the Stronger Places & Communities theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 5: Stronger Places and Communities

Action 5.1	Action 5.2	Action 5.3	Action 5.4
Undertake a mapping exercise with support from colleagues, to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Review of environments for town centre living given decline in retail activity- town centre living pilot project. Implement Regional Spatial Strategy and NPF4 and LDP for town centre living and 20 Minute Neighbourhoods.	Stimulate business start ups linked to 20 Minute Neighbourhoods needs and requirements.	Develop a regional cultural and heritage strategy.
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Stronger Places & Communities actions to add value and avoid duplication	Sub Actions 1 Develop proposals to design specific town centre health check related to town centre living with one pilot selected per council. 2 Include CWB elements e.g. diverse owned shops, alternative use of land and assets, proposals for VDL and do key business owners pay the RLW. 3 Appraisal of pilot and roll out. 4 Development of Year 2 onwards actions to link with implementation of RSS and link to NPF4 and local LDPs.	Sub Actions 1 Undertake an audit of needs of businesses to respond to Scottish Government's 20 Minute Neighbourhoods proposals. 2 Use results of audit to develop medium term actions for Year 2 onwards.	Sub Actions 1 Each local authority to undertake an audit of cultural and heritage assets in their council area. 2 Using this baseline, commission a regional cultural heritage strategy in Year 2. 3 Develop medium to long term actions as a result of the strategy.
Links to Outcomes No specific outcome link	Links to Outcomes PC01	Links to Outcomes PC01	Links to Outcomes PC02
Key Partners RSDG members, NHS AA local enterprises	Key Partners Local authorities	Key Partners Local authorities	Key Partners Local authorities
Timescale Short-Term	Timescale Medium-Term	Timescale Short-Term	Timescale Medium-Term
Links to Priorities No specific priority link	Links to Priorities SPO3, SPO6	Links to Priorities SPO4	Links to Priorities SPO7

Theme 5: Stronger Places and Communities

Action 5.5	Action 5.6	Action 5.7
Engage with the delivery of the Arran and Cumbrae Ten Year Island Plans to ensure alignment with RES ambitions.	Adopt a joined-up regional approach to external funds where appropriate to support place-based investment, for example through UK Shared Prosperity Fund and Levelling Up Fund.	Consider how to best use developer contributions to develop improved infrastructure.
<p>Sub Actions</p> <p>1 RSDG to engage with the governance structures for the Arran and Cumbrae plans to ensure that actions are aligned to the RES and the strategies are mutually beneficial. <i>Link to action 4.5.</i></p>	<p>Sub Actions</p> <p>1 Participate in SLAED External Funding Group</p> <p>2 Consider the need to establish a regional external funding group to consider future regional funding opportunities for place-based investment, such as UKSPF, Levelling Up Fund and Scottish Government regional funding.</p> <p>3 Develop future actions around coordinated regional submissions to these funds.</p>	<p>Sub Actions</p> <p>1 In Year 2, undertake research into the opportunity for a regional approach to developer contributions in relevant circumstances.</p> <p>2 Development of longer-term actions in response to research findings.</p>
<p>Links to Outcomes</p> <p>PC03</p>	<p>Links to Outcomes</p> <p>PC04</p>	<p>Links to Outcomes</p> <p>PC04</p>
<p>Key Partners</p> <p>North Ayrshire Council, island delivery plan groups</p>	<p>Key Partners</p> <p>Local authorities, Scottish and UK Governments</p>	<p>Key Partners</p> <p>Local authorities</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Medium-Term</p>
<p>Links to Priorities</p> <p>SPO1, SPO3 and SPO7</p>	<p>Links to Priorities</p> <p>SPO6</p>	<p>Links to Priorities</p> <p>No specific priority link</p>



Theme 6: Enhancing Natural Capital

“A region where Ayrshire’s natural capital is preserved and enhanced, meeting Scotland’s commitments to Net Zero and protection of biodiversity.”

Theme Outcomes:

- NC01:** Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.
- NC02:** Development of a regional energy masterplan with a focus on meeting Net Zero targets.
- NC03:** Supporting a just transition to Net Zero.

Ayrshire has a rich natural landscape, and in order to preserve and continue to improve it, a clear understanding of what natural capital exists at a regional level is needed. This will allow for specific interventions where they are needed most. A visitor management strategy would identify where infrastructure and facility investment are required over the long term. As our region moves towards Net Zero targets, its natural assets will continue to underpin CWB. Alongside this clearer understanding of the natural capital there also needs to be the development of an energy masterplan. Without this, a clear plan on how Ayrshire will reach its Net Zero targets will not be possible. Community benefits deriving from green energy projects should be prioritised. Collaboration is needed between the local authorities, academics from the University of the West of Scotland and Scottish Government land bodies to develop the plan and then build on the recommendations.

Actions under the Enhancing Natural Capital theme are focused on the medium and long term, with a commitment to developing detail around these during year 1.



Theme 6: Enhancing Natural Capital

Action 6.1	Action 6.2	Action 6.3
Undertake a mapping exercise to determine existing activity and ensure a co-ordinated approach to RES delivery. <i>This should cross-reference with actions under Culture of Delivery.</i>	Support the delivery of the pan-Ayrshire Energy Masterplan	Identify opportunities for regional delivery under the three Ayrshire Authorities' Sustainability Strategies
Sub Actions 1 SWOT analysis 2 Horizon scanning 3 Review of existing actions in theme area being delivered outwith the RES 4 Assessment of RES Enhancing Natural Capital actions to add value and avoid duplication	Sub Actions 1 Coordinate on approach to LHEES and consider jointly, cross boundary sites and issues. 2 Consider scope for regional schemes to incentivise uptake of net zero technologies, linked to net zero accelerator scheme.	Sub Actions 1 Review strategy priorities and actions to identify regional linkages and opportunities
Links to Outcomes No specific outcome link	Links to Outcomes NC02	Links to Outcomes NC03
Key Partners RSWG members, NHS AA local enterprises	Key Partners Local authorities UK and Scot Gov, SE	Key Partners Local authorities
Timescale Short-Term	Timescale Medium-term	Timescale Short-term
Links to Priorities No specific priority link	Links to Priorities No specific priority link	Links to Priorities SPO1, SPO2, SPO3

Theme 6: Enhancing Natural Capital

Action 6.4	Action 6.5	Action 6.6
Investigate the potential for regional delivery of natural capital projects under UK Gov and SG funding sources including the Rural Tourism and Infrastructure Fund.	Support the delivery of the EV Pathfinder project	Investigate the potential to develop a regional Mobility as a Service (MaaS) project.
Sub Actions 1 Reviewing strategy priorities and actions to identify regional linkages and opportunities	Sub Actions Support the three Authorities, informed by outcome of Business Case proposal from Transport Scotland to: 1 Undertaken final public consultation on locations. 2 Issue tender documentation. 3 Implement the project.	Sub Actions 1 Consider recommendations of Islands Connectivity Study report MaaS recommendations 2 Identify opportunities for delivery with SPT
Links to Outcomes NC01, NC03	Links to Outcomes NC03	Links to Outcomes NC01, NC03
Key Partners Local authorities, SG	Key Partners Local authorities	Key Partners Local authorities and Strathclyde Partnership for Transport
Timescale Short to Medium term	Timescale Short to Medium term	Timescale Short-Term
Links to Priorities SP07	Links to Priorities SP07	Links to Priorities SP03

10 Theme 7: Culture of Delivery

The Culture of Delivery theme is essential to the successful delivery of the RES. We already have strong regional partnerships in Ayrshire, evidenced through the CWB Commission and work of Anchor Institutions, the Ayrshire Growth Deal, the regional recovery and renewal workstreams, and the Regional Economic Partnership Board. These are highlighted as our enablers in our strategy framework (*p. 54-55 of the RES*). However, an emerging theme from the consultation with stakeholders in producing the RES highlighted the opportunity for a regional governance review to enable streamlined and joined up delivery. The shared challenges and ambition we have requires partners to pioneer new and innovative forms of joint working and associated governance.

Successful delivery of this strategy will demand a culture of delivery and accountability in which objectives are shared and responsibilities are clearly allocated and accepted across the public, private and third sector. Part of the regional governance review must consider the work of the current Recovery and Renewal Workstreams and the operational and future projects of the Ayrshire Growth Deal, in order to map across activity to ensure synergy, most appropriate and efficient use of resources and most importantly avoid duplication of effort.

Some of the Culture of Delivery actions are already underway with more due online in advance of the launch of the RES Delivery Plan. All are short-term actions, designed to create effective progression routes for the RES. As such, there is no linkage to the outcomes and priorities highlighted.

For all the themed actions, it will be important to conduct mapping exercises to take forward the actions from the outset. However, this needs to avoid duplication and needs to incorporate/work with the following: Recovery & Renewal Workstreams, Commission Workstreams, PMO/ AGD projects, LEPs. The governance review should, as a matter of urgency, map out existing activity and set out proposals for streamlining and delivery. For example, some of the actions proposed under the Fair Work theme are similar to actions underway by the Commission Fair Work workstream. In addition, it will be important to build in the work of the PMO as current managers of a regional programme that manages business case development, facilitates regional discussion and liaises directly with Scottish and UK Governments. Regional activity should sit under the RES as an umbrella strategy and the picture should be joined up and coordinated to maximise impact from existing as well as new resources, including a potential regional intelligence hub.



Theme 7: Culture of Delivery

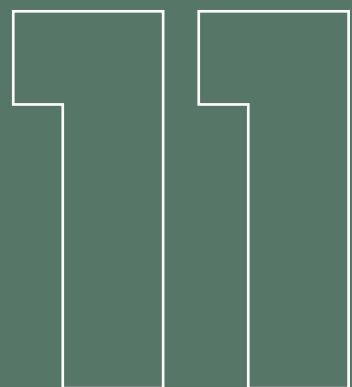
Action 7.1	Action 7.2
Transform the Regional Strategy Working Group (RSWG) into a Regional Strategy Delivery Group (RSDG) with additional representation sought from local enterprises, NHS and third sector.	Review and establish a revised regional governance structure to support the delivery of the RES.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Approach local enterprises to nominate members. 2 Identify NHS representative. 3 Work with Ayrshire TSIs to identify third sector representative. 4 Revise Terms of Reference to reflect move to delivery group. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Agree remit/role of partners in supporting governance review. 2 Undertake regional governance review informed by best practice from elsewhere. 3 Review of existing regional workstream activity and map across. 4 Review the best and most effective delivery approach for each priority theme. 5 Obtain approval from the AEPB/AEJC.
<p>Key Partners</p> <p>All RSDG, local enterprises, NHS, TSIs</p>	<p>Key Partners</p> <p>Three local authorities, ERG, RSWG members.</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-term</p>

Theme 7: Culture of Delivery

Action 7.3	Action 7.4
Create a dedicated RES website to host the Strategy, information on enterprise support (<i>link to Action 1.1</i>), communications on implementation of the RES and information on the AGD, to include data from the Regional Intelligence Hub.	Work with Scottish Government to establish and resource a Regional Intelligence Hub for Ayrshire.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Agree funding mechanism including lead partner maintenance arrangements to create brief for web developer. 2 Work with partners to determine best structure and content for website. 3 Appoint web developer. 4 Launch regional website. 5 Link with regional intelligence hub over longer term. 6 Regular review and update of website. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Create costed proposal for support from Hub from Scottish Government. 2 Meet with Scottish Government to determine options. 3 Agree hosting of Hub with partner organisations. 4 Engage with Glasgow Intelligence Hub to understand what best practice looks like and where it could be adopted. 5 Recruit for and launch Hub.
<p>Key Partners</p> <p>Three local authorities, Chamber of Commerce, Scottish Enterprise, private sector, Scottish Government.</p>	<p>Key Partners</p> <p>Three local authorities, PMO, Scottish Enterprise, Scottish Government, Glasgow Intelligence Hub, NHS, UWS, Ayrshire College.</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>

Theme 7: Culture of Delivery

Action 7.5	Action 7.6	Action 7.7	Action 7.8
Establish requirements for and create a dedicated resource to lead on delivery of the RES, linked to the Regional Intelligence Hub.	Prepare and implement a Communications Strategy through establishment of a RES Communications subgroup.	Host the first annual State of the Ayrshire Economy event.	Develop a measurement framework, review and refresh of Year 1 Delivery Plan for Year 2 onwards.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Discuss with Scottish Government as part of Hub discussions on options. 2 Draw up staffing proposals for discussion with partners. 3 Agree resource leads and responsibilities and appoint staff. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 NAC Communications service to lead on establishment of a RES communications subgroup. 2 Creation of a Communications Strategy encompassing the RES launch at Business Week, ongoing RES messaging and delivery of the RES. 3 Subgroup to advise and input on development of RES website. 4 Regular review and update of Communications Strategy. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Identify members for short-term working group to develop State of the Ayrshire Economy event to take place in June 2024. 2 Agree financial support for event, including through discussions with Scottish Government. 3 With support from ERG, develop content for 2024 event. 4 Appoint event management company for 2024 event. 5 Deliver 2024 event. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG partners and regional lead (staff resource) to develop a measurement framework, building on alignment of priorities, outcomes and actions in <i>Appendix 1</i>. 2 RSDG to review and refresh the Delivery Plan beyond Year 1, for launch in October 2024.
<p>Key Partners</p> <p>Three local authorities, Scottish Government, UWS.</p>	<p>Key Partners</p> <p>All RSDG partners.</p>	<p>Key Partners</p> <p>All RSDG partners, ERG, Scottish Government.</p>	<p>Key Partners</p> <p>Regional lead (staff resource), all RSDG partners.</p>
<p>Timescale</p> <p>Short-Term</p>	<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Short-term</p>



Cross-cutting Themes

Community Wealth Building - at the heart of our strategy

Community Wealth Building (CWB) is an overarching theme of our strategy and something that we see as central to enabling partners to achieve our vision. This reflects the lead role that Ayrshire has had at the forefront of CWB in Scotland, challenging traditional models of economic development and recognising that the status quo isn't working. A set of short-term cross-cutting CWB actions has been developed with the intention to continue to embed these throughout the work of the RES going forward.

Skills

Skills has been identified as a second cross-cutting theme across the strategy. The three priority themes of Support for Enterprise, Fair Work and Innovation are all underpinned by skills. There are identified current and predicted future skills gaps across Ayrshire in key industries, and an immediate need to work in partnership with local industry, further and higher education institutions and our local secondary schools to equip young people with the skills that are in demand in our region. This will create a skilled local workforce capable of meeting need in key local industries and growth sectors, in turn creating an attractive environment for inward investment. Recognising this importance, a set of short-term cross-cutting skills actions has been developed as a priority in year 1.

Digital

Digital is increasingly becoming a key theme for economic development within the region, with a recognition that the region must be fully equipped digitally for actions under the key priority themes of Support for Enterprise, Fair Work and Innovation. Similar to CWB and Skills, a set of Digital cross-cutting actions has been developed to recognise the importance of this theme in year 1.



Community Wealth Building Actions

Action 8.1	Action 8.2	Action 8.3	Action 8.4
Review CWB work across Ayrshire including the CWB Commission and AGD CWB Programme to support regional delivery of CWB and the RES	Develop options for an Ayrshire Anchor Network to support regional delivery of CWB	Respond to requirements of any forthcoming Scottish Government legislation on CWB	Refresh the CWB Anchor Charter and promote adoption of pledges within Ayrshire Anchor Institutions
<p>Sub Actions</p> <p>1 As part of <i>Action 7.1</i> to review existing regional workstream activity, undertake a review of the CWB Commission workplan and workstreams</p> <p>2 Review of AGD CWB Programme</p>	<p>Sub Actions</p> <p>1 Seek input from the CWB Commission on the requirements and scope of an Ayrshire Anchor Network</p> <p>2 Consider options for resourcing the Ayrshire Anchor Network</p> <p>3 Develop Terms of Reference for the Ayrshire Anchor Network</p>	<p>Sub Actions</p> <p>1 Await outcome of Scottish Government consultation on CWB (<i>cross reference with Innovation</i>).</p> <p>2 Review implications and requirements of legislation.</p>	<p>Sub Actions</p> <p>1 Undertake a review of the CWB Anchor Charter and pledges</p> <p>2 Ensure review is undertaken in alignment with review of CWB Commission and development of an Ayrshire Anchor Network</p> <p>3 Promote the refreshed CWB Anchor Charter</p>
<p>Links to Outcomes</p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p>Links to Outcomes</p> <p>SE04, FW03, FW04, IN04, HW03, PC01</p>	<p>Links to Outcomes</p> <p>No specific outcome link</p>	<p>Links to Outcomes</p> <p>FW04</p>
<p>Key Partners</p> <p>Ayrshire CWB Commission</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission, Scottish Government</p>	<p>Key Partners</p> <p>Ayrshire CWB Commission</p>
<p>Timescale</p> <p>Short-term</p>	<p>Timescale</p> <p>Medium-term</p>	<p>Timescale</p> <p>Medium-term</p>	<p>Timescale</p> <p>Short-term</p>
<p>Links to Priorities</p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p>Links to Priorities</p> <p>SPO1, SPO2, SPO3, SPO5, SPO6</p>	<p>Links to Priorities</p> <p>No specific priority link</p>	<p>Links to Priorities</p> <p>SPO2, SPO5</p>

Skills Actions

Action 8.5	Action 8.6
<p>Undertake a whole skills mapping exercise to determine existing and predicted future skills gaps and prioritise sectors, linked to education and training.</p>	<p>Improve access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.</p>
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Create a short term skills working group, including local authority Directors of Education, Ayrshire College, UWS, SDS, relevant members of the RSWG and local enterprises. 2 Undertake a mapping exercise, with support from external consultants if required, to determine the gaps. 3 Make recommendations on education and training opportunities to meet the skills gaps. 4 Development of skills actions for Year 2 onwards. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Develop a Digital Skills for Growth CWB Pilot in partnership with SDS, Ayrshire college, UWS, Microsoft 2 Raise awareness of the Digital Skills offer including AI and automation to enhance employability and ensure individuals are prepared for the evolving job landscape. 3 Improve collaboration and simplify engagement.
<p>Links to Outcomes FW02</p>	<p>Links to Outcomes FW02</p>
<p>Key Partners RSDG members, NHS AA local enterprises</p>	<p>Key Partners SDS, Ayrshire College, UWS, Microsoft</p>
<p>Timescale Short-Term</p>	<p>Timescale Short-Term</p>
<p>Links to Priorities No specific priority link</p>	<p>Links to Priorities SPO2, SPO3, SPO4</p>

Skills Actions

Action 8.7	Action 8.8
Develop training courses around low carbon skills and other key areas with skills gaps (Ayrshire College, UWS) starting at school level and working with businesses.	Develop frameworks that align directly to the aspiration of future skills needs and skills gaps in Outcome FW02, in order to develop in-work learning opportunities including internships and apprenticeship programmes.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Subgroup to review current and predicted skills gaps in the region from existing research, working with the ASIP and ASIF. 2 Convene follow up meeting with secondary school head teachers to gain buy-in from schools. 3 Ayrshire College and UWS to develop training courses around low carbon skills, digital and AI and other sectors with skills gaps. 4 Engagement with businesses, Ayrshire College, UWS and schools to provide training opportunities linked to employment in these industries. 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to assess existing in-work learning opportunities through Ayrshire College and the three local authorities. 2 Partners to work to develop new and enhance existing opportunities to ensure a consistent offer directly linked to the aspiration of future skills needs and to address skills gaps.
<p>Links to Outcomes FW02</p>	<p>Links to Outcomes FW02</p>
<p>Key Partners Ayrshire College, UWS, local schools, LEPS, SDS</p>	<p>Key Partners LEPs, Ayrshire College</p>
<p>Timescale Short-Term</p>	<p>Timescale Short-Term</p>
<p>Links to Priorities SPO1, SPO2, SPO3</p>	<p>Links to Priorities SPO1, SPO3</p>

Digital Actions

Action 8.9	Action 8.10
Development and delivery of a Regional Digital Economy Masterplan	Support funding submission(s) to UK Government for emergent telecommunication technologies and 5G coverage across the region.
<p>Sub Actions</p> <ol style="list-style-type: none"> 1 Develop an Ayrshire Digital Economy Framework 2 Stakeholder engagement and expansion 3 Establish a Digital Economy Champion Network 4 Establish a baseline 5 Develop an outline Digital Economy Masterplan 6 Developing a Regional Digital Impact Assessment Tool 7 Develop a Telecoms Industry Engagement Pilot 	<p>Sub Actions</p> <ol style="list-style-type: none"> 1 RSDG to work with Digital Economy Workstream to identify and progress potential funding opportunities. 2 Support the development of an initial bid to the UK Government's 5G Innovation Regions programme.
<p>Links to Outcomes</p> <p>SEO1</p>	<p>Links to Outcomes</p> <p>SEO1</p>
<p>Key Partners</p> <p>Digital Economy Workstream, RSWG, enterprises and industry</p>	<p>Key Partners</p> <p>Digital Economy Workstream, Chamber of Commerce, local authorities, local enterprises</p>
<p>Timescale</p> <p>Short to Medium term</p>	<p>Timescale</p> <p>Short-Term</p>
<p>Links to Priorities</p> <p>SP01</p>	<p>Links to Priorities</p> <p>SP01, SP03, SP04, SP07</p>

12 Delivery Framework and Action Plan: Year 1

As set out under Culture of Delivery, we will use the first year of our Delivery Plan to develop activity, actions and a governance structure that allows for the structured delivery of RES actions, backed up by accurate data that allows us to establish baselines and measure the impact of our actions. This includes supporting the development of a dedicated staffing resource alongside a Regional Intelligence Hub, working with the Scottish Government to secure funding to allow for both opportunities to be progressed. As part of these actions, the RSDG will develop a robust measurement framework. Table 1 in Appendix 1 sets out an alignment of actions, priorities and outcomes, to allow for cross-referencing. This will be used to develop a measurement framework.

In addition to a governance and resourcing review, Year 1 will involve delivery of some initial actions and baseline mapping to support the development of future actions over the medium and longer term. An initial Year 1 programme is under development.

13 Refresh and Renew

The Ayrshire Regional Economic Strategy was officially launched in June 2023, with the launch of the Year 1 Delivery Plan in October 2023. The first year of delivery will allow for partnership working to develop and mature and for a governance review to take place that builds on the success of the Regional Strategy Working Group and becomes a Regional Strategy Delivery Group with additional representation.

Year 1 of delivery will see a series of mapping exercises delivered, under the six priority themes, in order to identify current activity and propose delivery workstreams that enhance rather than duplicate existing regional activity. In addition, a number of short-term actions will be prioritised for delivery under the themes of Support for Enterprise, Fair Work and Innovation. Year 1 will also serve as an interim planning year where more detail is added to the medium- and longer-term actions planned for Year 2 onwards and to allow for these to be refined in accordance with evidence gathered during the mapping process.

The intention of the Regional Strategy Working Group is that the RES is adaptive to change and capable of building on progress and opportunities that arise during the ten-year timeframe. There is a commitment to ensuring an annual review and refresh process is undertaken, which will allow for current actions to be refined, new actions to be developed and completed actions to be removed. This process will also allow for a review of the outcomes under the priority themes, to ensure that the RES and the Delivery Plan remain fit for purpose. The refresh of both documents will be subject to the agreed approval process by the Ayrshire Economic Joint Committee.

Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
Support for Enterprise	SE01	Improved digital infrastructure for our region, encouraging new residents, new business start-ups and new investment.	8.9, 8.10, 8.11	SP01, SP03, SP04, SP07
	SE02	Enhanced business support services that focus on domestic and global growth, innovation and procurement support to help retain wealth locally.	1.1, 1.3	SP02, SP03, SP04, SP07
	SE03	Improved quantity and quality of business space provision to meet evidenced demand, particularly for SMEs.	1.4	SP06
	SE04	Improved support for the third sector to deliver community wealth, through support, training and capacity building.	1.5, 1.6, 8.1, 8.2	SP02, SP03, SP04, SP05, SP07
Fair Work	FW01	Improved access to jobs and fair employment opportunities by addressing barriers faced by different groups.	2.2, 2.2	SP01, SP02, SP03, SP04
	FW02	Improved access to training and lifelong learning, with particular emphasis on industries experiencing current and predicted skills gaps, enabling the workforce to adapt to changing requirements.	8.5, 8.6, 8.7, 8.8	SP01, SP02, SP03, SP04
	FW03	Employers in the region have adopted Fair Work principles, for example paying the living wage, offering secure employment contracts and jobs that are fulfilling and offer progression.	2.4, 2.5, 8.1, 8.2	SP02
	FW04	Public sector Anchor Institutions spend and employ progressively, setting a benchmark for other Ayrshire businesses to follow.	2.6, 8.1, 8.2, 8.4	SP02
Innovation	INO1	Adoption and utilisation of innovation assets created through successful delivery of Ayrshire Growth Deal projects.	3.2, 3.3	SP02, SP04
	INO2	Development of effective partnerships across public, private and academic sectors with a view to fully enabling the transfer of knowledge and technology, stimulating economic opportunity and leveraging additional investment around innovation activity.		
	INO3	Increased levels of R&D (encompassing Business, Higher Education, Government and Private Non-Profit) within Ayrshire, maximising specific sectoral opportunities and the development of Innovative Places.	3.4, 3.5	SP02, SP03, SP04
	INO4	Continued use of CWB as a mechanism to embrace new economic development practice and addressing where innovative public sector activity can support wider wellbeing outcomes.	3.6, 8.1, 8.2	SP04

Appendix 1: Delivery Framework and Action Plan: Year 1

Theme		Outcome	Actions	Priorities
Good Health & Wellbeing	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
Good Health & Wellbeing	HW01	Strengthened partnership working between agencies including NHS Ayrshire and Arran, to ensure a holistic and person-centred approach to support people to fully contribute to the local economy.	4.2	SP08
	HW02	Improved access to childcare, transport and local jobs, to improve quality of life and allow for individuals' increased participation in the local economy.	4.3, 4.4, 4.5	SP03, SP08
	HW03	More inclusive approach to recruitment by key employers in our region, to support those experiencing health related barriers to employment to enter or re-enter the labour market.	2.2, 8.1, 8.2	SP02, SP03
Stronger Places & Communities	PC01	Improved infrastructure within our towns and villages, with consideration of 20 minute neighbourhoods.	5.2, 5.3, 8.1, 8.2	SP03, SP04, SP06
	PC02	Improved cultural and social infrastructure which boosts existing cultural and heritage assets, helps to improve regional identity and pride in place and contributes to growth in the visitor economy.	5.4	SP07
	PC03	Empowerment for our residents and communities to have a stake in improving their place.	5.5	SP01, SP07, SP08
	PC04	Improved road infrastructure, better connecting the region with areas of opportunity, and improved public transport for rural communities.	5.6, 5.7	SP06
Enhancing Natural Capital	NC01	Better understanding of the natural capital that exists across our region, with proposals to enhance this for visitor use whilst preserving for future generations.	6.4, 6.6	SP07, SP03
	NC02	Development of a regional energy masterplan with a focus on meeting Net Zero targets.	6.2	
	NC03	Supporting a just transition to Net Zero.	6.3, 6.4, 6.6	SP01, SP02, SP03, SP07

Ayrshire
Regional
Economic
Strategy



East Ayrshire Council
Comhairle Siorrachd Àir an Ear



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

south
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