

County Buildings
Wellington Square
AYR KA7 1DR
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15 May 2025

****PLEASE NOTE CHANGE OF MEETING DATE****

To: Councillors Cullen (Chair), Bell, Cochrane, Dixon, Lyons, McGinley, 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 **Wednesday, 21 May 2025 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 April 2025 (copy herewith).
3. Action Log and Work Programme (copy herewith).
4. Integrated Impact Assessment Update (2024/2025) – Submit report by the Depute Chief Executive and Director of Education (copy herewith).
- 5./

5. Fleet Strategy 2021-2026 Progress Report – Submit report by the Director of Housing, Operations and Development (copy herewith).
6. Transforming the Estate Update – Submit report by the Director of Housing, Operations and Development (copy herewith).

For more information on any of the items on this agenda, please telephone Andrew Gibson, Committee Services on 01292 272360, Wellington Square, Ayr or e-mail: andrew.gibson@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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Agenda Item No 2**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL**

Minutes of hybrid webcast meeting on
22 April 2025 at 10.00 a.m.

Present
in County
Buildings: Councillors Chris Cullen (Chair), Kenneth Bell, Mark Dixon, Lee Lyons and George Weir.

Present
Remotely: Councillor Ian Cochrane.

Apologies: Councillors Brian McGinley and Gavin Scott.

Attending
in County
Buildings: K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; G. Hunter, Assistant Director – Communities; W. Carlaw, Service Lead – Democratic Governance; D. Manson, Special Project Officer, Ayrshire Roads Alliance; A. Gibson, Committee Services Officer; and C. McCallum, Clerical Assistant.

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 11 March 2025 ([issued](#)) were submitted and approved. With regards to item 5 of the minute "Ayrshire Shared British Sign Language (BSL) Local Plan 2024-2030 – Operational Action Plan" the Assistant Director - Corporate Policy, Strategy and Performance advised the Panel of the success of this Council's broadcasts to date for the hearing impaired and BSL users.

3. **Action Log, Petition Update and Work Programme.**

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

Having heard a Member of the Panel, it was agreed that the Panel be provided with statistics relating to the Petitions made to this Council, by the next meeting. It was further noted, after discussion, that the Petition Protocol was available for those who required it.

It was agreed that, in relation to the Work Programme, officers would endeavour to provide a list of items up until the end of 2025, for the next meeting.

The Panel

Decided:

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

4. **Active Travel Strategy Performance Report.**

There was submitted a report ([issued](#)) of 9 April 2025 by the Director of Housing Operations and Development providing an update on Active Travel projects and the changes to external grant funding.

Having heard a Member of the Panel enquire why the Active Travel Member/Officer Working Group had not met regularly since its formation, it was noted that this was due to the delay of Active Travel funding from the Scottish Government but it had recently been re-established with another meeting due to be held soon.

After a Member of the Panel enquired as to Cycling by Design, he was advised that funding for this was now through Transport Scotland.

Having heard a Member of the Panel enquire as to Active Travel funding being spent on the removal of Japanese Knotweed, he was advised of the reason for this and that this project would soon be going out to tender.

A Member of the Panel raised the position of the Active Travel route relating to Prestwick to Barassie. The Special Project Officer, Ayrshire Roads Alliance explained the current position of this route and also intimated the background to the meaning of the RIBA stages for the various projects, as detailed in the report.

Having heard a Member of the Panel enquire if more details on the projects, including timelines and deadlines for the next five to ten years could be provided to Members, it was agreed that a Members' written briefing be provided by officers.

A Member of the Panel enquired, given the delays in the Member/Officer Working Group, how was community input being managed; the mitigation of any risks; and a low carbon strategy. The Special Project Officer responded to the points raised and it was noted that there was a community action group; there was no risk strategy in place should funding not be available from the Scottish Government; and the work with the Procurement team surrounding low carbon strategies.

It was confirmed that the role of the Active Travel Member/Officer Working Group was to make recommendations rather than to take decisions.

Having heard a Member of the Panel, the Special Project Officer, Ayrshire Roads Alliance gave an update on the position regarding a project in Maybole.

The Panel

Decided: to note this report and to continue to commit supporting Active Travel in South Ayrshire.

5. **South Ayrshire Inward Investment Strategy.**

There was submitted a report ([issued](#)) of 8 April 2025 by the Director of Communities and Transformation providing an update on the implementation of the Inward Investment Strategy.

A Member of the Panel indicated that there was currently a lot of activity in this area and that the potential of 1,000 jobs being created through this Strategy was to be commended.

Having heard various Members of the Panel advise of the need for additional housing and infrastructure due to the creation of new jobs, the Assistant Director – Communities advised that this was being examined through this Council's Local Development Plan, together with liaison with fellow officers.

A Member of the Panel enquired how progress was evaluated. The Assistant Director – Communities responded that various measures could be used to evaluate progress such as the number of businesses/jobs created.

Following a Member of the Panel advising that the lack of commercial buildings was a concern and enquiring if there was a timeline to resolve this issue; and that as the funding of temporary posts was due to be concluded soon, was there a plan to deal with this, the Assistant Director – Communities advised that two pieces of land at the Prestwick Aerospace site had been identified and the benefits of the Growth Deal; and that two officers had moved to Ayrshire Growth Deal and that it was hoped to make other posts more secure in the future.

The Panel

Decided: to note

- (1) the progress made with the South Ayrshire inward investment Strategy; and
- (2) that an annual progress report would be provided to this Panel in 2026.

6. **Update on Business Relief Programme Approved in 2024.**

There was submitted a report ([issued](#)) of 8 April 2025 by the Director of Communities and Transformation providing an update on the Business Relief Programme approved by Cabinet on 12 March 2024.

Having heard a Member of the Panel enquire how absentee landlords in the lower end of the High Street, Ayr were made aware of this initiative, the Assistant Director – Communities advised that landlord approval was required for any changes to their buildings and that there was generally an appetite for shop front schemes with key areas being targeted.

Following discussion, it was agreed that there be updates on progress, including the Shop front Scheme, every six months, through the Members' Bulletin.

Having heard a Member of the Panel, it was confirmed that figures relating to the foot fall in Ayr Town Centre were available and were analysed.

A Member of the Panel asked was there any support for the retailers who were in the High Street, Ayr, who did not benefit from the Shop Front Scheme. The Assistant Director – Communities advised that it was hoped to grow the Shop Front Scheme using the Levelling Up fund and securing additional funds to target additional businesses in the area, some businesses were supported via Business gateway funding.

The Panel was assured that although there was currently £300,000 unspent in the budget, this would be taken up.

The Panel

Decided:

- (1) to note the progress and achievements in relation to the implementation of the programmes that were approved by Cabinet on 12 March 2024; and
- (2) to endorse the approaches and activities, as set out within 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 January 2025	Local Performance Report: Scottish Fire and Rescue Service	To provide an email response in relation to Deliberate Fire Setting and if there were trends/spikes in certain areas.	Area Commander – Scottish Fire and Rescue Service	A detailed analytical response is being developed and will be communicated to Panel Members by Friday, 14 March 2025 – Reminders to the Scottish Fire and Rescue Service have been sent	No
2.	22 April 2025	Active Travel Strategy Performance Report	To provide details on the projects, including timelines and deadlines for the next five to ten years, by way of a written briefing, to Members.	Special Project Officer, Ayrshire Roads Alliance	To be provided by June 2025	No
3.	22 April 2025	Petitions	To provide statistics relating to petitions made to this Council.	Service Lead – Democratic Governance	To be intimated at the next meeting of this Panel.	No

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
1.	Fleet Strategy 2021-2026 Progress Report	Progress report	Director of Housing, Operations and Development	21 May 2025	Report to this Panel
2.	Transforming the Estate Update	Update	Director of Housing, Operations and Development	21 May 2025	Report to this Panel
3.	Integrated Impact Assessment Update (2024/2025)	Update	Depute Chief Executive and Director of Education	21 May 2025	Report to this Panel
4.	Ayrshire Roads Alliance Service Plan 2025/26 and Performance Report 2024/25	Present the ARA Service Plan and performance report (prior to submission to Cabinet)	Director of Housing, Operations and Development	10 June 2025	Awaiting Report
5.	Complaints – Scrutiny Update – Period: 1 October 2024 to 31 March 2025	Provide stats for scrutiny (6-monthly report) to include information from SPSO annual statistics report	Chief Governance Officer	10 June 2025	Awaiting Report
6.	Council Plan (2023-2028): Quarter Four Update (Year 2 2024/25)	Scrutiny	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
7.	Financial Inclusion Projects 2024/25 and 2025/26	Annual progress report	Director of Communities and Transformation	10 June 2025	Awaiting Report
8.	Local Performance Report: Scottish Fire and Rescue	Provide information about performance of the Scottish Fire and Rescue Service in South Ayrshire	Depute Chief Executive and Director of Education	10 June 2025	Awaiting Report
9.	Waste Strategy 2021-2031 Progress Report	Annual Update	Director of Housing, Operations and Development	10 June 2025	Awaiting Report
10.	Local Government Benchmarking Framework 2023/24	Advise Members regarding difference benchmarking is making within South Ayrshire	Depute Chief Executive and Director of Education	20 August 2025	Awaiting Report
11.	Local Performance Report: Police Scotland	Information about mid-year performance	Depute Chief Executive and Director of Education	20 August 2025	Awaiting Report
12.	Participatory Budgeting Activity 2024/2025 – April 2024 to March 2025 Update	Update report as part of regular community engagement reporting	Depute Chief Executive and Director of Education	20 August 2025	Awaiting Report
13.	Review of Local Fire Plan for South Ayrshire: Scottish Fire and Rescue Service	Advising Members of consultation process in relation to draft plan	Depute Chief Executive and Director of Education	20 August 2025	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
14.	The Quay Zone Performance Report	Update Panel on the operation of The Quay Zone facility in Girvan	Director of Communities and Transformation	20 August 2025	Awaiting Report
15.	UK Shared Prosperity Funding (UKSPF) Year 3 2024/2025 Progress Report	Year 3 progress report	Director of Communities and Transformation	20 August 2025	Awaiting Report
16.	South Ayrshire Council Local Heat and Energy Efficiency Strategy (LHEES) 2024-2029 – Annual Progress Update	Scrutiny of report	Director of Housing, Operations and Development	20 August 2025	Awaiting Report
17.	Strathclyde Partnership for Transport (SPT) – Performance Report 2023/24	Outline the work of SPT and the impact its services have on the public transport network in South Ayrshire and across the west of Scotland.	Director of Housing, Operations and Development	20 August 2025	Awaiting Report
18.	Ayrshire Growth Deal – The Prestwick Proposition	Scrutiny	Director of Housing, Operations and Development	20 August 2025	Awaiting Report
19.	Community Wealth Building Programme	Scrutiny of annual progress report	Director of Communities and Transformation	20 August 2025	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
20.	Developer Contributions Update Relative to Planning Permissions (2024/2025)	Full Year update	Director of Housing, Operations and Development	20 August 2025	Awaiting Report
21.	Shaping our Future Council	Six-monthly update on progress of transformation activity and requesting referral to Cabinet	Director of Communities and Transformation	16 September 2025	Awaiting Report
22.	Employee Absence 2024/25	Annual update report (to include the cost of absence)	Chief HR Officer	16 September 2025	Awaiting Report
23.	Joint Inspection of Adult Community Health and Care Services Update	6-monthly update	Director of Health and Social Care	16 September 2025	Awaiting Report
24.	Scheme of Assistance	Update report	Depute Chief Executive and Director of Education	April 2026	Awaiting report

South Ayrshire Council

**Report by Depute Chief Executive and Director of Education
to Service and Partnerships Performance Panel
of 21 May 2025**

Subject: Integrated Impact Assessment Update (2024/2025)

1. Purpose

- 1.1 The purpose of this report is to provide details on the use of the Integrated Impact Assessment (IIA) during 2024/2025.

2. Recommendation

- 2.1 **It is recommended that the Panel notes the IIA (2024/2025) Performance Report (Appendix 1).**

3. Background

- 3.1 The [Council Plan 2023-2028](#) recognises that local authorities operate in a complex legislative and policy environment that can unintentionally lead to silo working and inefficient use of resources. The plan proposed a new Integrated Impact Assessment process to increase opportunities for collaboration and ensure key strategic priorities are imbedded in our decision-making processes.
- 3.2 This new process, following a test phase and approval by Cabinet on [26th September 2024](#) to implement, has now superseded the previous [Equality Impact Assessment Process](#) (EQIA). The process still ensures that the Council continues to meet the statutory obligations in relation to the Public Sector Equality Duty (PSED) and Fairer Scotland Duty (FSD) which are required to be carried out at the beginning of any new policy/strategy development or change in the way a service is delivered to assess whether there may be a negative impact on protected groups and to ensure that 'due regard' is given to the equality duty.
- 3.3 It also allows further consideration to be given to additional cross-cutting areas as part of the wider strategic decision-making process which include:
- Children's Rights through the completion of a Child Rights and Wellbeing Impact Assessment;
 - Sustainability, climate change and biodiversity;
 - Trauma Informed Approach;
 - Our Ageing Population;
 - Health and Wellbeing;
 - The Promise; and
 - Rurality.

- 3.4 On completion of the full IIA, a summary report is produced and attached with the relevant panel paper. A list of these panel papers can be found [here](#). As highlighted on the webpage, there are a small number of IIAs completed during 2024/2025 for which the panel paper won't be submitted until 2025/2026.

4. Proposals

- 4.1 Following the test phase and full roll-out in September 2024, **26 IIAs** have been completed.

- 4.2 Appendix 1 provides an overview of:

- Departments that have completed IIA and what it was for; and
- An overview of where impacts are being made across all the areas highlighted within the IIA – either positive (green) or negative (red), areas that require further consideration (grey) and where there are no impacts at all (white).

- 4.3 Key points to highlight include:

- 100% of departments are using the IIA;
- Each IIA comprises 32 individual areas to be impact rated. During 2024/2025, this was a total of **832** impact ratings given which equates to an overall score of 31.5% positive impact ratings (green), 16% negative impact ratings (red), 5.5% uncertain (grey), and 61% where there was no impact (white);
- Age and Disability were the top 2 protected characteristics with positive impact ratings; and
- Age, disability and pregnancy were the 3 protected characteristics where negative impact ratings had been identified (however this was specific to one IIA for proposed increase in charging within Health and Social Care Partnership).

- 4.4 Members should note that Appendix 1 provides a high-level overview on the use of the IIA – specific questions on each of the IIAs would require to be directed to individual Services. It should also be noted that where an impact rating has been identified as negative (red) or uncertain (grey), mitigating actions are required to be detailed within the full IIA.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements.

- 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*

Insert one of the following statements:

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 with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 Our Integrated Impact Assessment (IIA) considers the following areas:

- Public Sector Equality Duty, Human Rights and Fairer Scotland Duty;
- United Nations Convention on the Rights of the Child (UNCRC);
- Sustainability, climate change and biodiversity;
- Potential impact on older people;
- Rural communities;
- Health and wellbeing;
- A trauma informed organisation; and
- The Promise.

9.2 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 Integrated 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 as follows:

- Appendix 1 allows for scrutiny of performance.

12. Link to Council Plan

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

13. Link to Shaping Our Future Council Yes ☐ No ☒

13.1 Not applicable.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.

Background Papers Report to Cabinet of 26 September 2024 – [Integrated Impact Assessment](#)
[Equality Impact Assessment Process](#) (EQIA)

Person to Contact Susan McCardie, Service Lead - Performance, Community Planning and Sustainability
County Buildings, Wellington Square, Ayr, KA7 1DR
E-mail susan.mccardie@south-ayrshire.gov.uk

Date: 9 May 2025



INTEGRATED IMPACT ASSESSMENT (IIA)

Summary Dashboards 2024/2025



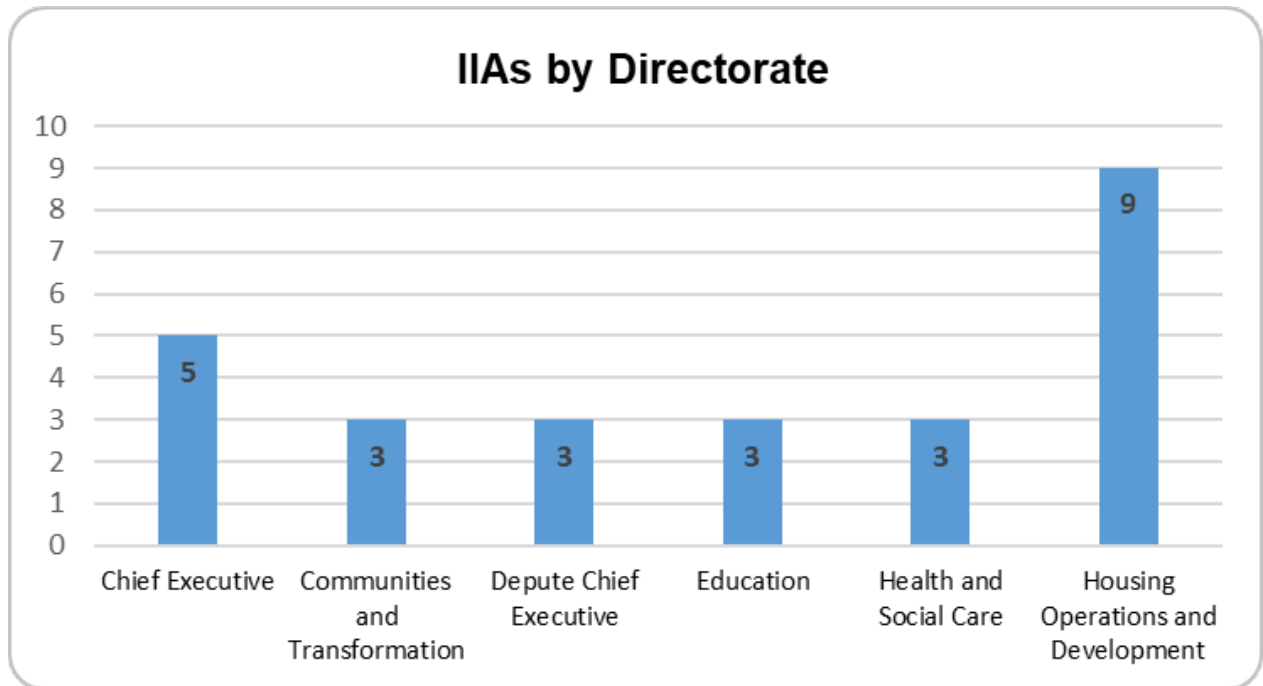


Figure 1

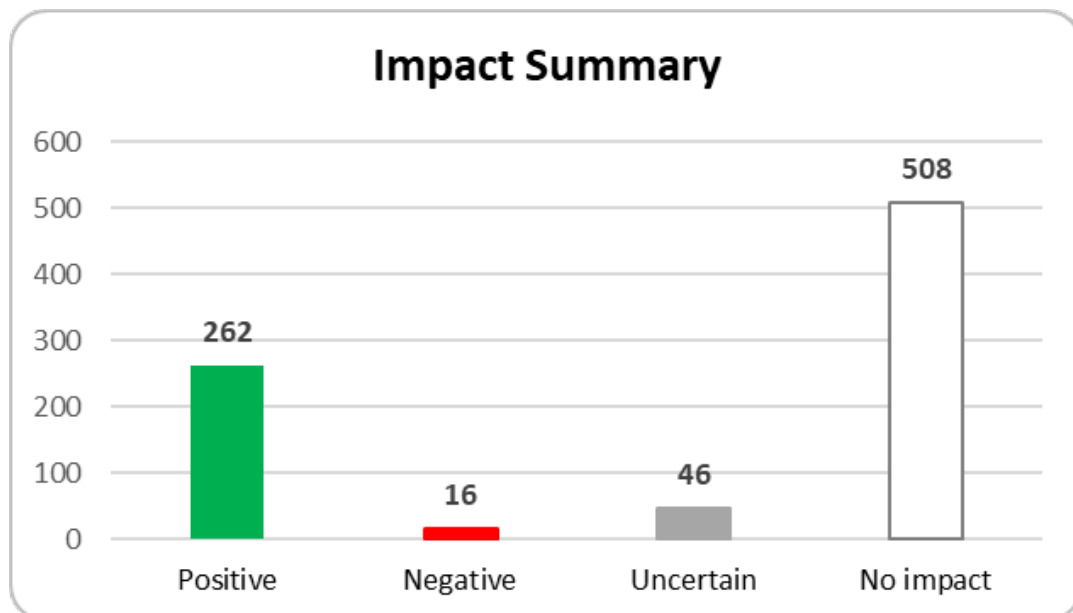


Figure 2

Protected Characteristics



Figure 3

Fairer Scotland Duty

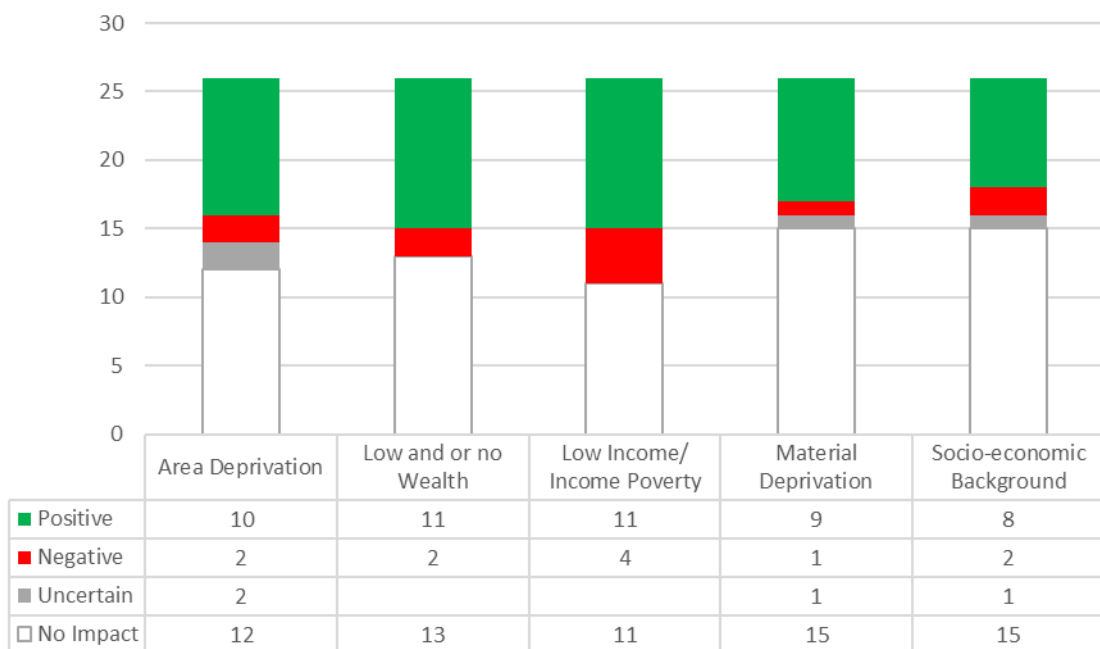


Figure 4

Sustainability and Climate Change

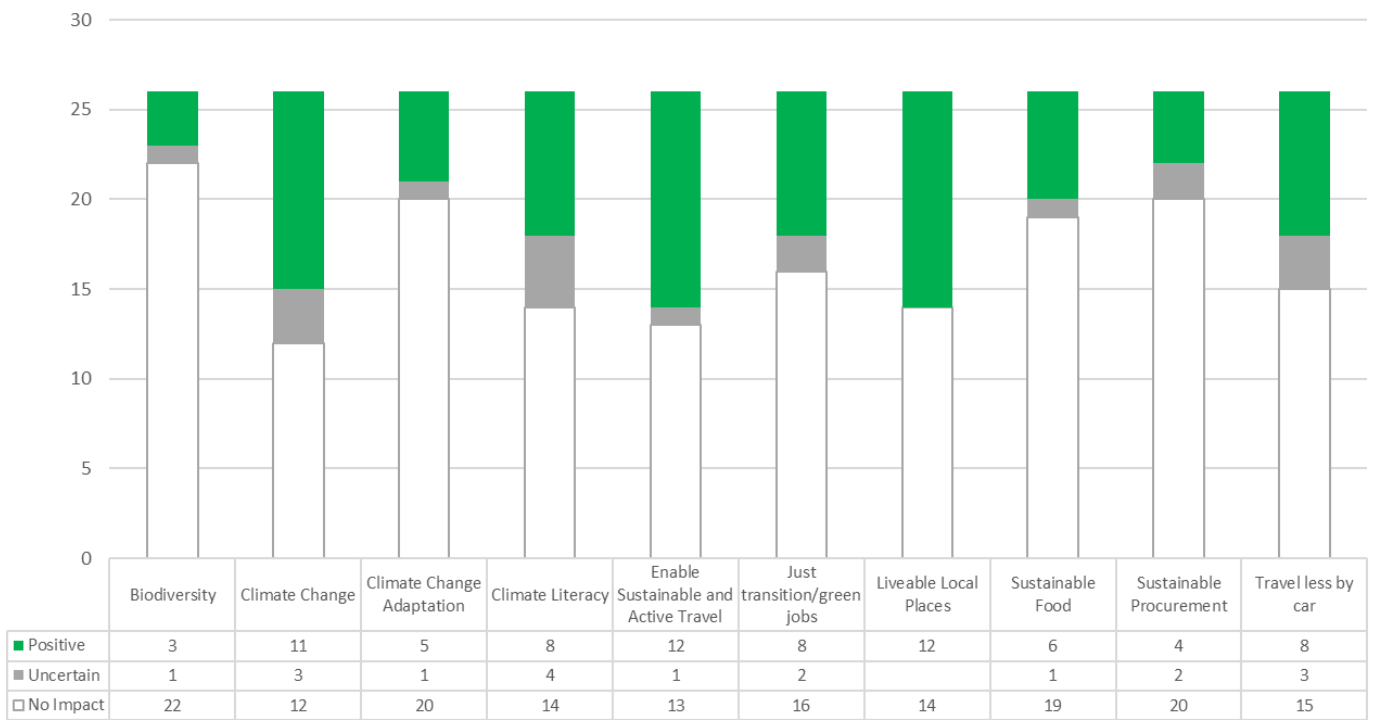


Figure 5

Cross-cutting



Figure 6

Reports

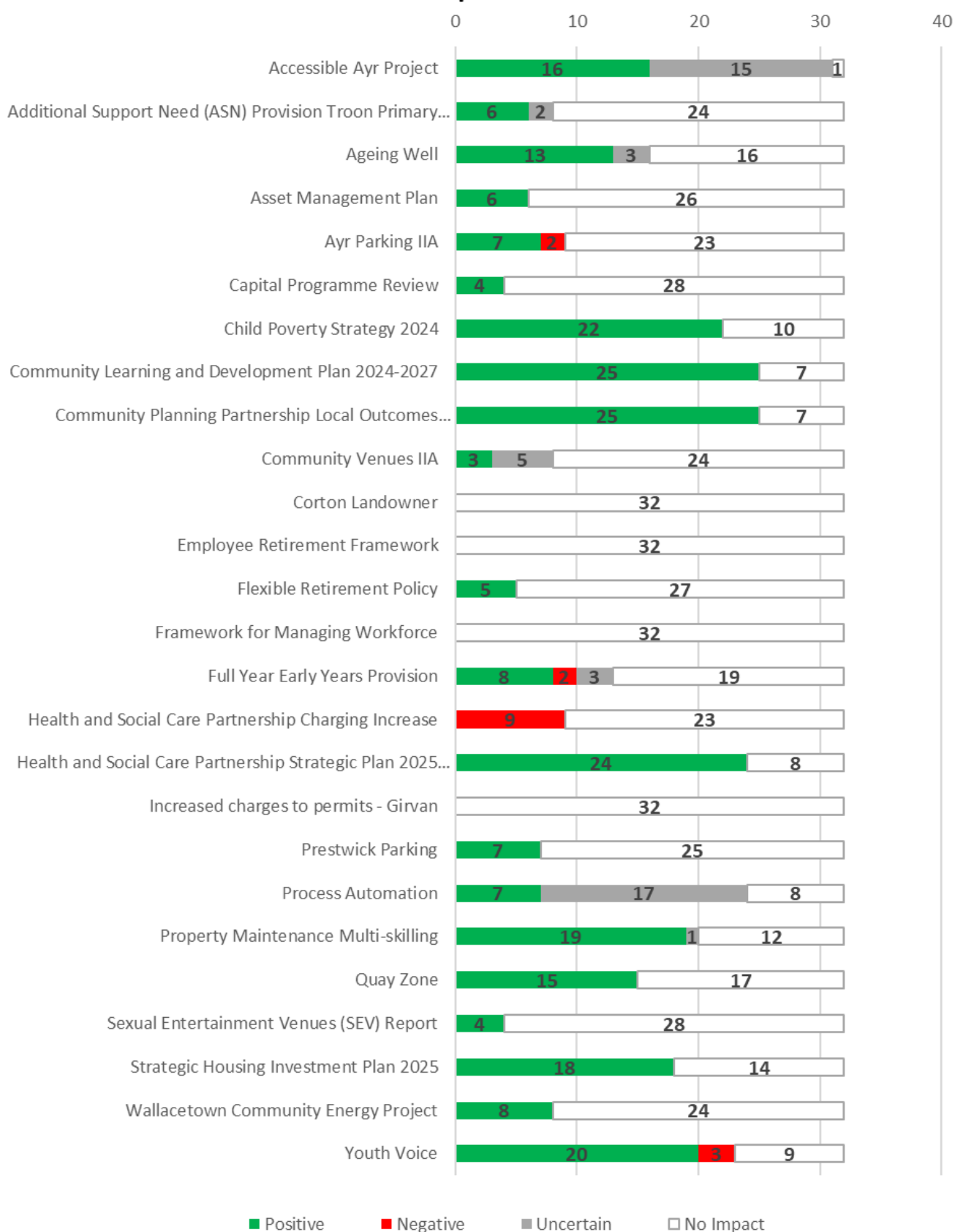


Figure 7

South Ayrshire Council

**Report by Director of Housing, Operations and Development
to Service and Partnerships Performance Panel
of 21 May 2025**

Subject: Fleet Strategy 2021-2026 Progress Report

1. Purpose

- 1.1 The purpose of this report is to provide Elected Members with the annual review of progress in delivering the South Ayrshire Council Fleet Strategy 2021-2026.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 considers the annual review of the South Ayrshire Council Fleet Strategy 2021-2026; and

2.1.2 agrees that an annual review of the strategy be submitted to the Service and Partnerships Performance Panel.

3. Background

- 3.1 As detailed in the progress report submitted to Cabinet on 16 April 2024, there were a number of drivers to the development of the current Fleet Strategy. The two key drivers are detailed in 3.2 and 3.3
- 3.2 The first being that the Scottish Government declared a Climate and Ecological Emergency in 2019 which led to an update in 2020 of the Climate Change Plan to include 'Securing a green recovery on a path to net zero'. This set out the Scottish Governments targets of ending Scotland's contribution to climate change by 2045 with an ambition to reduce emissions by 75% by 2030.
- 3.3 The second was Scotland's National Transport Strategy which sets out the vision for transport for the next 20 years, outlining the need to reduce and modernise fleet, reduce the use of motorised transport and to implement the travel hierarchy.
- 3.4 Additionally, in November 2024, the Climate Change (Emissions Reduction Targets) (Scotland) Act 2024 came into force which introduced the framework for a carbon budget-based approach for setting emissions reduction targets up to 2045. The Zero Emissions Vehicle (ZEV) Mandate also states that car makers must achieve an EV mix of at least 28% in 2025, with the target rising incrementally each year to 80% by 2030.

3.5 The current Fleet Strategy which was approved by Leadership Panel in May 2021 has three main themes on which the Strategy's Action Plan is based:

- Renewal – Our Future Fleet;
- Relationships – Working with People; and
- Results – Delivering for the People of South Ayrshire.

3.6 In March 2024 Cabinet approved the Revised Fleet Travel and Transport Policy and the Drivers, Supervisor's, and Management Travel Handbook together with the requirement that each Service identifies a senior member of staff to act as their Fleet Liaison Officer.

3.7 Since 1 April 2024, Fleet have liaised with Fleet Liaison Officers to assess their vehicle needs and to reduce and replace existing fleet where required. The following vehicles have been procured, with the programme continuing to ensure that best value is sought through long – term contract hire and leasing over the next 5 years:

Council Service	Total	Vehicle Descriptions
HSCP	45	Diesel vans replacing long term hires/ Hybrid cars/ ALERT vans/ accessible buses.
Grounds Maintenance	24	Tipper vans/ 4x4 pick up/ 1 EV
Waste Management	26	Skip loaders/ Heavy equipment for Heathfield site/ sweepers replacing long term hires/ waste trucks/ EV's
Facilities Management	4	Electric van replacements
ICT	4	Electric van replacements
Various other services	38	Electric car replacements
Total number procured	141	

3.8 The provision and expansion of the electric fleet is reliant on the necessary charging infrastructure at the locations where these vehicles are based. Currently there are 72 fleet charging points throughout South Ayrshire which were funded from government grant funding which has now ceased. Significant investment will be required to expand this network further. Where new major projects are planned, such as new school builds, we have requested that charging points be considered as part of the initial project costs to allow for further expansion.

3.9 There is a still a requirement to short - term hire vehicles, all of which are subject to an annual price/rate increase of approximately 5%, but as shown above the aim is to reduce hires to a minimum and work along with services to replace hires with fleet vehicles to maximise budget savings.

3.10 All new diesel vehicles being procured have the latest engine technology such as Euro 6 and AdBlu, but there is still the need to work towards Ultra Low Emission Vehicles across the fleet. Euro 6 engine standards set the current limits for pollutants, the focus being on reducing harmful emissions such as nitrogen oxides (NOx) and particulate matter (PM), with stricter limits for diesel engines compared

to petrol. The appraisal within [Appendix 1](#) provides benefits and drawbacks of the different fuel options.

4. Proposals

- 4.1 Fleet will continue to work with each Service Lead and their nominated Fleet Liaison Officers to identify opportunities to reduce the number of fleet vehicles, and to replace vehicles at lease end to ensure maximum utilisation and best value is met. While the Strategy details Council owned fleet vehicles, it does not include detail of the use of hire vehicles or of grey fleet needs. With the various different operating models which have been adopted since the pandemic such as home, agile, and hybrid working, we have seen a reduction in office-based staff and a continuing need for hired vehicles and the use of grey fleet. For short term requirements such as Waste and Grounds seasonal works and Thriving Communities activities, hiring of vehicles will continue to be the best value option.
- 4.2 While we continue to replace small fleet with electric vehicles, and to replace hired vehicles, there are still services that cannot make the transition to electric at this time. In the main this is due to the requirement to travel high mileages on a daily basis due to varying shift patterns that electric vehicles currently do not have the range availability to cover. As previously identified, there is a lack of charging infrastructure where these vehicles are based, mainly across Care at Home, Social Work and Alert Services. Another factor is, where staff have fleet vehicles and start from home due to service requirements and efficiencies, where installing vehicle chargers would be problematic. Medium sized electric vans up to 3.5 tonnes such as Ford Transit/ Custom and similar also have issues at this time with a mileage range reduction of around 50% when loaded to capacity compared to diesel fuelled vans.
- 4.3 To allow the increase of the fully electric small vehicles from Internal Combustion Engine (ICE) we will require significant investment in charging infrastructure at strategic locations. However, a limiting factor to the provision of the required infrastructure is the availability of sufficient grid power supply.
- 4.4 A 7kw Slow charger is approximately £10,000; a 22kw Fast charger is approximately £20,000 - £30,000 and a Rapid charger is approximately £55,000. The funding for infrastructure will be subject to a future capital investment bid.
- 4.5 For heavier vehicles, 3.5 tonnes and over, ranging from vans to Large Goods Vehicles and heavy plant equipment, diesel and/ or Hydrotreated Vegetable Oil (HVO) are still the only realistic options at present to assist South Ayrshire Council in the reduction of carbon.
- 4.6 Electric or Hydrogen options continue to have serious issues with range, availability of suitable fuelling points and a lack of infrastructure. The industry continues to indicate that over the longer term it is most likely these vehicles will be hydrogen powered. An example of the current cost difference is a 26 Tonne Refuse Collection Vehicle – Euro 6 diesel cost is £255,000. The equivalent electric option is £450,000. and hydrogen is £850,000. Once again there are also range limitations to consider, electric bin lorries cannot last a double shift without recharging.
- 4.7 In regard to emission reductions HVO fuel is a renewable alternative to diesel that can basically be ‘dropped in’ and provides immediate greenhouse gas emission reductions of up to 90% compared to fossil diesel. However, the cost per litre is

approximately 30% more expensive. [Appendix 1](#) provides an options appraisal of the different fuel options.

4.8 [Appendix 2](#) provides updates and progress relation to the Action Plan.

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 is a risk that the Council will not be able to fund the transformation to Ultra Low Emission vehicles without significant financial support from the government due to the major price difference in larger vehicles compared to diesel or Internal Combustion Engine (ICE) vehicles.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that in rejecting the recommendations the Council will be unable to meet its legislative requirements, climate change objectives or provide the Fleet Service required to deliver the approved operating model.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 As this is an update report only, there is no requirement to provide an Integrated Impact Assessment.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** This report links directly to the Sustainability Development and Climate Change Strategy, approved in June 2019. An SEA will not be required as the actions of this Strategy aligns with the National Plan and relevant Legislation.

11. Options Appraisal

11.1 An options appraisal has not been required as this is an update report only.

12/

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to the Council Plan, Priority One, Spaces and Places – Moving around and the environment.

13. Link to Shaping Our Future Council Yes ☒ No ☐

- 13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our technology; our assets; our delivery model and will deliver qualitative and quantitative benefits.

14. Results of Consultation

- 14.1 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 25 May 2021 – [Fleet Strategy](#)
Report to Service and Partnerships Performance Panel of 14 May 2024 – [Fleet Strategy 2021-2026 Progress Report](#)

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Date: 9 May 2025

Different Fuel Options-

Fuel	Advantages	Disadvantages
Diesel	High fuel efficiency. Quick refuelling/ Onsite bunkered at depots. Discounted framework fuel costs. Longevity of engines. No supply issues. Low emissions if using latest technology. Longest range availability.	Fuel market costs can vary. Being phased out in smaller cars and vans. Health concerns related to NOx emissions.
Electric	Zero emissions. Cheaper to fuel than Petrol/ Diesel. Small vehicles range is increasing. Lower running and maintenance costs. Low noise levels.	Range issues across some vehicle types. Limited to availability of charging points. Long charge times depending on power rating of charger. Environmental impact of battery production and end of life disposal. Higher purchase cost Weight increase
Hybrid	Can run on electric power within towns. Not reliant on charging if travelling longer distances. Reasonably fuel efficient.	Higher purchase and servicing costs. Higher Insurance premiums. Weight is increased due to having engine + batteries.
Petrol	Relatively low purchase costs. Quick refuelling. Best fuel availability.	Council does not have petrol stored on site/ bunkered, so fuel cards are used = higher costs. Not an option for larger vehicles.
HVO	Saves approx. 90% greenhouse gas emissions (CO2) compared to regular diesel. 'Drop in' alternative with no changes in infrastructure needed. 100% biodegradable product.	Approximately 30% more expensive than diesel. High price volatility. Can be limited availability at times. Compatibility issues with older engines.
Hydrogen	Zero emissions – only water vapour. Longer range than electric. Fast refuelling. Low running noise. Suitable for heavy fleet vehicles.	Highest vehicle purchase costs. Highest fuel and infrastructure cost. No fuelling infrastructure/ options at present time. Highly pressurised/ flammable gas. Fuel production can be energy intensive. Higher/ unknown maintenance and repair costs

	Action	Measurable Action	Progress	% Complete
RENEWAL Our Future Fleet	1.1	Undertake CPD to ensure we are able to horizon scan and take forward the most up to date policy and technical solutions.	Attended professional and technical seminars e.g. APSE, UK Logistics, over the past year. CPD though PDR's has been identified and will be an annual process.	100%
	1.2	Developing a prioritised fleet replacement programme to meet the 2025 target of all small vehicles being ULEV.	<p>Programme for fleet replacement is an ongoing process. We currently have 34% of the fleet that is able to transition to Electric, with 23% of the total fleet completed. This includes Property Maintenance vehicles which are all Euro 6 engine/ emissions standard, which cannot be changed to electric due to range and charging issues. However, we will revisit when the range extends, and other options become available.</p> <p>We will not be able to meet the 2025 target to have all small vehicles ULEV.</p>	100%
	1.3	Utilise available external funding opportunities for fleet renewal and associated infrastructure.	External funding was fully utilised but at this time has ceased.	100%
	1.4	Working with Ayrshire Roads Alliance, wherever possible we will maximise our use of natural resources to deliver sustainable, locally generated energy solutions, including maximising use of locally generated renewable energy and technologies to allow energy storage and peak shaving.	<p>Ayrshire Energy Masterplan may well include aspects of this action. The energy team do collect data and report that they collected 142554kwh energy 2023/24 from building mounted solar panels. These have also been installed at council buildings at Bridge Street Depot in Girvan and Heathfield Waste Transfer site.</p> <p>This action will be a long-term and continuing process.</p>	Ongoing

	Action	Measurable Action	Progress	% Complete
	1.5	Ensure the Council's new Future Operating Model incorporates our fleet ambitions as part of the green recovery.	Fleet continue to work with all services to provide ultra-low emission vehicle options where possible and to review fleet requirements.	80%
RELATIONSHIPS Working with People	2.1	Work with services to develop data to ensure we are managing our carbon and financial budgets effectively.	Carbon usage information is provided by the sustainable Development team. Fleet Management can run monthly usage reports on fuel together with utilisation reports. These Reports will form part of the ongoing meetings with Fleet Liaison Officers within each Service.	80%
	2.2	Ensure services are aware of their fleet replacement dates and when their vehicles will become ULEV	All services have been made aware of their upcoming Fleet lease end and replacement dates. Regular meetings with Fleet Liaison Officers will identify and progress where their small vehicles will transition to ULEV where possible.	80%
	2.3	Provide training, communications, and ongoing engagement to ensure services are aware of the hierarchy of travel and following this in their everyday business.	The updated Fleet Travel and Transport Policy and Drivers Handbook contain all required information regarding the Sustainable Travel Hierarchy which is available on the CORE and is sent out along with the annual driving licence checks.	100%
	2.4	Provide policies, procedures, and training opportunities to ensure drivers understand their responsibilities in relation to their vehicles and driving behaviours.	This will be ongoing over the 5 years of the strategy. Cabinet approved in March 2024 the updated Fleet Policy and Drivers Handbook. These are available on the CORE. A training module is also being created for COAST.	80%

	Action	Measurable Action	Progress	% Complete
RESULTS Delivering for the people of South Ayrshire	3.1	Support the delivery of the council's carbon budget across all services through fleet input.	The continuing procurement of new fleet vehicles will ensure that they have the latest technology, the highest fuel efficiency, and lower emissions than older vehicles they are replacing. Currently reviewing alternative fuels such as HVO as an alternative to a carbon based fuel.	80%
	3.2	Develop and implement a new approach to ensure vehicles are procured to meet council transportation needs and vehicle specification are developed based on these.	The process to procure vehicles is designed to meet the exact needs of the individual service requirements and specifications are checked prior to every purchase.	100%
	3.3	Building partnerships that deliver to help accelerate the wider Ayrshire climate change agenda, ie ARA with regard to ULEV infrastructure, other partners with regard to shared infrastructure etc.	The Pan Ayrshire EV strategy has been approved and progress is being made with Fleet working with the group to assess the options and opportunities to link in in relation to fleet charging points.	70%
	3.4	Develop internal arrangements around use of the charging infrastructure.	Processes and instruction packs for the use of charging infrastructure are provided with all electric vehicles for use by departments and drivers.	100%
	3.5	Review the use of car clubs and other vehicle sharing opportunities.	Vehicle sharing opportunities are being discussed at Fleet Liaison meetings where services share the same base locations and vehicles are not being fully utilised at present.	100%

South Ayrshire Council

**Report by Director of Housing, Operations and Development
to Service and Partnerships Performance Panel
of 21 May 2025**

Subject: Transforming the Estate Update

1. Purpose

- 1.1 The purpose of this report is to provide an update on Transforming the Estate work programme.

2. Recommendation

- 2.1 **It is recommended that the Panel notes this report and continues to commit to the proposals and principles contained within the Transforming the Estate work programme and as embedded with the approved 2024 Asset Management Plan (Land and Buildings)**

3. Background

- 3.1 The Cabinet approved the recommendations made by a strategic review of the estate carried out by Avison Young at Cabinet on 23 May 2023.
- 3.2 A number of strategic thematic recommendations were made and agreed. These are shown in [Appendix 1](#).
- 3.3 The agreed recommendations were embedded within the subsequently adopted 2024 Asset Management Plan (Land and Buildings).

4. Proposals

- 4.1 It is proposed that the Panel:
- 4.1.1 notes progress made to date against the strategic thematic recommendations;
 - 4.1.2 notes and supports the next steps and the furthering of the work identified through the previously approved work programme (as shown in [Appendix 2](#)); and
 - 4.1.3 requests that a further update is provided to the Service and Partnerships Performance Panel in May 2026.

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 There are no financial implications arising directly from this report as financial actions are subject to Council, Cabinet or Scheme of Delegation approval as appropriate.

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 Should the proposals be rejected, there is a risk that the Council's estate transformation journey does not yield the anticipated cost avoidance and investment objectives.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The progress update element of this report does not require an Integrated Impact Assessment (IIA) and the proposals are a continuation of work already in progress. Further developments shall be subject to IIA consideration through their appropriate and relevant approval process.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 1 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1).

13. Link to Shaping Our Future Council Yes ☒ No ☐

13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our assets; our delivery model and will deliver quantitative and qualitative benefits.

14. Results of Consultation

- 14.1 There has been no public consultation on the contents of this report.
- 14.2 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 Cabinet of 23 May 2023 - [Transforming the Estate](#)
Report to South Ayrshire Council of 12 December 2024 - [Asset Management Plan \(Land and Buildings\) 2024](#)

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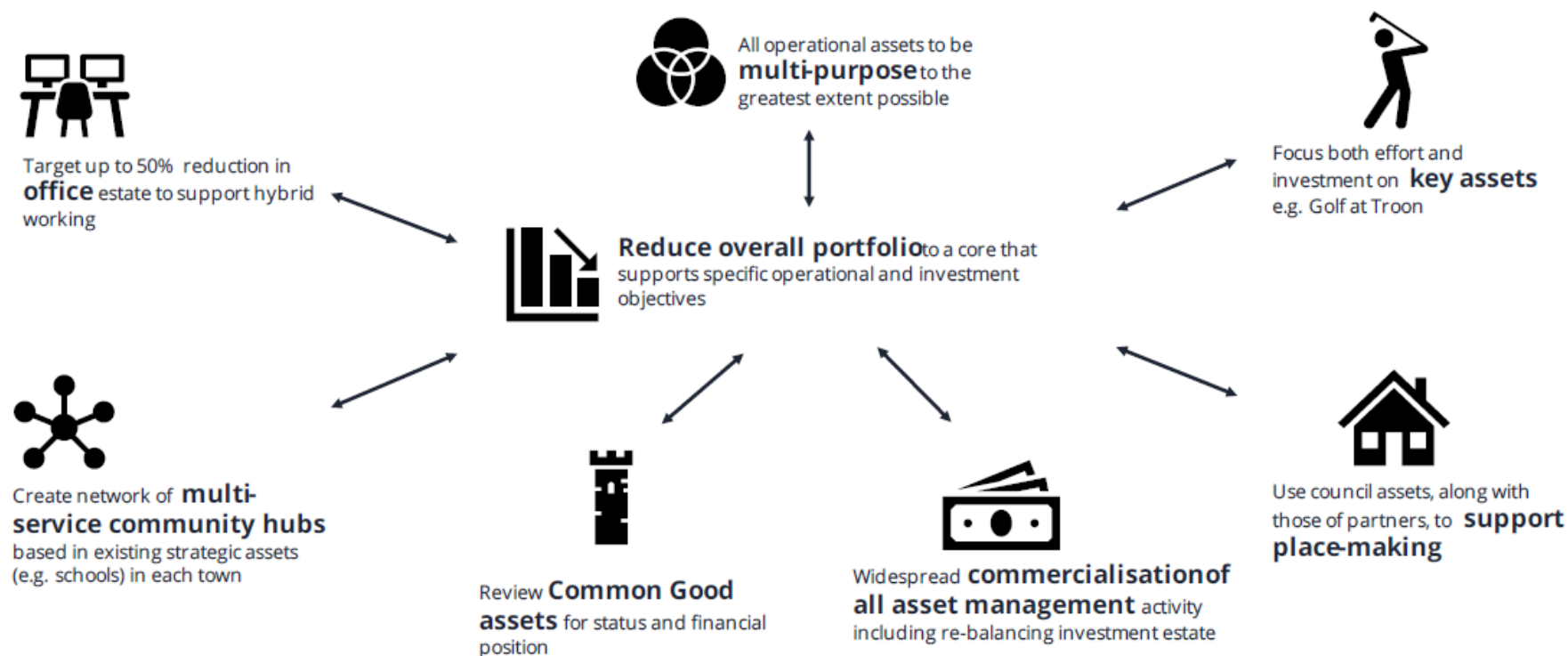
Date: 9 May 2025

Appendix 1: Transforming the Estate – Strategic Recommendations



Strategic thematic' recommendations

The direction of travel for the estate is mapped out below, centred around one core strategic recommendation



Strategic 'thematic' recommendations approved by Cabinet	Lead service(s)	Progress to date	Next steps
Target up to 50% reduction in office estate to support hybrid working	Asset Management	<p>Asset Management have devised workable and operationally deliverable office rationalisation programme which was the subject of an ELT paper proposing rationalisation of 8&10 Wellington Square and Riverside House approved in July 2023 to return capital receipts and revenue avoidance of circa £140,000 per annum. 8 and 10 Wellington Square to be vacated by Summer 2025. Riverside House move subject to review and confirmation of action by Housing Services.</p> <p>Asset Management have identified a further two properties identified in Maybole for office rationalisation and to be declared surplus as per the terms of the Council's <i>Policy for the Acquisition and Disposal of Land and Buildings</i> in order to deliver revenue savings and capital receipts.</p>	<p>Asset Management will continue to deliver the approved actions and seek further rationalisation opportunities.</p> <p>Asset Management review office accommodation arrangements with County Buildings in Summer 2025 and present a report to ELT/CLT as appropriate.</p>

<p>All operational assets to be multi-purpose to the greatest extent possible</p>	<p>PDS, Asset Management, affected services</p>	<p>Opening of Maybole Campus as multi service delivery hub.</p> <p>Multi-functioning of Troon Municipal Buildings - Thriving, Communities, HSCP, Customer Services office accommodation and shared meeting space/delivery space and development and link to ground floor Library.</p> <p>Girvan Knockcushan Street to incorporate Library and office/service delivery functions.</p> <p>County Buildings houses Social Security Scotland and Procurator Fiscal returning rental income.</p> <p>Bath Place, Ayr, is a base for HSCP (pending, see above) and the Council's Occupational Health provider.</p> <p>Wallace Tower is in joint use by Customer Services and Thriving Communities staff.</p>	<p>Continue to identify opportunities to multi-function proposed and existing assets.</p>
<p>Focus both effort and investment on key assets e.g. Golf at Troon</p>	<p>Sport, Leisure and Golf</p>	<p>The Troon Links and Belleisle Park Clubhouses and The Stables Café have been refurbished during 2024, with new furniture throughout and the introduction of new lighting and additional décor. The venues are more welcoming than before and coupled with an improved menu, this has increased income and popularity.</p>	<p>Continue with investment in key assets as appropriate.</p>

		<p>£1.3m Golf Development Centre at Belleisle approved in 2024 will complement the £5m investment to both Belleisle and Darley Golf Courses to enhance course playability and improve course maintenance and sustainability.</p> <p>The Citadel Leisure Centre is currently undergoing a significant £10m refurbishment programme focussing on new entrance, cafe, family activity hub, gym and fitness provision. This will be complimented by fabric repairs to external walls and roof to ensure the building is wind and watertight.</p> <p>Maybole Leisure Club was opened in January 2024 providing a new 25m swimming pool, gym, fitness class provision, two 3G pitches and changing pavilion.</p> <p>Prestwick Leisure Club is currently undergoing a major refurbishment programme part-funded by Salix to ensure the facility is more energy efficient through a full replacement roof, PV installation, exterior cladding and modernising the internal reception and changing areas.</p> <p>Troon Leisure Club is set for a £2.7m extension and internal refurbishment, providing improved Health & Fitness offering to meet latent demand.</p>	
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		Future property investments are managed through CAMG process - taking into account property rationalisation described - and focus on properties with long service lives.	
Use council assets, along with those of partners, to support place-making	Housing and Operations	<p>In 2024-2025 £1.98m has been invested in placemaking projects through Ward Capital including:</p> <ul style="list-style-type: none"> • Resurfacing work to car park at kids play in Prestwick (250,000) • Carriageway upgrade at Newton Shore promenade (£224,000) • Newton Multi-Use Games Area (£197,000) • Upgrade to War Memorial at Mossblown (£80,000) • Upgrade to aviary at Knockcushan Street Girvan (£58,000) • Deer proof fence at Byne Hill, Cemetery Girvan (£110,000) 	<p>A range of projects in 2025-2026 including:</p> <p>Saint-Germain-en-Laye Bandstand</p> <p>Maze and Crazy Golf Ayr Promenade</p>
Widespread commercialisation of all asset management activity including re-balancing investment estate.	Asset Management (Estates)	<p>Recovery of extra funds under the terms of the commercial leases totalling £266,000 in 2025.</p> <p>Rent reviews in 2025 agreed increasing rental income by £45,000 per annum with another £30,000 increase currently being negotiated.</p>	Asset Management's Estates Service will continue to maximise commercial property potential to reduce expenditure and maximise revenue and capital receipts.

		<p>Lease renewals in 2024/25 increasing rental income by £28,000</p> <p>New leases agreed increasing rental income by £20,000 including the redevelopment of an unused toilet.</p> <p>Agreeing the disposal of unused assets resulting in income of £100,000</p> <p>Marketing of vacant properties – Approximately 10 – 15 per annum depending on position and also marketing properties for sale that have been identified as surplus.</p> <p>Applying for rates relief, a total of £1.2 Million reclaimed including 100% relief granted on Maybole Campus resulting in saving of £475,000 and transitional relief due to changes in legislation</p>	
Review Common Good assets for status and financial position.	Asset Management	<p>Asset Management have delivered a review of all Common Good properties, including proposals for future use and develop, and a review of governance and management arrangements put to South Ayrshire Council in May 2025.</p> <p>Asset Management and Estates have delivered the following developments and rationalisations with regard Common Good:</p> <ul style="list-style-type: none"> - Removal of 'Watchful' 	South Ayrshire Council Paper in July 2025

		<ul style="list-style-type: none"> - Disposal of 15-17 Sandgate and Darlington Church - Ground lease through Part 5 Community Asset Transfer to Troon Water Sports Club - Kiosk 3 (former toilets/shelter) on esplanade, Ayr. 	
Create network of multi-service community hubs based in existing strategic assets (e.g. Schools) in each town	Education, Asset Management, other affected services.	<p>Efforts have focused on work between Thriving Communities, Asset Management and Transformation to evaluate community centre provision and examine options. A Joint Report by the Director of Communities and Transformation and the Director of Housing, Operations and Development will be put to Cabinet of 29th April 2025 to approve proposals.</p> <p>A number of properties function as multi-service hubs:</p> <ul style="list-style-type: none"> • Thriving Communities have co-located with Library service at Carnegie, Maybole alongside Customer Services and Maybole Regeneration Team. • Co-location on multiple services including Thriving Communities, Job Centre Plus, HSCP, Ayr College at Carrick Opportunities Centre Girvan. 	<p>Delivery of proposals put to Cabinet 29th April 2025.</p> <p>Education, Thriving Communities, Asset Management will continue to engage (alongside other services) to explore further future opportunities for the development of future multi-service opportunities.</p>

		<p>Within the education estate a number of hub/co-location initiatives have been instituted:</p> <ul style="list-style-type: none"> • Lease of spare to 'The Ark' charity in Ayr Grammar. • Thriving Communities in Ayr Academy & Office Accommodation for Community Group in Learning Plaza and new integrated neighbourhood team to support radical place work in North Ayr • Space Place Prestwick - Thriving Communities staff accessing/using space in the Early Years Centre • South Ayrshire Skills Academy (SasKa) move to Ceric Building at St Johns PS after sale of Newton House 	
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