

County Buildings  
Wellington Square  
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4 March 2026

**To: Councillors Saxton (Chair), Bell, Cochrane, Ferry, 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 **Tuesday, 10 March 2026** **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 meetings of
  - (a) 11 February 2026;
  - (b) 26 February 2026  
(copies herewith).
3. Action Log and Work Programme (copy herewith).

4. Prestwick Leisure Centre Update – Submit report by the Director of Communities and Transformation (copy herewith).
5. Thriving Communities Progress Report 2024/25 – Submit report by Director of Communities and Transformation (copy herewith).
6. Shaping Our Future Council – Submit report by Director of Communities and Transformation (copy herewith).

For more information on any of the items on this agenda, please telephone June Chapman,  
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**Agenda Item 2(a)****SERVICE AND PARTNERSHIPS PERFORMANCE PANEL**

Minutes of hybrid webcast meeting on  
11 February 2026 at 10.00 a.m.

- Present  
in County Buildings: Councillors Philip Saxton (Chair), Stephen Ferry, Brian McGinley,  
Gavin Scott and George Weir.
- Attending  
Remotely: Councillor Ian Cochrane.
- Apologies: Councillors Kenneth Bell and Lee Lyons.
- Attending  
in County Buildings: K. Braidwood, Depute Chief Executive and Director of Housing, Operations  
and Development; K. Anderson, Assistant Director – Corporate Policy,  
Strategy and Performance; W. Carlaw, Service Lead – Democratic  
Governance; C. McPhail, Co-ordinator (Ayrshire Growth Deal); D. Johnstone,  
Lead Project Officer (Ayrshire Growth Deal); J. McClure, Committee Services  
Officer and C. McCallum, Clerical Assistant.
- Attending  
Remotely: R. Peterson, Senior Auditor.
- In Attendance: B. McDonnell, Strategic Manager; and A. Kamau, Special Projects Engineer,  
Ayrshire Roads Alliance.

**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 meetings.**

The [Minutes](#) of 18 November 2025 (issued) were submitted and approved.

Following a comment from a Member that his question on page 6 , paragraph (4) of the minutes regarding the efficiency of the search facility on the Council website had not been responded to fully within the Action Log, the Assistant Director – Corporate Policy, Strategy and Performance advised that he would liaise with officers in ICT and provide a further response.

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

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

The Assistant Director - Corporate Policy, Strategy and Performance outlined that the two Actions had been completed and that, following a request at the Panel of 18 November 2025, the responses to the questions were included within the Log.

Questions were raised and comments made by Members in relation to:

- (1) why the report entitled “The International Ayr Show - Festival of Flight 2025” had not been submitted to this meeting when a decision had been taken at the meeting of South Ayrshire Council of 26 June 2025 that a report be submitted to the January 2026 meeting of this Panel providing the Economic Impact Assessment for the 2025 Ayr Show and a breakdown of the revenue and income available at that time, however, this report had now been deferred to the 21 April 2026 meeting of this Panel;
- (2) that it would be useful to the Panel to obtain information when it was available to speed up the scrutiny process; and
- (3) that officers should examine how reports were being presented to Members as some were partially illegible due to font size, and when they being submitted, as certain issues could be presented when decisions were ongoing and being made at other Panels, making the scrutiny of this Panel pointless.

The Assistant Director – Corporate Policy, Strategy and Performance advised that this report had been due to be considered at the meeting of this Panel of 21 April 2026 to allow for changes in the final ledger close to provide the Panel with exact figures, however, the Director of Communities and Transformation would be happy to submit this report to the next meeting of this Panel.

Following further discussion, the Panel

#### **Decided:**

- (a) to note the current position with regard to the Action Log;
- (b) to note the current status of the Work Programme;
- (c) that a Special meeting of this Panel be arranged to take place prior to the meeting of South Ayrshire Council scheduled to be held on 5 March 2026 to set the budget, to consider the report entitled “The International Ayr Show - Festival of Flight 2025”; and

- (d) that officers should provide a detailed explanation to the Panel within the Work Programme on why reports were being deferred as some reports were being deferred for a significant amount of time.

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

There was submitted a report ([issued](#)) of 14 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on Active Travel projects and external grant funding secured.

The Service Lead – Democratic Governance referred to a typographical error within paragraph 2.1 of the report which should read “It is recommended that the Panel approves this report and continues to commit to supporting Active Travel in South Ayrshire”.

Questions were raised and comments made by Members in relation to:

- (1) welcoming this report, particularly the recruitment of two officers to assist with the delivery of Active Travel; and seeking clarification on the 1600m of footway to the north of Maybole being constructed at no cost to ARA using community benefits from the Dundonald to Barassie Active Travel Route; and the Special Projects Engineer, ARA advised that this was a contract for the whole of South Ayrshire and not for one specific location; and that the construction of this footway had come from the community benefit, therefore free plant materials had been provided to construct this footpath from Maybole;
- (2) paragraph 3.8 of the report which stated “ARA secured funding through the Active Travel Infrastructure Fund (ATIF) to complete the detailed design of Accessible Ayr phase 1 – a separate paper will be submitted to Cabinet in March 2026” and had this now been superseded; and the Strategic Manager, ARA advised that the Depute Chief Executive and Director of Housing, Operations and Development would be meeting with officers from Balfour Beattie, therefore, paragraph 3.8 had been superseded, however a further update would be submitted to this Panel;
- (3) seeking examples of “meaningful and quantifiable behaviour change”; and the Strategic Manager, ARA advised there was no set guidance as yet, however, he would be working with the Member/Officer Working Group on this to determine the targets to be set and monitoring the usage of the infrastructure as it was constructed;
- (4) whether the Active Travel Hub referred to was the building beside Ayr Train Station; and the Strategic Manager, ARA confirmed that it was;
- (5) how the Member/Officer Working Group (MOWG) was progressing and its relationship with the communities it served; and the Strategic Manager, ARA advised that several meetings of the MOWG had taken place and that the MOWG formed a useful role driving forward the Active Travel strategy and the Group also formed a link with communities;

- (6) behaviour change as this was an intensive process and more than just a consultation; was a process in place to ensure that people used the facilities provided; and was there evidence that the paths were being fully used; and the Strategic Manager, ARA advised that colleagues in Thriving Communities had staged a three day Active Travel Day event last year providing an opportunity to reach members of communities of various abilities and featuring initiatives around encouraging walking; that he acknowledged the significant investment made in relation to Active Travel and that it was important this was built upon and that positive behaviour changes were promoted;
- (7) that parts of the report were illegible; and the Assistant Director – Corporate Policy, Strategy and Performance advised that this was the Integrated Impact Assessment (IIA) which had printed in smaller print and that this would normally be a summary attached to the report, however, this was not material to the consideration of the report, was available online should members wish to read this and that an IIA was not required for reports being considered at this Panel or Audit and Governance Panel;
- (8) that consultation had been carried out regarding works at North Drive, Troon which was welcomed, however, local residents at Adams Gate, Troon were requesting consultation prior to works being carried out;
- (9) that at a recent Community Council meeting it had been advised that the local community in Troon had been donated two trishaws and had obtained one other, however, planning permission was in place for storage of two of these trishaws only, therefore, they were seeking further storage for this; and
- (10) what works were being undertaken with schools in regard to encouraging Active Travel; and the Strategic Manager, ARA advised that colleagues in Thriving Communities visited schools to undertake Bikeability Projects to assist children in learning to cycle and to undertake other works around encouraging more active forms of travel to and from school; and that the Road Safety Teams worked to improve the situation outside schools with traffic calming measures within the available funding.

The Panel, having thanked the officers from Ayrshire Roads Alliance for this report,

**Decided:** to approve this report and continue to commit to supporting Active Travel in South Ayrshire

**Exclusion of press and public.**

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

**5. Ayrshire Growth Deal Prestwick Proposition.**

There was submitted a report (Members Only) of 13 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the Ayrshire Growth Deal Prestwick Proposition.

A full discussion took place and the Panel

**Decided:**

- (1) to note the progress by officers identified in the report towards the strategic recommendations agreed for the Ayrshire Growth Deal Prestwick Proposition.
- (2) to note the further work identified in the activity work schedule; and
- (3) to agree a further update be provided to the Service and Partnerships Performance Panel in August 2026.

**6. Consideration of Disclosure of the above confidential report.**

**Decided:** to agree that under Standing Order 32.4, the undernoted report remain exempt due to the commercially sensitive information within the report:

- Ayrshire Growth Deal Prestwick Proposition

The meeting ended at 10.45 a.m.

**Agenda Item 2(b)****SERVICE AND PARTNERSHIPS PERFORMANCE PANEL (SPECIAL)**

Minutes of hybrid webcast meeting on  
26 February 2026 at 10.00 a.m.

Present in County Buildings:	Councillors Philip Saxton (Chair) and Brian McGinley.
Attending Remotely:	Councillors Ian Cochrane and Lee Lyons.
Apologies:	Councillors Kenneth Bell, Stephen Ferry, Gavin Scott and George Weir.
Attending in County Buildings:	S. Penman, Chief Executive; J. Bradley, Director of Communities and Transformation; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; J. Tait, Acting Assistant Director – Communities; W. Carlaw, Service Lead – Democratic Governance; C. McGhee, Chief Internal Auditor; J. McClure, Committee Services Officer and C. McCallum, Clerical Assistant.
Attending Remotely:	C. Caves, Chief Governance Officer; and M. McCart, Senior Consultant, EKOS.

**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. International Ayr Show – Festival of Flight**

There was submitted a [report](#) (issued) of 16 February 2026 by the Director of Communities and Transformation providing an update on the financial position in relation to the International Ayr Show 2025.

Comments were made by Members and questions raised and responded to by the Director of Communities and Transformation in relation to:

- (1) the £227,000 overspend being included in the £1.185m cost of delivering the 2024 Ayr Show;
- (2) the £493,000 cost of delivering the Ayr Show in 2025 excluding income and sponsorship;
- (3) the £590,000 request from reserves not being utilised as there was no draw down on reserves; and that the overspend was £98,000 which had been met from budgets within the directorate;
- (4) the Ayr Show going over budget for the past three years; and the Director of Communities and Transformation advised that the issue was uncontrollable income as it was unknown each year how much sponsorship would be achieved and how much money would be made through a range of other sources; that the overspend since last year had gone down considerably; that a team of officers worked extremely hard all year to do everything possible to reduce costs but, for an event of this size, there were variable costs and some costs rose each year; and that staff salaries were not included within the costs as the staff involved worked in other events and activities and not solely on the air show;
- (5) this authority investing in green energy and electric vans, however, organising an Ayr Show with no apparent green set off; and the Director of Communities and Transformation advised that the Ayr Show was about driving economic enterprise and spend in South Ayrshire and the event was putting the area on the map, however, last year the Red Arrows had flown for the first time using green fuel and used an environmentally substance to create the smoke patterns through extensive research from partners and officers in her team;
- (6) staff working tirelessly on this project with the resources available; Members requiring a rationale for why this event represented best value for the Council as these monies could be spent elsewhere; that the report lacked a significant amount of detail; that the small percentage of those surveyed who did not think the event was “very good” or “good” should have been asked why and what could be improved; that previous reports contained a breakdown of costs which was required by Members; that the Integrated Impact Assessment should have contained information such as the Red Arrows using green fuel; and that a two day event could not alone grow the local economy; and the Director of Communities and Transformation advised that she was unable to provide any more public detail due to some information being commercially sensitive; that more income was generated in 2025 from car parking and the food village; that accommodation for the air crew required to be booked a year in advance as all local hotels were fully booked during the Ayr show; and that she had requested that this report be submitted to this Panel at the financial close to provide a more up-to-date picture;
- (7) the implications of using monies provided from job vacancies; and the Director of Communities and Transformation advised that there was no deliberate holding of any vacancies but vacancy turnover was merely the gap between an officer resigning and the post being filled;

- (8) section 4.1 outlining that “other income achieved from a range of sources was £486,000” and that more information was required on this in order to properly scrutinise the report; and the Director of Communities and Transformation advised that members could be provided with areas where income was generated, however, values were commercially sensitive;
- (9) whether it was best value to the Council using existing budgets to reduce overspend; and the Director of Communities and Transformation advised that the overspend had been £98,000 which was less than previous years and that officers worked extremely hard to avoid an overspend, however, although more income was generated in 2025, the site infrastructure was more expensive;
- (10) that the monies utilised for the Ayr Show showed an increasing better picture each year, however, Members should be provided with the Integrated Impact Assessment (IIA) for scrutiny, more detail on the elements that were not commercially sensitive and details on whether more data would be collected from those attendees who stated that the Ayr Show was not a good experience for them; and the Director of Communities and Transformation advised that she would provide Members with the IIA and a list of income sources; and that for the 2026 event she would request the company carrying out the survey to obtain more information from those attendees who had not enjoyed the event as much;
- (11) congratulating the Director and her team on managing this event which was attended by thousands of people every year and generated interest for the area;
- (12) costs of running the Ayr Show for the last two years; and the Director of Communities and Transformation advised that in 2024 the overall cost of running the Ayr Show was £1.185m, including that generated from income and sponsorship; and in 2025 was £1.145m, however deducting all income and expenditure was a net cost to the Council of £493,000;
- (13) the survey containing “outliers” and what this related to; and the Director of Communities and Transformation advised that this referred to figures disproportionately different to the norm;
- (14) whether local hotels had provided information to the consultants carrying out the survey; and the Director of Communities and Transformation advised that she would confirm if this data was available; and outlined that in 2024 Council volunteers had carried out the surveys and thereafter it had been decided to appoint EKOS to carry this out and they had devised the survey and their staff carried it out as EKOS were very experienced and well respected in their field;
- (15) that the data from 2024 and 2025 was not comparable as different methodologies had been applied for the collection of the data; and that it was important to ensure that those collecting the data were aware of the principles and processes of collecting valid and reliable data and around the treatment of the data; and
- (16) requesting that the Director of Communities and Transformation provide further information for Panel Members on income and expenditure and whether hotel owners had been involved in the consultation; welcoming the substantial reduction in overspend year on year; and outlining that the event was value for money and beneficial to the local economy

The Panel, having thanked the Director of Communities and Transformation and her team for their work on the Ayr Show,

**Decided:** to note the budgetary position for the International Ayr Show in 2025.

The meeting ended at 10.40 a.m.

Draft

**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – ACTION LOG**

No.	Date of Meeting	Title of Report	Actions	Assigned to	Update	Completed
1	18 November 2025 / 11 February 2026	<u>FOISA/ EIR Annual Report 2024/25</u>	As question was not answered fully following the 18 November 2025 meeting – to ascertain if ICT had plans to enhance the functionality of the search facility on the Council website to enable members of the public to access information easier	Assistant Director - Corporate Policy, Strategy and Performance	<p><b>Response as follows emailed to Members on 17 February 2026:</b></p> <p>The Council’s digital services platform, and the search functionality available on it, operate under a continuous improvement regime, informed by user activity and user feedback. This ensures that our digital services remain accurate, accessible and responsive to the needs of residents and staff. Our continuous improvement approach follows widely adopted public sector digital practice where enhancements to the site and search are informed by what our users are actually doing not what we think they are doing. We do this through regular monitoring of user behaviour, using our website and search analytics to gain insights and then implementing iterative enhancements to our search functionality.</p> <p>There are a number of elements to our approach to continuous improvement on the Council’s digital services:</p> <ul style="list-style-type: none"> <li>• A website feedback link is available on every page of the Council’s website to provide users with a simple and direct way to report issues, suggest improvements or comment on their online experience. Its purpose is to gather real-time insight into how effectively the website meets user needs, enabling the Council to identify problems quickly (including with search),</li> </ul>	YES

					<p>address barriers to access, and prioritise improvements based on genuine user feedback. This continuous feedback mechanism supports the delivery of a responsive, user-centred digital service and ensures the website remains accurate, accessible and easy to use.</p> <ul style="list-style-type: none"> <li>• We routinely conduct search engine optimisation (SEO), adhering to established best practice. We ensure content on our sites is well structured and accessible, we look to improve metadata, we maintain accurate and user focused page titles and headings, we optimise our site for mobile performance and we ensure our technical elements such as sitemaps and alt text support strong search visibility. These measures improve discoverability and ensure residents and staff can access trusted information quickly and easily.</li> <li>• Improving the effectiveness of the Council's website search function also relies on ensuring that the language used across our digital services reflects the terms and phrases residents are most likely to enter when looking for information. We recognise the importance of keyword research, regularly monitoring what users search for and the success this search had. We then use these insights to identify the everyday words the public use—such as “bin collection”, “council tax help”, or “housing repairs”—and map these to the more formal service names or internal terminology the Council may use. By aligning Council terminology with real user search behaviour, our digital services become easier to navigate, more accessible and more intuitive. This reduces user frustration, decreases</li> </ul>	
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					<p>avoidable contact and supports a more efficient digital service experience, enabling residents and staff to quickly locate relevant information, even if they do not know the official service title. It also ensures that search remains responsive to changing community needs and reflects how residents actually engage with our online services.</p> <ul style="list-style-type: none"> <li>• User insights form a key part of our approach and we continually review these to enhance the usability of the Council's website with specific documents or search terms being prioritised within the search results. We refine page titles, headings and metadata so that high-value or frequently accessed content is more easily identified and surfaced on the first page of results by the search engine.</li> <li>• We consider new technology options to improve our digital services and have recently introduced a chatbot on the Council's website, This enhances both search and the wider user experience and provides residents with a fast, intuitive way to find information and access services while reducing pressure on traditional contact channels (for example the customer contact centre). The chatbot will offer immediate, 24/7 responses, helping users locate answers without needing to navigate multiple pages or understand internal Council terminology. For now, the scope of our chatbot is limited to a small subset of pages while we understand how we can best use it but the intention is to extend this to the whole of the Council's public-facing digital services, complementing and strengthening our digital services search function.</li> </ul>	
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					<ul style="list-style-type: none"> <li>• In addition to these continuous improvement actions, the Council is undertaking a digital survey to gather direct feedback from residents on how they use and experience our website. The information provided will offer valuable insight into how easily users can locate services, understand content, and complete tasks online. This evidence will help inform ongoing improvements to the website's structure, accessibility, and overall usability (including search) ensuring that future developments are guided by user needs and support the delivery of a modern, effective and user-centred digital service.</li> </ul> <p>A usable, accessible digital service with an effective website search engine, however, is fundamentally dependent on the quality, accuracy, and currency of the information and documents available on the site. Our search engine and chatbot can only surface content that is correctly structured, up to date and reflective of user needs. With over 4,100 pages and 9,000+ documents on the Council's public-facing website any outdated or inaccurate information negates many of the improvements the Digital Services team continually makes to the user experience and our search. Our digital services and search technologies are only as good as the information they available to them and, as subject matter experts, it is the individual Council services that are ultimately responsible for improving our websites usefulness and search by ensuring their content is current, reliable and reflective of operational practice.</p>	
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**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME**

	<b>Issue</b>	<b>Actions</b>	<b>Assigned To</b>	<b>Due Date To Panel</b>	<b>Latest update</b>
1.	Shaping Our Future Council	6 monthly update on progress of transformation activity and requesting referral to Cabinet	Director of Communities and Transformation	10 March 2026	Report to this Panel
2.	Prestwick Leisure Centre Update	Update	Director of Communities and Transformation	10 March 2026	Report to this Panel
3.	Thriving Communities Progress Report 2024/25	Update	Director of Communities and Transformation	10 March 2026	Report to this Panel
4.	2025-30 Council Workforce Plan	Scrutiny (prior to referral to Cabinet)	Chief HR Officer	21 April 2026	Deferred from 21 October 2025 – Awaiting Report
5.	Audit Scotland : Delayed Discharges	Update	Director of Health and Social Care	21 April 2026	Awaiting Report
6.	Golf South Ayrshire – Strategy Update	Follow-up Report	Director of Communities and Transformation	21 April 2026	Awaiting Report
7.	Business Support – Refreshed Ambition Programme Update	Performance update	Director of Communities and Transformation	19 May 2026	Awaiting Report
8.	Community Learning and Development Plan 2024-2027 - Progress Report	Scrutiny of Report	Director of Communities and Transformation	19 May 2026	Awaiting Report

	<b>Issue</b>	<b>Actions</b>	<b>Assigned To</b>	<b>Due Date To Panel</b>	<b>Latest update</b>
9.	Community Learning and Development Plan 2024-2027 - Progress Report	Scrutiny of Report	Director of Communities and Transformation	9 June 2026	Awaiting Report
10.	Scheme of Assistance 2025-29	Annual Update	Chief Executive	9 June 2026	Awaiting Report
11.	Additional Resources – Social Care Support Finance – Revenues and Benefits Services	Update (to include outcome monitoring on the benefits of the proposals for projects and initiatives)	Chief Financial Officer	9 June 2026	Deferred from 13 January 2026 – Awaiting Report
12.	Local Performance Report: Scottish Fire and Rescue	Provide members with information about performance of the Scottish Fire and Rescue Service in South Ayrshire	Chief Executive	9 June 2026	Deferred from 13 January 2026 – Awaiting Report
13.	South Ayrshire Inward Investment Strategy	Annual Progress Report	Director of Communities and Transformation	15 September 2026	Awaiting Report

## South Ayrshire Council

### Report by Director of Communities and Transformation to Service and Partnerships Performance Panel of 10<sup>th</sup> March 2026

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**Subject: Prestwick Leisure Club – Performance Update**

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#### 1. Purpose

- 1.1 The purpose of this report is to provide Panel with information about the performance of Prestwick Leisure Club since reopening the facility in November 2025 following refurbishment.

#### 2. Recommendation

##### 2.1 It is recommended that the Panel:

- 2.1.1 *It is recommended that the Panel scrutinises the performance report of Prestwick Leisure Club and provides feedback to the Service Lead for Sport, Leisure & Golf***

#### 3. Background

- 3.1 Prestwick Leisure Club has been a key facility within South Ayrshire's sport and leisure estate for several decades, providing a range of health, fitness, and wellbeing services to the local community. In recent years, the building's condition and energy performance had become increasingly challenging, with aging infrastructure impacting both customer experience and operational efficiency.

In September 2024, a major refurbishment programme commenced to address these concerns. The works were designed to improve the building fabric, upgrade mechanical and electrical systems, and enhance the overall customer environment. A key element of this project was the delivery of energy efficiency improvements funded through the SALIX Public Sector Decarbonisation Scheme, supporting the Council's commitment to achieving net zero targets. SALIX funding enabled the installation of low-carbon technologies, including high-efficiency heating and ventilation systems, LED lighting throughout, and improved insulation measures. These upgrades are expected to significantly reduce carbon emissions and lower long-term operating costs.

The refurbishment was completed in October 2025. The project represents a substantial investment in the local leisure infrastructure and aligns with both national and local policy objectives on health, wellbeing, and climate action.

## 4. Detail

The major refurbishment programme of Prestwick Leisure Centre commenced in September 2024, concluding in October 2025. Further supporting information can be found in [Appendix 1](#).

The project aimed to:

- Modernise the customer environment, including poolside, changing facilities, reception, and fitness areas.
- Upgrade mechanical and electrical systems to improve operational efficiency.
- Deliver energy efficiency improvements funded through the SALIX Public Sector Decarbonisation Scheme, supporting the Council's commitment to net zero.

The SALIX-funded element included:

- Installation of high-efficiency heating and ventilation systems.
- Full LED lighting replacement.
- Enhanced insulation measures.

These upgrades are projected to reduce carbon emissions significantly and deliver long-term cost savings.

With the refurbishment now complete and the facility reopened on **29 September 2025**, the following performance report is required to inform Elected Members of the outcomes achieved, strategic alignment, and financial implications.

### 4.1.1 Strategic Alignment

The refurbishment supports:

- **Council Plan priorities:** Spaces and Place - Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport, and recreation.
- **Physical Activity and Sport Strategy objectives:** South Ayrshire communities will be able to access a range of quality facilities for all levels of sport and recreation.
- **Climate Change commitments:** Significant carbon reduction through SALIX-funded improvements.

### 4.1.2 Key Outcomes and Performance Indicators

#### (i) Membership Recovery

- Active fitness memberships have rebounded to **378**, up from **284** at closure (**33% increase**).
- Launch promotions attracted **139 new sign-ups**.

#### (ii) Attendance Growth

- October - December 2025 attendance: visits are **up 38.4% (24,113)** vs the last pre-closure comparator (**17,422**).
- Following a phased restart, Prestwick's Learn 2 Swim programme finished the year strongly with lesson attendance in December peaking at **3,395**.

(iii) **Energy Efficiency Gains (SALIX Impact)**

- October – December 2025 Gas consumption reduced by **89,100 kWh (39%)** compared to same period in 2023.
- Electricity consumption reduced by **44,600 kWh (61%)**.
- Estimated annual cost avoidance: **£44,000**.

(iv) **Customer & Staff Feedback**

- Changing Village: Spacious, modern, “private club” feel.
- Poolside: Light, airy, accessible.
- Reception: Welcoming and visible.
- Gym: Comfortable, private, air-conditioned.
- Vanity Areas: Larger spaces, improved lighting, and amenities.
- Improved working environment, modern facilities, and enhanced office space.

#### 4.1.3 Financial Summary

To support understanding of the budgetary impact of the refurbishment programme, the following section provides a breakdown of total project investment, the associated funding split, and projected income growth resulting from the improved performance of Prestwick Leisure Club since reopening.

(i) **Capital Investment and Funding Split**

The total capital investment for the refurbishment of Prestwick Leisure Club was £3,531,860. This was funded through a combination of South Ayrshire Council capital allocation and external funding secured via the SALIX Public Sector Decarbonisation Scheme. The funding split is as follows:

- South Ayrshire Council Capital Investment: £2,810,900
- SALIX External Funding: £720,960

(ii) **Additional Income Growth**

The improved facility environment, combined with targeted reopening promotions, has generated significant growth in both fitness memberships and Learn2Swim participation.

- **Fitness Memberships**

- Pre-closure active memberships: **284**-closure active memberships:
- Current active memberships: **378**
- Increase: **94 members (33%)**

Assuming an average membership value of £20 per month, this represents an estimated additional annual income of circa **£23,000**.

(iii) **Learn2Swim Programme**

Prestwick’s Learn2Swim programme has also exceeded pre-closure levels by **21%**, with December 2025 attendance peaking at **3,395** -closure levels by **3,395**. Assuming an average membership value of £26 per month, this represents an estimated additional annual income of circa **£45,000**.

## **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***

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

## **9. Integrated Impact Assessment (incorporating 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 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.

- The detail within this report allows for scrutiny of performance.

**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 (Play, Sport and Recreation).

**13. Link to Shaping Our Future Council** Yes  No

**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 Chris Cullen, Policy Lead for Sport, Leisure and Community Services and the contents of this report reflect any feedback provided.

**Background Papers**

**Person to Contact** Ali Mutch, Service Lead (Sport, Leisure & Golf)  
County Building, Ayr

**E-mail** [Alistair.mutch@south-ayrshire.gov.uk](mailto:Alistair.mutch@south-ayrshire.gov.uk)

**Date:** 17/02/2026

# Prestwick Leisure Centre Refurbishment & Performance Outcomes



# Refurbishment Timeline and Objectives

## Project Start and Initial Works

Refurbishment began in **September 2024** focusing on poolside, mechanical, electrical, and energy efficiency upgrades.

## Mechanical and Electrical Improvements

By **December 2024**, high-efficiency heating, ventilation, LED lighting, and insulation upgrades were completed.

## Modernisation of Customer Areas

In **May 2025**, changing rooms, reception, and gym were modernised to enhance access and contemporary appeal.

## Strategic Outcomes and Reopening

Official reopening in **September 2025** marked improved efficiency, sustainability, and community wellbeing.





# Before and After Comparison

## Pre-Refurbishment Challenges

The centre had outdated facilities, high energy use, limited accessibility, and poor customer experience.

## Modernised Customer Spaces

Redesigned changing village and air-conditioned gym offer improved comfort, privacy, and welcoming atmosphere.

## Energy Efficiency Upgrades

Installation of high-efficiency heating, ventilation, LED lighting, and enhanced insulation lowers emissions and costs.

## Accessibility and Operational Benefits

Improved accessibility and staff environments support inclusivity and reduce maintenance demands.



# Membership and Attendance Recovery

## Membership Growth

Active fitness memberships increased by 33%, reaching 378 post-reopening, reflecting strong recovery.

## Attendance Increase

Visits from October to December 2025 rose 38.4% compared to pre-closure figures, showing renewed demand.

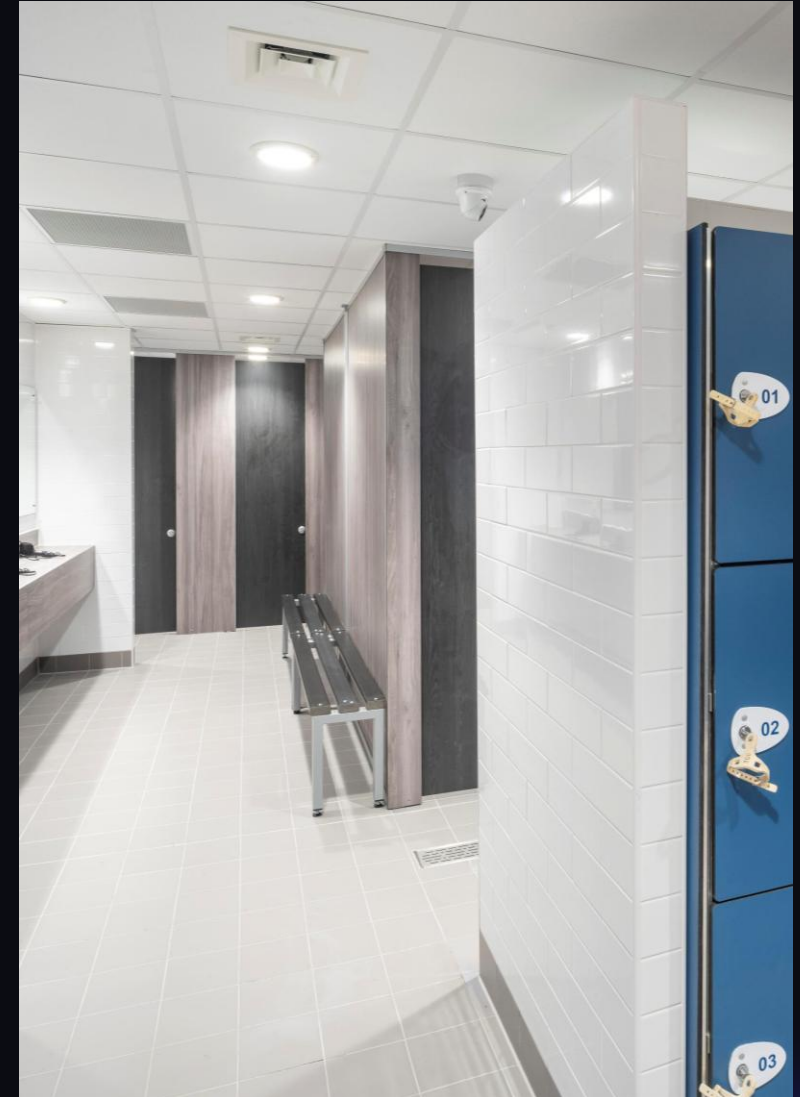
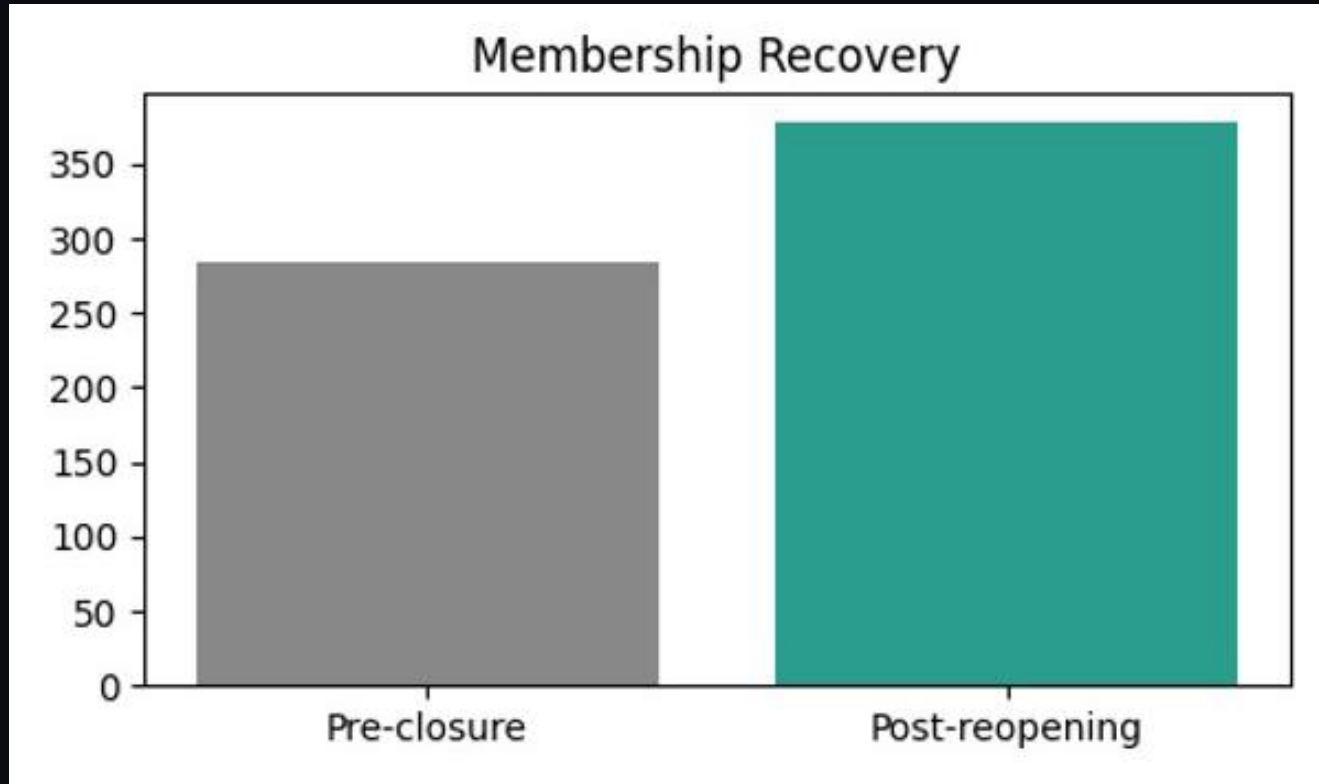
## Learn 2 Swim Programme

Swim program attendance peaked at 3,395 in December, surpassing the previous year's baseline by 28%.

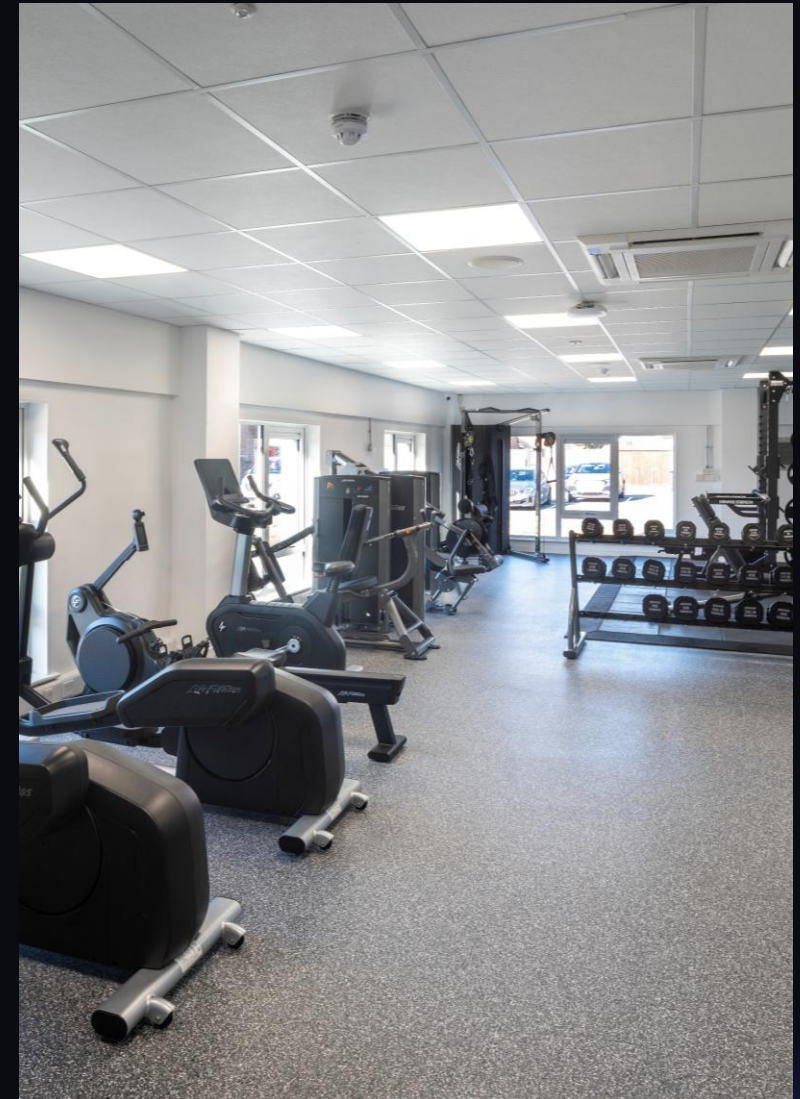
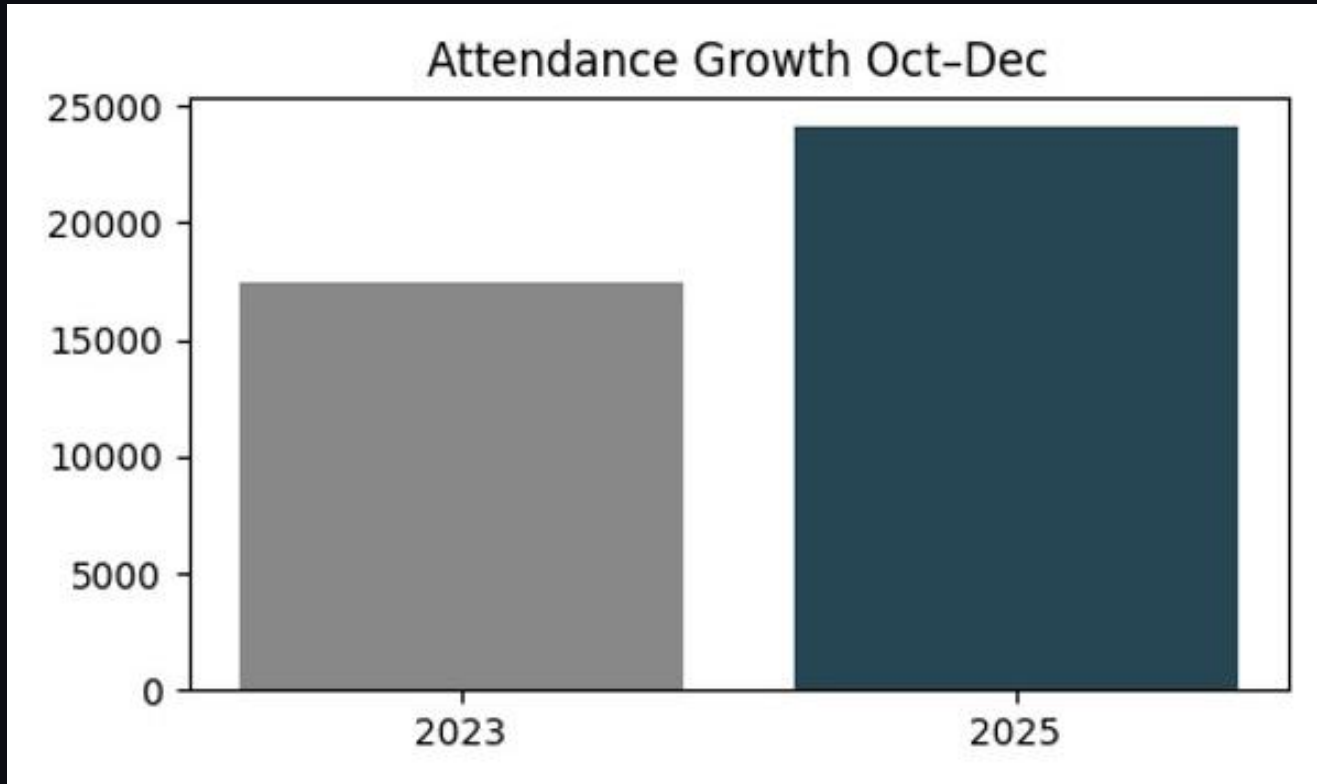
## Community and Infrastructure Impact

Strategic investments improved facilities and customer experience, boosting health and wellbeing participation.

# Membership Recovery



# Attendance Growth



# Energy Efficiency and Financial Impact

## Energy Consumption Reduction

Gas usage decreased by 39% and electricity consumption dropped by 61%, saving significant energy.

## Financial Savings

Annual cost avoidance of £44,000 highlights the financial benefits of energy efficiency improvements.

## Environmental Impact

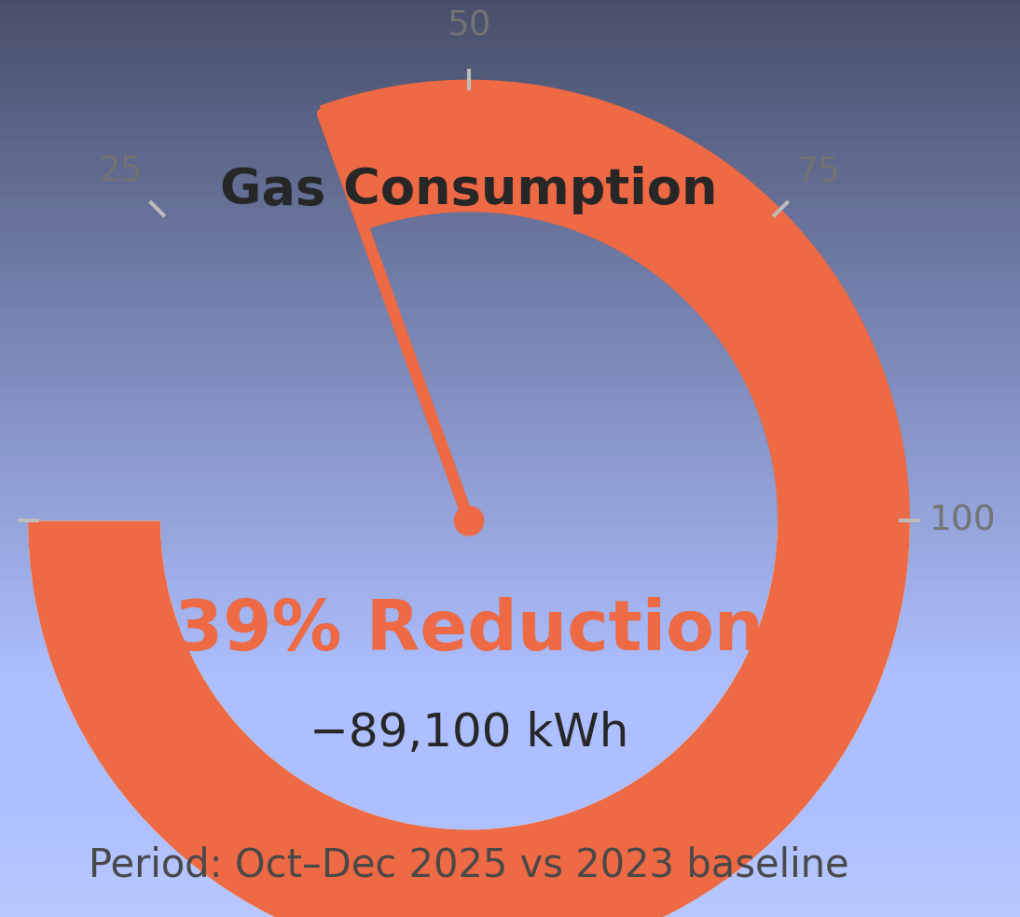
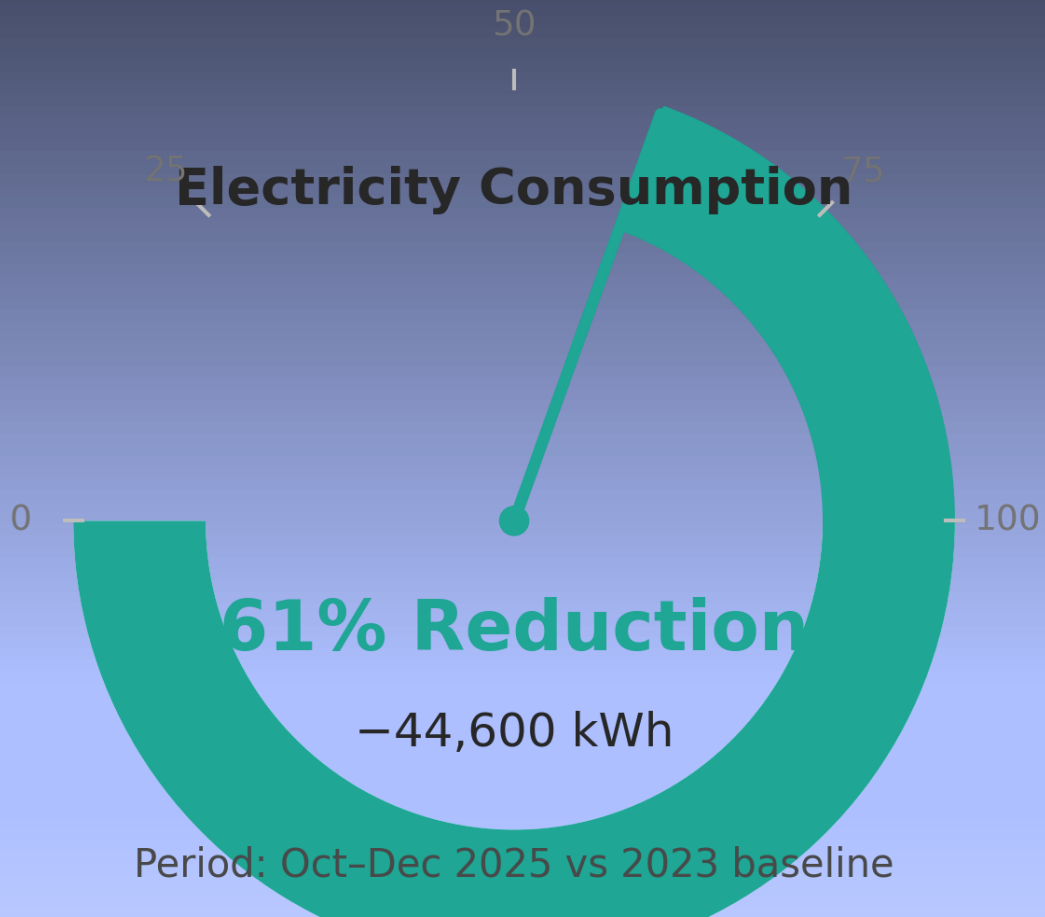
Lower carbon emissions from sustainable technologies support climate commitments and net-zero goals.

## Sustainable Technologies Installed

High-efficiency heating, LED lighting, and enhanced insulation drive operational and environmental gains.



# Energy Improvements





# Feedback and Perceived Value

## Enhanced User Experience

Refurbishment created spacious, modern areas giving a 'private club' feel, enhancing guest satisfaction significantly.

## Improved Facility Functionality

Upgraded poolside, reception, gym, and vanity areas provide accessibility, comfort, and improved climate control.

## Positive Staff Environment

Staff benefit from enhanced working spaces that support efficiency and boost morale with modern facilities.

## Satisfaction and Community Pride

Customer and staff testimonials highlight increased satisfaction, loyalty, and pride in the refurbished facilities.



# Policy Alignment and Community Impact

## Strategic Policy Alignment

The refurbishment aligns with Council Plan priorities, ensuring quality facilities for community recreation and sport.

## Inclusive Physical Activity

Facilities cater to all participation levels, from casual users to competitive athletes, promoting inclusivity.

## Environmental Commitment

SALIX-funded upgrades reduce carbon footprint and support the region's net zero climate goals.

## Community Wellbeing Impact

The project enhances social equity, environmental stewardship, and quality of life for residents.

**South Ayrshire Council**

**Report by Director of Communities and Transformation  
Service and Partnerships Performance Panel  
of 10 March 2026**

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**Subject: Thriving Communities Progress Report – Year 4**

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**1. Purpose**

- 1.1 The purpose of this report is to provide Service and Partnerships Performance Panel with an update on the performance and impact of Thriving Communities during 2024/25.

**2. Recommendation**

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

- 2.1.1 Approves the report and notes the activity, performance, outcomes and achievements delivered during 2024/25 (Appendix 1).**

**3. Background**

- 3.1 In 2021 Thriving Communities brought together community-based services - employability and skills, health and wellbeing, community safety, community learning and development and community engagement.
- 3.2 Over the past four years, Thriving Communities has continued to evolve, maximising resources available to support both local and strategic priorities across South Ayrshire.
- 3.3 Thriving Communities has developed strong thematic teams across Health and Wellbeing, Communities, and Employability, all of which are supported by an invaluable multi disciplinary admin and business support team.
- 3.4 In addition to our three main thematic areas, Thriving Communities is also responsible for the Ayrshire Rural and Island Fund (ARIA).
- 3.5 In April 2025, the Service Lead for Thriving Communities also took on responsibility for the Economy and Regeneration Team, now known as the Thriving Economy Team. It is hoped by aligning the Thriving Economy team, it will create further opportunities to enhance economic activity and Community Wealth Building (CWB) across South Ayrshire.

3.6 Work in our local communities is planned and delivered by our locality teams, supported by strong collaboration with partners and with the communities themselves. Locality Teams: North Ayr, Troon / Prestwick, North & South Carrick and Ayr South and Villages

#### **4. Proposals**

4.1 Members to approve Thriving Communities Progress Report Year 4

4.2 Notes the activity, performance, outcomes and achievements during 2024/25

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

5.1 There are no legal implications.

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

6.1 There are no financial implications arising from this report.

#### **7. Human Resources Implications**

7.1 There are no HR implications arising from this report.

#### **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with adopting the recommendations.

#### **9. Equalities**

9.1 The proposals within this report have been assessed through the EQIA scoping process and there are no significant potential positive or negative equality impacts in agreeing the proposals, therefore an EQIA is not required.

#### **10. Sustainable Development Implications**

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

#### **11. Options Appraisal**

11.1 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 above recommendations relate to Priority 1 - Spaces and Place, Priority 2 - Live, Work, Learn and Priority 3 – Community and Civic Pride

## **13. Results of Consultation**

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with the relevant Portfolio Holder, Councillor Clark – Commercial/Operational Services, Councillor Cullen – Leisure and Community Services and Councillor Grant – Education and Lifelong Learning

### **Person to Contact**

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**Date: 16/2/26**

# 2024/25

## Thriving Communities Progress Report



[south-ayrshire.gov.uk](https://south-ayrshire.gov.uk)



**THRIVING  
COMMUNITIES**

*south*  
**AYRSHIRE**  
COUNCIL  
Comhairle Siorrachd Àir a Deas  
Making a Difference Every Day

# Our performance during 2024/25

## Youth Work

### Number of Young People Engaged in CLD Provision 2024/2025:

	2024/2025	2023/2024	2022/2023
Holiday Programmes	293	442	778
Community-based Youth Work	1280	1263	968
Work in Schools	469	412	376
Youth Voice Groups	94	-	-
<b>Total Number of Young People</b>	<b>2136</b>	<b>2097</b>	<b>2122</b>

### Engagement Levels:

- › 2,136 young people engaged in regular CLD Youth Work in 2024/25 (4+ weeks).
- › Participation remained stable over three years, with a 1% rise (+39 young people) in 2024/25 despite shifting focus to ages 10+.

### 2024/25 Breakdown:

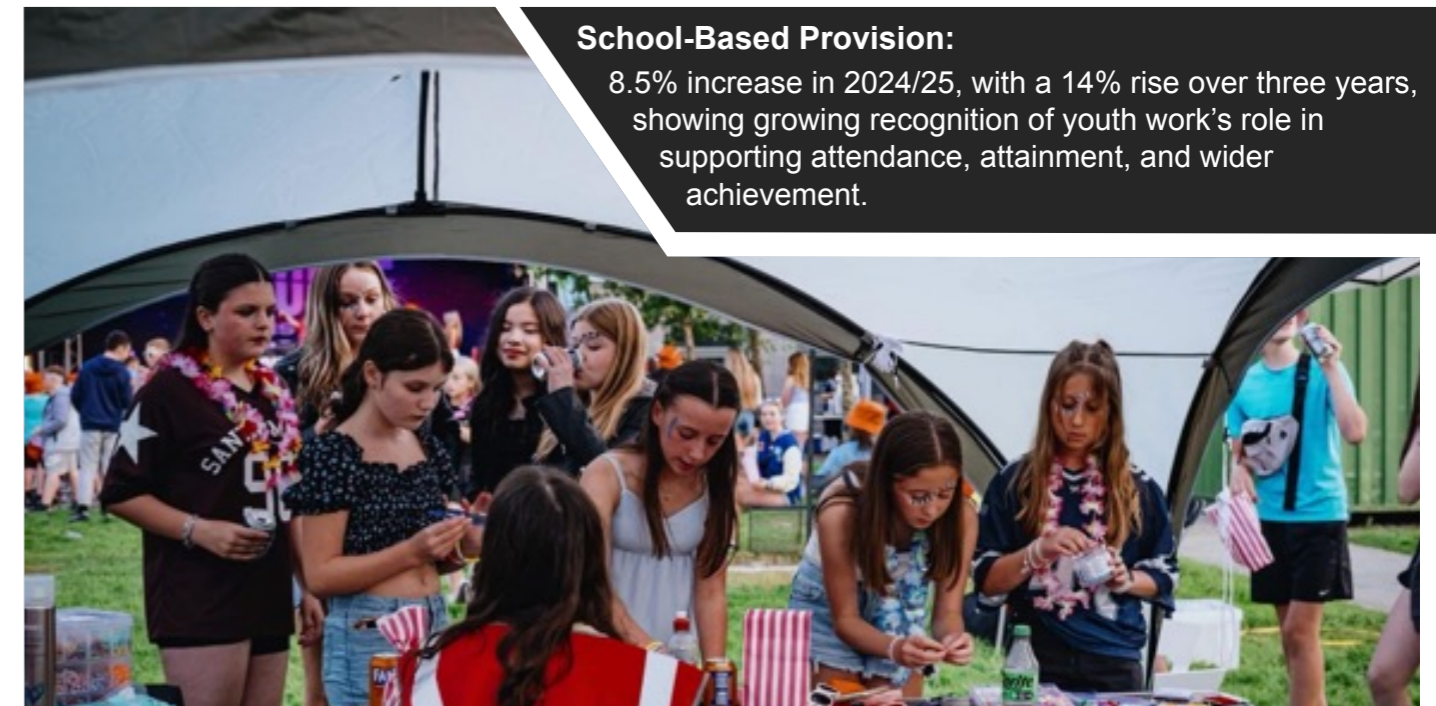
- › 1,280 young people in community-based provision
- › 293 young people in holiday programmes
- › 469 young people in school-based provision
- › 94 young people in youth voice projects

### Trends & Shifts:

- › Holiday programme participation declined since 2022/23 due to reduced funding and less interest from older age groups in traditional formats.
- › Community-based engagement sustained through external funding (South Ayrshire Health & Social Care Partnership, Alcohol & Drug Partnership), enabling more detached and diversionary activities.

### School-Based Provision:

8.5% increase in 2024/25, with a 14% rise over three years, showing growing recognition of youth work's role in supporting attendance, attainment, and wider achievement.



Thriving Communities (TC) was established in 2021 bringing together South Ayrshire Council's community-based services including, Community Learning and Development, Employability, Community Safety and Health and Wellbeing.

Over the past four years, TC has continued to evolve, maximising resources available to support both local and strategic priorities across South Ayrshire

TC has developed strong thematic teams across Health and Wellbeing, Communities, and Employability, all of which are supported by an invaluable multi disciplinary admin and business support team

In addition to our three main thematic areas, TC is also responsible for the Ayrshire Rural and Island Fund (ARIA).

In April 2025, the Service Lead for Thriving Communities also took on responsibility for the Economy and Regeneration Team, now known as the Thriving Economy Team. It is hoped by aligning the Thriving Economy team, it will create further opportunities to enhance economic activity and Community Wealth Building (CWB) across South Ayrshire.

Work in our local communities is planned and delivered by our locality teams, supported by strong collaboration with partners and with the communities themselves.

### Locality Teams:

- › North Ayr
- › Troon / Prestwick
- › North & South Carrick
- › Ayr South and Villages

TC also support and lead a wide range of priorities across the Community Planning Partnership (CPP) including Financial Inclusion, Population Health, Community Safety, Children's Services and Sustainability.



### Gender Breakdown

	2024/2025	2023/2024	2022/2023
♂ Male	990	983	956
♀ Female	1140	1108	1138
🗳️ Prefer Not to Say	6	6	28
👤 Total Number of Young People	<b>2136</b>	<b>2097</b>	<b>2122</b>

Between 2022/23 and 2024/25, youth work provision saw slightly higher engagement from females than males. This suggests that youth work services are successfully attracting and retaining female participants, while engagement among males has remained relatively stable but slightly lower in comparison. The difference may reflect the types of activities and programmes currently on offer, with some approaches or themes potentially resonating more strongly with female participants.



#### Detached Youth Work

Our Youth Work Team delivers a structured programme of detached youth work each Friday evening across Ayr, Maybole, Prestwick and Troon. This provision is designed to ensure that young people are engaged in environments where they naturally meet, enabling early intervention, meaningful relationship-building and responsive support.



#### Engaging Young People in Their Own Spaces

Detached youth work operates on the principle of engaging young people within their own spaces - public areas such as parks, transport hubs and town centres. By positioning staff within these environments, barriers associated with formal settings are reduced. Young people are more likely to interact voluntarily, enabling authentic engagement, the development of trust, and more accurate insight into the issues affecting them.



#### Our Data-Informed Approach

The deployment of staff is underpinned by a data-informed approach. Locations are identified through analysis of community intelligence, youth service referrals, partnership reporting, and feedback from young people themselves. This ensures that youth workers are present in areas where need is evident or emerging, allowing the service to remain flexible, targeted and aligned with local priorities.

#### During Friday evening sessions, youth workers provide:

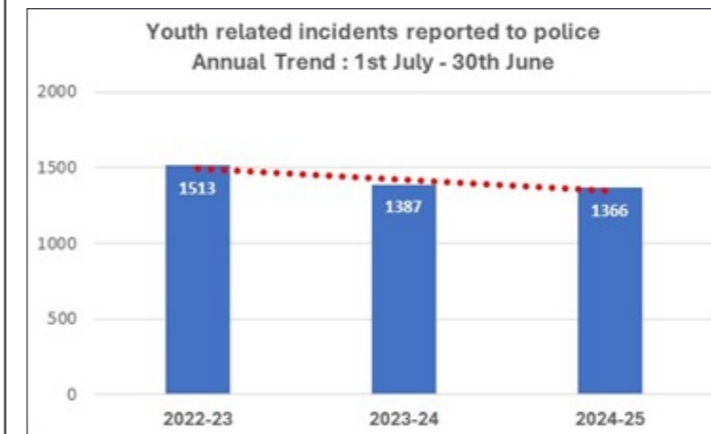
- › Informal support and guidance
- › Access to information on services, opportunities and rights
- › Early identification and escalation of emerging concerns
- › De-escalation, reassurance and safety-focused interventions
- › Signposting to appropriate provision within the wider youth work service



### Outcomes and Impact

The consistent visibility of youth workers across South Ayrshire has strengthened relationships between young people and local services. This approach has contributed to:-

- › Improved awareness of support pathways
- › Reductions in reported antisocial behaviour in identified areas
- › Enhanced partnership working with schools, community safety teams and local organisations
- › Increased participation of young people in shaping local decision-making



### Background Information

	2024/2025	2023/2024	2022/2023
Care Experienced	134	59	58
Young Carers	38	29	13
SIMD 1-3	934	893	1104
Other Referred Group	138	147	119
Out with Target Groups	892	969	828
<b>Total</b>	<b>2136</b>	<b>2097</b>	<b>2122</b>



In 2024/25, **1,244 young people** were identified as belonging to targeted groups, accounting for **58%** of all young people engaged in CLD youth work provision. These targeted groups included those living in **SIMD deciles 1-3, young carers, care experienced young people**, and individuals referred from other priority groups.

There were notable positive shifts within these groups. The number of care experienced young people involved in CLD youth work provision increased significantly, **rising by 78%** in 2024/25. In addition, the number of young carers engaging with CLD youth work provision also showed a modest but meaningful increase from **29 to 39** young carers over the year.

**Learner Hours**

	2024/2025	2023/2024	2022/2023
	6602	3755	6931
Community-based Youth Work	25,936	19,484	15,182
Work in Schools	7141	6567	9453
Youth Voice	2357		
<b>Total Hours</b>	<b>42,036</b>	<b>29,806</b>	<b>31,566</b>

In 2024/25, young people participated in **72 youth work programmes**, collectively contributing to **42,036 hours of learning** and engagement across the authority. Of these programmes, **30** were community-based youth work activities, accounting for **25,936 hours**. These sessions provided young people with opportunities to develop skills, build relationships, and access support within their local communities. In addition, 7 holiday programmes were delivered, offering **6,602 hours** of structured learning and fun during school breaks. A further **28 programmes** were delivered in school settings, contributing **7,141 hours** of youth work designed to complement the curriculum and support wider wellbeing and achievement.

Across all programmes, the average young person engaged in **19.6 hours of learning** over the year.

Staff feedback indicates that the nature of youth work delivery is continuing to evolve, with a growing focus on diversionary activity, events, and residential experiences, young people are now participating in longer, more intensive sessions than the traditional 1.5-hour youth club model. This shift reflects both the increasing complexity of young people’s needs and our commitment to providing deeper, more meaningful learning experiences. As a result, young people are spending more sustained periods of time engaged in activities that promote personal development, confidence building, and social connection.



**Learner Outcomes**

	2024/2025	2023/2024	2022/2023
Positive Relationships	539	388	494
Safe and Welcome	543	403	512
Have a Say	526	376	466
New Experiences	472	361	467
Skills and Knowledge	457	357	429
Better Informed Decisions	508	343	440
Positive Futures	519	358	459
<b>Total number completed</b>	<b>550</b>	<b>404</b>	<b>512</b>

We use the National Youth Work Outcomes and Skills Framework as a common language for setting goals and tracking progress with young people participating in youth work. The primary reason we measure progress is to support the development of young people’s skills and learning. Through a learning conversation with their Key Worker, young people were asked to reflect on their involvement in youth work and

consider what difference this had made. This dialogue encourages young people to explore the language of skills and experiment with a variety of approaches to support reflection on learning.

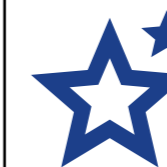
In 2024/25, Learner Journey forms were completed by 550 young people. a 27% increase in the number of young people reporting Learning Outcomes compared to in 2023/2024.



**Volunteer Hours**

Adult and youth volunteers contributed 2,580 hours to youth work programmes in 2024/25- an 80% increase from 1,100 hours in 2023/24. This growth marks a major recovery in volunteer engagement following COVID-19, addressing a priority set by the Youth Work Development Group. Increased hours have strengthened community involvement, restored pathways for emerging youth workers to gain vital experience and mentoring, and improved workforce capacity. As a result, the service is better positioned to sustain a skilled workforce and ensure long-term stability in youth work provision.

**Youth Awards**



The South Ayrshire Youth Awards were held on 3rd April 2025 to celebrate the achievements of young people aged 11–25 across the region. The event was entirely youth-led, with 100 local club members shaping the theme, categories, and entertainment through a survey.

A planning group of 18 young volunteers designed nomination forms, category descriptions, invitations, and decorations. The ceremony welcomed 80 attendees and featured vibrant neon-themed décor, created and presented by locality youth voice groups.

In total, 107 individuals/groups were nominated, with 27 finalists recognised across 9 categories, including volunteering, mental health and wellbeing, community service, skills development, digital innovation, and arts and culture.

**South Ayrshire Youth Events Group**

The South Ayrshire Youth Event Group, made up of 10 volunteers, meets fortnightly to plan and deliver events shaped by local young people’s interests, including the Youth Awards, Bounce Festival, and Eclipse under-18’s rave. The group helped organise the first diversionary rave, securing police support and volunteering on the night with neon paint designs and DJ meet-and-greets. Working alongside other Youth Voice groups, they influenced every aspect of the Youth Awards-from theme and host to decorations, playlists, and interactive games. Young people presented the awards, voted for the overall winner, and received goodie bags, while local businesses contributed raffle prizes, ensuring the event was vibrant and community-driven.



The Say It Out LOUD Mental Health and Wellbeing Award, is designed for South Ayrshire Primary and Secondary Schools. It is a youth led framework created by young people to ensure pupils are part of key decisions to improve mental health and wellbeing support within their schools.

The Award is separated into three different levels which are peer accessed by schools who are achieving the award.

Currently in 2025, there are: -

- › 9 schools achieving level 1
- › 7 Schools achieving level 2
- › 4 Schools are working towards level 3

### Catching Confidence

In 2024/2025 Catching Confidence was undertaken by **198** of these young people. Of those completing this, **89%** achieved more than **75%** of their learning outcomes.

	2024/2025	2023/2024	2022/2023
Less than 50%	12	0	42
50 – 75 %	10	25	43
More than 75%	176	198	57
Total Number of Young People	198	223	142

### Youth Work Accreditation

	2024/2025	2023/2024	2022/2023
Hi5! Award	156	169	184
Dynamic Youth Awards	84	53	76
John Muir Award	0	29	17
Saltire Award	58	57	95
Youth Achievement	0	0	2
Duke of Edinburgh Bronze	13	11	3
Duke of Edinburgh Silver	0	0	6
Princes Trust Achieve L4/L5	0	2	3
Princes Trust L3	0	2	10
Community & Volunteering	2	0	0
SQA Animal Care L3	6	0	0
Total Awards Completed	319	323	396



Our youth work programmes provide opportunities to formally recognise young people's hard work, commitment and achievements through the facilitation of accredited Youth Awards.

In 2024/25, 406 young people registered their participation

in various youth awards. 319 of these young people successfully achieved an award, which is a completion rate of 79%. 57 young people are continuing to complete their award. The most popular youth awards were Dynamic Youth Awards, Hi5! Awards and Saltire Awards.

There has been a marginal reduction in the total number of awards delivered in 2024/25 compared to 2023/24.

No John Muir Awards were completed this year due to a temporary pause in the programme. However, the award remains highly popular among young people, and

we are pleased to confirm that it will be offered again in 2025/26, with strong interest already anticipated.

In 2024/25 there has been a service-wide focus on ensuring our targeted school-based provision supports wider achievement. The support young people require from youth work staff can often be more intensive, but it allows young people to gain a recognised qualification when they may not otherwise be able to.

Of the 74 Youth Projects delivered in 2022/2023 accreditation was offered in 23 of these.

### SA Youth Council

South Ayrshire Youth Council were elected in June 2024, and represent all secondary schools, additional support needs school, Virtual School and over 16 school leavers.

They represent the views of local young people and have set the following priorities:

- › Cost of Living
- › Opportunities to have voice heard with local key decision makers
- › Increase Mental Health and Wellbeing Support
- › Improve awareness for those with Additional Support Needs



### In one year, the South Ayrshire Youth Council Members have taken part in:

- › 4 in person Youth Council meetings with Elected Members and Senior Leaders to discuss relevant issues. One of the meetings was hosted as a Cabinet style meeting
- › Joined two online Youth Council meetings
- › 5 additional sub group sessions to discuss actions for their priorities
- › Attended 3 SAC Cabinet Meetings
- › Delivered two presentations, one to all Head Teachers and another to Children Service Plan Partners
- › Had a say on 7 different local or national policy/outcomes/processes
- › Led a Cost of Living survey to over 600 young people
- › Set up the 'Body Essentials Project' where a range of local youth groups and 31 schools have signed up to receive funding to purchase a range of toiletry products (deodorant, body wash, hair products etc) tailored to the needs of local young people to access for free



Through our rights-based approach we have supported 366 young people to have the opportunity to express views and meaningfully shape service delivery. We carried out 7 different focus groups supporting to have an improved and shared understanding of issues and priorities felt by local young people and better knowledge of how they wish to have their voice heard, communicate and share information.



### Members of the Scottish Youth Parliament (MSYPs)

Our Ayr MSYP's, Evie and Matthew have participated in a range of training, consulted with local young people around the Scottish Youth Parliament 2026-2031 Manifesto, including presenting to Youth Council and Elected Members, hosting information stalls at various events and attending youth voice groups.

In November 2024 Evie presented a motion stating that more should be done in schools in order to educate young people on racism and xenophobia. In preparation for her presentation, Evie consulted with over 200 young people to explore issues around her motion. The motion was successfully passed and Evie has since worked closely with Community Planning and the Scottish Refugee Council to develop a pilot lesson plan addressing this important issue.

In March 2025, the South Ayrshire MSYPs organised a gathering with MSYPs across the West Coast. This event provided an opportunity to share best practice and support one another in consulted for the upcoming SYP Manifesto.

Our MSYP's are both actively involved with their local Community Councils and played a key role to develop a consultation on supporting increased youth involvement within Community Councils.



## Adult & Family Learning



Over the past three years, Adult and Family Learning within Community Learning and Development in South Ayrshire has continued to provide a wide range of opportunities for learners. The three-year data demonstrates both the scale and the depth of impact achieved through Adult and Family Learning in South Ayrshire. Participation levels have remained robust, with consistently high completion rates above 89% and a marked rise in accredited achievements in 2024/25.

Learners are not only completing programmes but also achieving meaningful outcomes,

with over 90% reaching at least 75% of their intended learning goals. There is a broad reach across age groups, and a significant proportion of learners are from the most deprived areas. Learner self-evaluations remain positive, and we have reported impacts on skills, knowledge, health and wellbeing underline the wider value of provision.



### Literacy and ESOL Support

The Literacy Development Officers have worked with 128 ESOL learners and 64 literacy learners between 1st June 2024 and 31st July 2025. During this period, there has been an overall 8% increase in male learner participation, reflecting progress against last year's identified action to increase male involvement. This shows that the majority of male learners are engaged in ESOL and literacies provision, with 150 out of 278 male learners (54%) participating in these areas, highlighting the strong role of ESOL and literacy programmes in engaging men.

There has been an overall **8% increase** in male learner participation

	2022/2023	2023/2024	2024/2025
Adult Learning programmes	95	69	84
Family Learning programmes	46	35	35
Learning Places	1382	998	990
Hours of Learning (Volume of Delivery Sustained)	18090	21071	19790
Completion Numbers (Strong and Consistent Success Rates)	1230/1382 (89%)	894/998 (90%)	898/990 (91%)
Accreditation Achieved	128/1382 (9%)	45/998 (5%)	141 (16%)
Learning Outcomes 75%+ (High achievement of intended outcomes)	975 (95%)	898 (90%)	829 (92%)
Progression College	97 (12%)	41 (10%)	70 (11%)
Progression Volunteering	85 (10%)	52 (13%)	76 (12%)
Progression Employment	53 (7%)	64 (15%)	107 (17%)
Age Range 16 – 30 years (Youngest Learner Group)	414 (30%)	184 (19%)	190 (19%)
Age Range 31 – 50 years (Largest Learner Group)	675 (49%)	363 (37%)	522 (52%)
Gender Female (Majority of Participants)	998 (72%)	780 (79%)	709 (72%)
Gender Male	372 (27%)	200 (20%)	278 (28%)
SIMD Quintile 1 (Most Deprived)	347 (26%)	287 (29%)	292 (30%)
Self-Evaluation Very Good/Excellent (Positive Learner Satisfaction)	65 (69%)	49 (71%)	63 (75%)



### Literacy and ESOL Support

The Literacy Development Officers have worked with 128 ESOL learners and 64 literacy learners between 1st June 2024 and 31st July 2025. During this period, there has been an overall 8% increase in male learner participation, reflecting progress against last year's identified action to increase male involvement. This shows that the majority of male learners are engaged in ESOL and literacies provision, with 150 out of 278 male learners (54%) participating in these areas, highlighting the strong role of ESOL and literacy programmes in engaging men.

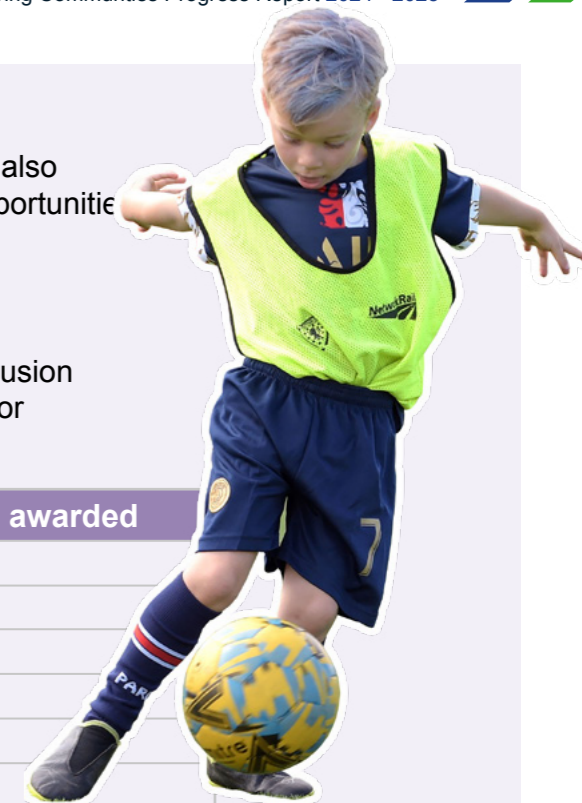
### Internal Funding Invested

Alongside external funding support, Thriving Communities has also invested directly in communities through a range of funding opportunities since August 2024.

### Financial Inclusion Funding

Thriving Communities is committed to supporting Financial Inclusion Projects that aim to reduce poverty and improve quality of life for communities.

Name of group	Amount awarded
Dailly Community Development Trust	£1000
Carrick Rugby Football Club	£750
Ayr & Prestwick Mens Shed	£1000
Mossblown Matters	£1000
Girvan Town Team	£600
Vasa pantry	£1000



## Community Development

### External Funding Support

#### Funding support to community Groups

From 1st July 2024 – 30th June 2025 the External Funding Officer has provided advice and information to a wide range of community groups and organisations to help identify both external and internal funding opportunities.

- › 72 dedicated funding reports were prepared and issued to groups.
- › 24 bi-weekly funding alerts have been circulated to community groups across South Ayrshire since August 2024.

Social media has also become an important communication tool. The Thriving Communities – Community Learning and Development Facebook page now provides up-to-date information on funding opportunities, with an average of 18 posts per week.

Additional support has been provided to groups requiring help with applications, alongside information and advice sessions on how to prepare strong submissions to funders.

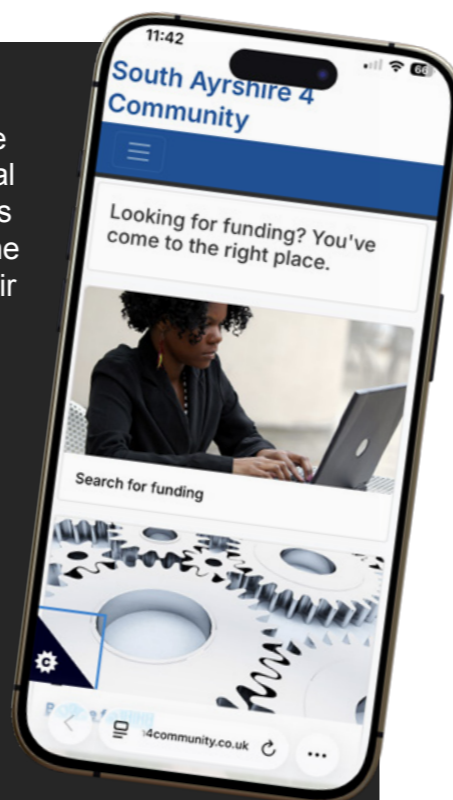
As part of the Council's commitment to supporting community and voluntary groups, charities, and social enterprises in accessing external funding, a free online resource — South Ayrshire 4 Funding is available:-

This resource provides a cohesive approach to external funding and enables groups to identify the best funders for their projects.

- › 1,391 searches have been carried out in the past year.
- › 279 groups are currently registered as users.

To date, the service has helped generate over £700,000 in funding for the region, delivering a return of £20.39 for every £1 invested.

These searches cover a wide range of community funding needs, as illustrated by the accompanying keyword word cloud.



Following approval by Councillors at Cabinet, additional funding was allocated for 2025/26, allowing a second Financial Inclusion Fund to be launched.

Name of group	Amount awarded
Ayr Gaiety Partnership	£2500
The Honeypot Childrens Charity	£4142
The Ballantrae Trust	£1000
Ayr United Football Academy	£3000
Vics in the Community	£4142
SeAscape	£4142
Recovery Ayr	£2000
Broken Chains	£3642
The Carrick Centre	£4142
Glendoune Community Association	£3250

A total of £60,000 was also distributed to support the work of food pantries:-

Name of group	Amount awarded
VASA – Ayr	£35,000
VASA – Girvan	£12,500
The Carrick centre	£12,500



### Community Empowerment Funding

The Community Empowerment Fund (CEF) is part of the UK Shared Prosperity Fund (UKSPF) and supports community groups in taking ownership of land or assets, completing capital or development projects, and achieving priorities identified within their Place Plans or Community Action Plans. Applicants can apply for:-

- › Small Grant: up to £4,950 – to address barriers to sustaining a group or to fund smaller development projects.
- › Development Grant: up to £15,000 – for groups taking ownership of land/assets, going through a Community Asset Transfer (CAT), or taking the lease of an asset.

#### 2024/25 Awards

- › Budget: £105,000 (Capital £55,000, Revenue £50,000)
- › Applications received: 22
- › Successful applications: 12, with grants ranging from £2,600 to £15,000

Name of group	Amount awarded
Friends of Dundonald	£4,950
ACE	£4,588
Ballantrae Trust	£15,000
Carrick Rugby Football Club	£2,600
Vics in the Community	£15,000
Friends of Broadway Prestwick	£6,146
Biosphere Bikes	£15,000
Overmills Allotment Assoc	£4,950
Girvan & District Attractions	£4,950
Kincaidston Action Group	£9,200
Peter Boyle Bowling Club	£14,030
The Ayr Ark	£8,585.13



#### 2025/26 Awards

- › Budget: £105,000 (Capital £55,000, Revenue £50,000)
- › Applications received: 22
- › Successful applications: 12, with grants ranging from £2,600 to £15,000



Name of group	Amount awarded
Annbank Comm Association	£8,600
Ayr Sea Cadets	£6,500
Ayr United Football Academy	£3,300
Dailly Comm Dev Trust	£2,400
Forehill Bowling Club	£15,000
Friends of the Broadway Prestwick	£12,000
Harbour Ayrshire	£1,794
Maybole Women's Group	£950
Peter Boyle Bowling Club	£14,958
Pinwherry & Pinmore Comm Dev Trust	£3,785
Prestwick Cricket Club	£608
Prestwick St Cuthbert Archery Club	£997
South Ayrshire Access Panel	£1,240
The Iris Ayr	£9,765
Troon Men's Shed	£10,276
Vics in the Community	£7,827

**The purpose of the club is to provide a sporting and social space for members and the public to participate in activities and enhance their physical health and mental wellbeing.**

**This grant has enabled the club to enhance the social space and reach out to members and the wider community to make a valued difference to their health and wellbeing.**

Michelle - Peter Boyle Bowling Club

### Participatory Budgeting Funding

The Participatory Budgeting Fund (PB) is also supported through UKSPF and aims to empower local communities to influence how funding is allocated to projects that meet local health, wellbeing, and community priorities.



#### 2024/25 Awards

- › Budget: £90,000, in partnership with the Health and Social Care Partnership
- › Local allocation: £15,000 to each of the six localities:
  - › Ayr North
  - › Ayr South & Villages
  - › Girvan & South Carrick
  - › Maybole & North Carrick
  - › Prestwick & Villages
  - › Troon & Villages
- › Grant range: £500–£3,000 per group
- › Groups funded: 66

Name of group	Amount awarded
Ukrainian Community Group	£3,000 UKSPF
Carers Gateway South Ayrshire	£3,000 UKSPF
The IRIS	£3,000 UKSPF
Peter Boyle Bowling Club	£2,400
Ayr ARK	£2,800 UKSPF
Harbour AYRSKIRE	£1,800 UKSPF
Riverside Community Trust	£3,000
Overmills User Group	£2,100
Ayr North Exc Womens Group	£3,000
RecycleAyr	£3,000
Overmills Allotments	£2,000 UKSPF
Lochside Gardening Group	£900
HoneyPot Childrens Charity	£2,789 UKSPF

Name of group	Amount awarded
Ayrshire Hospice	£3,000 UKSPF
Spotty Zebras	£2,000
RecoveryAyr	£3,000 UKSPF
Carers Gateway	£3,000 UKSPF
Annbank Comm Assoc	£3,000 UKSPF
Broken Chains	£3,000
Mosssblown Matters	£2,850
NLADYS	£3,000
Mindfully Present	£2,060
Tarbolton Community Council	£1,500
Kincaidston Action Group	£801
Girvan Youth Football Club	£3,000 UKSPF
Girvan & District Attractions SCIO	£3,000 UKSPF

Name of group	Amount awarded
Girvan Development Group	£3,000 UKSPF
Carrick Resilience Team	£3,000 UKSPF
Girvan Youth Trust	£1,900 UKSPF
Sacred Heart Primary School Parent Council	£1,000 UKSPF
Girvan Community Garden	£2,994
Stumpy Corner Steering Group	£3,000
Girvan Opportunities Planning Committee	£3,000
Biosphere Bikes	£631
Z1 Girls Group	£500
Ballantrae Scouts (2nd Ayrshire)	£3,000
Colmonell Parent Council	£2,100
Colmonell Community Association	£1,950
Girvan & District Mens Shed	£500
Barrhill Events Group	£500
Carrick Resilience Team	£3,000 UKSPF
Maybole Youth Club	£3,000 UKSPF
Carrick Tots Playgroup	£1,700
Maybole Events Committee	£3,000 UKSPF
Carrick Rugby Football Club	£3,000 UKSPF
The Carrick Centre	£2,100 UKSPF
McCandlish Hall - Straiton Club	£3,000
Community Wellbeing Hub	£3,000
Growing Together Kirkmichael	£750 UKSPF
Carrick Walking Football Club	£3,000 UKSPF
Dementia Friendly Prestwick	£3,000 UKSPF
Ayr & Prestwick Men's Shed	£3,000 UKSPF
Age Concern Prestwick (65Club)	£2,400
Symington Bowling Club	£2,800 UKSPF
Glenburn miners football club 2015's	£1,800 UKSPF
Friends of the Broadway Prestwick (FotBP)	£3,000
Glenburn Miners Welfare FC	£2,100

Name of group	Amount awarded
Domino playgroup	£3,000
Monkton Community Council	£3,000
Carers Gateway - South Ayrshire (Carers Centre)	£2,000 UKSPF
Diamonds (New Life Trust)	£900
Ukrainian Community Group ( UCG) South Ayrshire	£2,789 UKSPF
Keeping the wheels turning	£3,000 UKSPF
Start Up Funding	£2,000
Dementia Cafe and Staying Ahead of the Curve	£3,000 UKSPF
Chocolate - More Than Just A Sweet; International Badgework culminating in a trip to Blair Drummond Safari Park	£3,000 UKSPF
Wellness for Carers in Employment - Troon, Loans & Dundonald	£3,000 UKSPF
G. C. SCHEDULE 24/25	£3,000
Health and Fitness group	£2,850
More Than A Journey	£3,000
Ukrainian Community Centre	£700





**2025/26 Awards**

- › Fund Launched:- 19th May 2025
- › Fund Closed:- 12th June 2025
- › Budget: £70,000, divided by population across four Thriving Communities Localities:
  - › North Ayr
  - › Troon / Prestwick
  - › Girvan
  - › Ayr South and Villages
- › Grant range: £500–£2,000 per group
- › Focus areas:
  1. Adult and Family Learning
  2. Financial Inclusion (Cost of Living Support)
  3. Youth Work
  4. Community Development
- › Groups funded: 42

Name of group	Amount awarded
Alloway Tunnel	£2,000
Annbank Community Association	£1,982
Annbank United FC	£2,000
Carers Gateway	£1,783
Community Gift Exchange - Ayr South	£2,000
Coylton Family Fun Day	£2,000
Doonfoot After School Services	£500
Mossblown Matters	£2,000
Newmarket Street Dev Trust	£2,000
Night Before Christmas Campaign	£2,000
Oshay's Brain Domain's	£1,025
Recycle Ayr	£2,000
The Ayr Ark	£970
Ayr Academy Parent Council	£2,000
Carers Gateway	£600
Community Gift Exchange - Ayr North	£2,000
Morrison Gardens Residents	£1,350
Dalmilling Primary Parent Council	£570
Overmill Allotment	£2,000
Sea Cadets	£2,000
The Iris Arts	£1,410

Name of group	Amount awarded
Vics in the Community	£2,000
Ballantrae PS Parent Council Y	£2,000
Carrick Centre	£520
Carrick Rugby Football Club	£1,900
Community Wellbeing Hub	£830
Kirkmichael Village Renaissance	£1,965
McCandlish Hall	£1,840
Maybole Charity Shop	£2,000
Stinchar Connections	£2,000
BSL Sign Language	£900
Carers Gateway	£1,220
Friends of the Broadway Prestwick	£1,430
Friends of Dundonald Castle	£2,000
Loans Gala Committee	£1,630
Loans Village Hall	£2,000
Prestwick Community Cafe	£379
Prestwick Tennis & Fitness	£2,000
Symington Community Projects	£1,596
Troon Development Trust	£2,000
Troon Men's Shed	£2,000
Troon Scouts	£1,600
Troon Water Sports	£2,000

**South Ayrshire Charitable Trust**

The South Ayrshire Charitable Trust was set up to assist and improve the lives of South Ayrshire residents who are in need because of poverty, age, ill-health, disability, financial hardship or other disadvantage. The available funding is split geographically.

In November 2024 the Ayr Fund councillors agreed to split the remaining £3500 by a donation system. The following groups were awarded:-

Name of group	Amount awarded
Ayrshire Cancer Support	£1500
Newton Primary School	£1000
Wallacetown EYC	£500
Compass Drop In centre	500

In March 2025 the Girvan Fund Councillors agreed to split the remaining £2000 by a donation system. The following groups were awarded:

Name of group	Amount awarded
C.A.N	£500
Ayrshire Hospice Shop	£500
O.I.R	£250
Cosy Spaces	£250
Girvan Mens Shed	£250
Duff Street kitchen	£250

In November 2024 the Prestwick Fund Councillors agreed to split the remaining £2500 by a donation system. The following groups were awarded:

Name of group	Amount awarded
Monkton Community Council	£500
VASA	£190
Age Concern (65 Club)	£500
Dementia Friendly Prestwick	£500
Diamonds Lunch Club	£500
Night before Christmas Campaign	£310

**Partnership Working (Voluntary Action South Ayrshire (VASA) & The National Lottery Community Fund)**

Close partnership working between VASA, the local Third Sector Interface (TSI), and the Council's External Funding Officer has strengthened support for South Ayrshire's 3rd Sector. By sharing knowledge of local groups and funding opportunities, partners have improved signposting, reduced duplication, and provided more rounded support to organisations.

**“Closer partnership working between VASA, the local TSI, and SAC External Funding Officer has led to better intelligence overall of the 3rd Sector in South Ayrshire. Shared knowledge of the remit of partners as well as shared knowledge of groups in the community has led to a more rounded support for these groups when signposting and identifying duplication. By working in partnership we can also offer more support to the sector by sharing resources and taking that support out to the communities across SA.”**

*Angela McWhinnie, Depute Chief Officer, VASA*



### Locality Based Funding Surgeries

Thriving Communities has developed a strong working relationship with the National Lottery Community Fund (TNLCF) in Scotland. Working with TNLCF's South Ayrshire officer, Lauren Farquharson, and in partnership with VASA, a series of local funding surgeries were introduced.



These surgeries provide community groups with the opportunity to book 30-minute face-to-face appointments with the funding officer to discuss project ideas and receive direct feedback.

- › 5 surgeries have been held since August 2024.
- › 54 community groups have participated.
- › As a result, £1,499,090 has been distributed to groups in South Ayrshire since August 2024.

**“Funding surgeries enable me to provide face-to-face support and advice about TNLCF’s programmes, while also giving groups the chance to receive honest feedback on their project ideas. The involvement of Thriving Communities and VASA has strengthened this model, ensuring groups can access specialist local support alongside National Lottery advice.”**

*Lauren Farquharson, National Lottery Funding Officer for South Ayrshire*

### GOOD NEWS STORIES SUPPORT TO GROUPS (QUOTES)

#### KINCAIDSTON & BELMONT BOWLING CLUB

“Just to say thank you very much to Thriving Communities for the support given to our club. As you know, we had no idea where to start, and they helped us step by step in finding funding and understanding the application forms.

Thanks to this support, we secured a grant of £2,000 which will allow us to purchase disability equipment for the club. This will make a real difference to our members.

*A. Pottinger, Kincaidston & Belmont Bowling Club*

#### TROON MEN’S SHED

The support Thriving Communities have provided to Troon Men’s Shed has been invaluable for us. From the face-to-face meeting we had in January at the Walker Hall, to the advice and signposting since then, the ongoing support regarding funding has been critical. Thriving Communities have identified funding opportunities appropriate to both our current and ongoing activities, as well as our longer-term HPP CAT acquisition and redevelopment plans.

Through this support we received a £9,766 grant towards the eventual purchase of Hosiery Park, plus a £5,000 donation from the R&A Legacy Fund, which Thriving Communities put us forward for. The direct support and wider advice have given us the confidence to “keep going” with our search for additional funding opportunities in line with our larger redevelopment costs (circa £200k).

The funding landscape is a real challenge for groups new to it, and honestly, without Thriving Communities’ support, I don’t think we could have navigated it successfully on our own. Thanks very much for all Thriving Communities have done for us, and we look forward to working with them in future.

*Owen, on behalf of TMS*

#### CRAIGIE ALLOTMENT ASSOCIATION

Thriving Communities’ support has been brilliant. They attended our AGM to let us know about possible funding sources and later visited the allotments to find out more about who we are and what we do. With their support, we secured Destination South Ayrshire funding, which we used to hold a social event for all plot holders, their families and friends. It was well attended, helped new members get to know others, and allowed visitors to learn about the opportunities of taking on an allotment in South Ayrshire. We have also been accepted to take part in this year’s Doors Open Day on 13 September 2025. Without the funding, our social day would have been a much smaller affair and we would not have been able to take part in Doors Open Day.

We have also recently been awarded funding from the Mushroom Trust, which will help us achieve a longer-term aim of providing bulky gardening supplies such as compost and manure at a sustainable cost to plot holders. Many of our members are retired, and some don’t drive, so accessing these supplies can be a barrier to working their plots effectively.

We would not have known about these funding sources, or had the confidence to apply for them, without Thriving Communities’ support. Thank you!

*Joy Hill (Secretary)*

#### ANNBANK COMMUNITY ASSOCIATION

*Funding for Annbank Community Centre – Toilets Renovation Project*

“We received valuable support from Thriving Communities in preparing our application to renovate the toilets at Annbank Community Centre. They helped us to draft the application, ensuring it was clear and met the funder’s requirements. This guidance made the process far less stressful and gave us confidence in putting our project forward.

As a result of this support, we were successful in securing funding to carry out the renovation. Thriving Communities’ advice was extremely helpful and made a real difference in enabling us to achieve this improvement for our community facility.

*Natalie Baird, Volunteer*

#### VE80 COMMITTEE

“Thriving Communities immediately understood the scope, scale, and value of our project and were able to suggest several sources of funding that might help, including the National Lottery Communities Fund, Destination South Ayrshire, and South Ayrshire Council’s Community Benefits scheme. They offered clear guidance on how to apply and who to speak to in order to improve our chances of success.

Our situation was unusual, as the events we were planning had to take place in early May 2025, meaning some funding sources might not have been open or in funds until very close to when we needed to pay for services. Thriving Communities were proactive in ensuring we were alerted as soon as applications opened, that we used the right processes, and that the right people were contacted about our proposals. They were an excellent and highly knowledgeable resource, helping us pitch our application for the best chance of success.

We were successful in securing funding from the National Lottery Communities Fund, Destination South Ayrshire, and from companies connected to the Community Benefits Scheme.”

*Nick Slane, Committee Member*



**Community Development – Building Capacity and Empowering Communities**

Thriving Communities balances empowering groups to operate independently with providing targeted support where needed, ensuring sustainable community-led activity, strong networks, and ongoing engagement in local initiatives.

- › Ayr North Time Team – Supported to become self-sufficient from June 2025.

- › Wallacetoun Women’s Group – Progressing towards self-sufficiency, aiming for independence by 2026.
- › Kincaidston Women’s Group – Supported to become a constituted group, linking with other groups and staff for guidance; expected to operate independently in 2026.
- › Ayr North Exclusively Women’s Group – Running independently, requesting support as needed and engaging with campaigns.
- › Violence Against Women Joint Action Group (JAG) – Carried out a scoping exercise led by Thriving Communities. This exercise identified groups and support for women with long term wider local networks. This resource supports groups who are not ready to make the steps to become independent.



Thriving Communities has been leading the review and update of the Scheme of Establishment for Community Councils to ensure it remains fit for purpose and continues to strengthen local democracy across South Ayrshire.

There are currently 23 active Community Councils across South Ayrshire, representing 218 members.

The revised scheme will provide a stronger framework to support Community Councils role in giving local people a voice in decision making.

The consultation process has been designed to maximise participation and transparency:-

- › February 2025 – Report presented to Cabinet to gain approval to start the consultation process.

- › March 2025 – Stage 1 Consultation – Online survey launched via Your Area Your Voice Your Choice, with additional opportunities to provide feedback on paper at local libraries.
- › May 2025 – Working group established, supported by Thriving Communities to collate consultation responses and draft the revised scheme.
- › August 2025 – Draft scheme will be presented to Cabinet, approval sought to begin Stage 2 of the consultation.
- › September 2025 – Stage 2 Consultation – Online survey will be launched on Draft Scheme via Your Area Your Voice Your Choice, with opportunities to provide feedback on paper at local libraries. Locality drop-in sessions will also be available and promoted across South Ayrshire.
- › December 2025 – Scheme of Establishment to be presented to full Council. The new scheme is due to be launched in April 2026.

**Community Safety**



Thriving Communities, through the Home, Road & Water Safety Joint Action Group (JAG), has led a wide range of initiatives across South Ayrshire to reduce risks and promote safer communities.

**Home Safety**

- › Supported 12 national campaigns locally, focusing on slips, trips, and falls in the home.
- › Funded fire-retardant materials, with 11 referrals and 15 items issued to vulnerable residents.

**Water Safety**

- › Delivered 9 school and community sessions, engaging 1,600 young people.
- › Promoted World Drowning Prevention Day with RNLI and partners at Troon Beach.
- › Installed windsocks at three Troon locations to improve beach safety.

**Road Safety**

- › Delivered the Combining Ayrshire’s Road Safety programme in all 8 secondary schools, reaching around 3,000 young people.
- › Ran car seat safety checks in Ayr, Girvan and Troon.
- › Hosted events for older drivers (156 attendees) and motorcyclists (“Biker Down” in June 2025).

**Community Safety Events**

- › In May 2025, Thriving Communities coordinated S1 Safety Events across five secondary schools, reaching 793 pupils. The key topics covered were fire safety, road safety, water safety, smoking & vaping, and safe relationships.

**Safer communities**

Thriving Communities, through the Safer Communities Joint Action Group (JAG), has coordinated multi-agency work to tackle anti-social behaviour, environmental concerns, and fire safety across South Ayrshire.

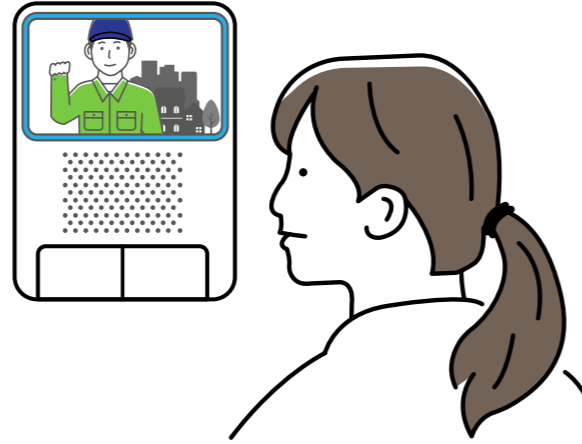
**Youth Programmes**

- › 15 targeted programmes delivered in schools, colleges, and communities, engaging 1,700+ young people.
- › Weekly Targeted Approach to Young People (TAYP) sessions at Kyle Academy, Queen Margaret Academy, and Marr College.
- › FEVA environmental audit with Primary 5 pupils at Forehill Primary.
- › Inputs to Ayr College’s Police Studies Group and parent/community sessions on internet safety.



### Tackling Anti-Social Behaviour

- › Regular detached youth work has taken place in Ayr, Prestwick, Troon and Maybole, and emerging hotspots – (see graph under detached Youth Work for anti-social behaviour stats)
- › 17 parent alert letters have been sent out since 30th June 2024 – 1st July 2025. This is in line with Thriving Communities, Youth Disorder process.
- › Bonfire Watch 2024: 14 bonfires prevented/ removed, saving £9,000 in costs.
- › Within Wallacetown 16 Ring doorbells were purchased and issued by Thriving Communities to improve safety and deter anti-social behaviour.



### Reducing Violence

Thriving Communities, through the Reducing Violence Joint Action Group (RVJAG), has coordinated multi-agency work to keep Ayr and Prestwick town centres safe and welcoming during peak night-time activity.

- › Taxi Marshals:- 150 hours per quarter at Boswell Park; extra cover at Smith Street during Ayr Races/County Show; weekly usage 152–156 people, 120 per night at Smith Street.
- › Street Pastors:- 156 volunteer hours per quarter; provided water, flip-flops, blankets, glass clean-up, incident de-escalation; portable defibrillator introduced April 2025; supported vulnerable individuals and Under-18s events.
- › South Carrick First Responders (SCFR):- Delivered reassurance and first aid; assisted intoxicated/collapsed individuals, supported paramedics, treated head injuries, responded to suspected drink spiking; volunteer contribution valued at £2,106 per quarter.



### Violence Against Women

Thriving Communities, through the Violence Against Women Joint Action Group (VAW JAG), has coordinated multi-agency work to prevent and respond to gender-based violence across South Ayrshire.

- › Delivered Hystayria programme in schools, libraries, and communities; Mentoring Violence Prevention training (Nov 2024).
- › Commercial Sexual Exploitation (CSE) awareness sessions have been delivered to staff.
- › Thriving Communities have led on four national campaigns locally – 16 Days of Action, White Ribbon, CSE, and Don't Be That Guy.
- › Developed a library of 23 local resources on violence against women.
- › VAW branding displayed on South Ayrshire bin lorries with QR links to resources.
- › 16 Days of Action: Annual programme delivered In November 2024, highlights included Reclaim the Night march, Jonet statue launch, and partner events.
- › International Women's Day 2025: Successful event on Friday 7th March with strong participation from local women's groups and partners



## Employability

### LEP / Commissioning

Through the review of local data South Ayrshire's Local Employability Partnership (LEP) identified the need to commission a range of training and employability support to meet the needs of clients inline with local labour market demands. During 2024/25 the LEP invested £257,155 to commission the following:

- › Four Sector-Based Work Academies (SBWA) in Hospitality
- › One Sector Based Work Academy (BDWA) in Care
- › Support for those who are Economically Inactive
- › QTS Rail Skills Academy
- › Employment opportunities with the 3rd Sector via Voluntary Action South Ayrshire (VASA)

A total of 115 clients participated in the sector specific training. 90% completed the training with 56% progressing to employment thereafter. The remaining 44% continued to receive employability support from Thriving Communities and LEP Partners.

### Thriving Communities Employability Programmes

During 2024/2025 a total of 1065 people were registered on our employability programmes, these programmes are funded by South Ayrshire Council, No-One Left Behind and UK Shared Prosperity Fund.

- › Youth 511
- › Adult 212
- › Parents 238
- › Modern Apprenticeship 104
- Total Participants: 1065**



### Evolve

Evolve supports clients to progress to employment within South Ayrshire or with Third Sector organisations, via South Ayrshire's TSI - Voluntary Action South Ayrshire (VASA).

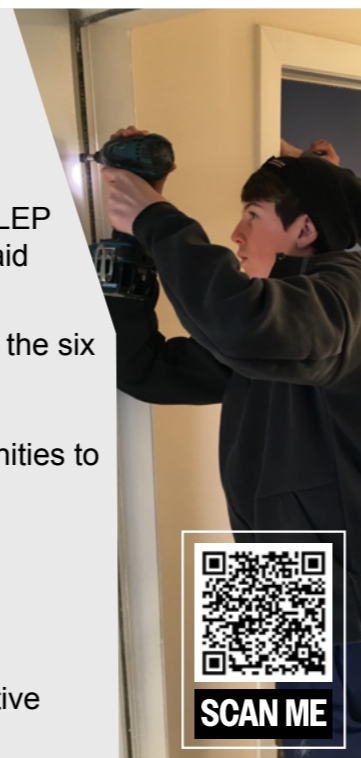
Evolve ensures all employment opportunities are fair and flexible and the LEP subsidising salary costs for the first six months in employment, which is paid direct to the employer.

17 employment opportunities we created within the Third Sector, following the six months:

- 11 employees sustained employment or enrolled in Further Education
- The remaining 6 continued to received support from Thriving Communities to identify pathways to alternative employment

12 employment opportunities were created within South Ayrshire Council, including Facilities Management, Active Schools, Education and Grounds Maintenance

On completion 9 remained in employment with South Ayrshire Council. 3 continued to receive support from Thriving Communities to look at alternative career pathways.



### School Leaver Destination Report (SLDR)

Thriving Communities and Education, in partnership with Skills Development Scotland (SDS), are committed to ensuring young people, on leaving school, progress to a positive destination. South Ayrshire have not fallen below the top four local authorities in the last 4 years and have been the top of Scotland in February 2021 and February 2025.

SLDR – YEAR	Snapshot	National Average	Follow Up	National Average
2023/24	Feb 2025 - 98.7%	95.7%	June 2025* - 96.8%	93.1%
2022/23	Feb 2024 - 98.1%	95.9%	June 2024 - 97.3%	92.8%
2021/22	Feb 2023 - 98.6%	95.7%	Aug 2023 - 96.9%	93.5%
2020/21	Feb 2022 - 98.3%	95.5%	June 2022 - 97.6%	93.2%
2019/20	Feb 2021 - 98.4%	93.3%	June 2021 - 96.9%	92.2%

\*Stat available at time of publication

### Participation Measure

The Scottish Government's Opportunities for All commitment offers a place in learning or training to every 16-19 year old who is not in employment, education or training.

The [Annual Participation Measure](#), has been adopted in the Scottish Government's [National Performance Framework-gov.scot](#) as the measure of young people's participation.

Since 2022 Thriving Communities have had a real focus on ensuring young people are supported into further education, training or employment and the work of the team since 2022 is reflected in the undernoted data.

Participation Measure	Published	National Average
2024/25	August 2025 - 95.6%	93.3%
2023/24	August 2024 - 95.3%	92.7%
2022/23	August 2023 - 96.6%	94.3%
2021/22	August 2022 - 93.7%	92.4%



South Ayrshire are currently 5th in Scotland for young people, aged 16-19years, engaging in education, training or in employment:

- › 4,749 16-19 years in local authority cohort
- › 95.6% participating
- › 51% Male and 49% Female
- › 16.5% identify as disabled
- › 19.2% residing in 20% most deprived SIMD Quintile

### Pathways for Adults Volunteering in Education (PAVE)

PAVE is an 8 week programme that gives participants an opportunity to volunteer within a school setting, either within the classroom or supporting with clerical tasks within the school office.

Participants are supported by their Employability Key Work to gain an employability related qualification at SCQF Level 4 as well as work-based qualifications including Emergency First Aid at Work. Participants are also supported to develop CVs, complete job applications and plan a structured pathway to future employment following the 8 week programme.

During 2024/25 five PAVE cohorts ran with 26 participants. 18 of participants progressed to a positive destination on completion, including Further Education or secured contracts with South Ayrshire Council.



#### Employer Recruitment Incentive

Thriving Communities Employability provide financial support to local businesses to help them recruit individuals, some of whom may face barriers to employment, such as long-term unemployment, disability or a lone parent.

19 local businesses were supported to recruit 11 individuals into permanent contracts of employment; this was an investment of £53,100

Priority groups supported were Parents, Care Experienced Young People and people with Additional Support Needs (ASN)

### South Ayrshire Modern Apprenticeship Programme

South Ayrshire Council offer Modern Apprenticeship opportunities to young people aged 16 to 19, or up to 29yrs for people who are care experienced.



[click to view](#)

Whilst completing their apprenticeship the MA works towards the relevant work-based qualification. Modern Apprenticeships are available at a variety of levels, all mapped to the Scottish Credit and Qualifications Framework (SCQF) and accredited by the Scottish Qualifications Authority (SQA).

[William Andrew - Service Lead for Property Maintenance](#) talks about his experience in support the Modern Apprenticeship Programme

[South Ayrshire Council was commended](#) for their commitment in supporting individuals from under-represented equality groups onto the MA programme. This includes the 'Care Experience Guarantee' and SACs guarantee to interview candidates who have a disability, can evidence they meet the competence-based requirements of the role and are aged 16-19 years. Supports in place are reflective in our equality stats:



### South Ayrshire Council Modern Apprenticeship Equality Stats

Year	South Ayrshire Care Experienced stats	National Average	South Ayrshire Disability stats	National Average
2020-21	12.5%	1.7%	33.3%	13%
2021-22	12.7%	2%	33.6%	13.3%
2022-23	5.5%	2.1%	33.3%	15.3%
2023-24	6.0%	2.3%	49.0%	17.0%
2024-25	12.5%	2.6%	23.7%	16.7%

## Health and Wellbeing



Our Active Schools programme offers free sport and physical activity sessions within every school across South Ayrshire inspiring more young people to be active. This is a universal and free offer to all pupils and sessions are delivered before school, during lunchtime and after school by a network of over 500 volunteers.

From August 2024 until June 2025 nearly 7,000 different young people took part in the programme across all schools with a total of 130,419 visits to sessions over the full year.

**6909** pupils participated in our Active Schools programme

**47** different types of activities were delivered

**49%** of our participants were girls

**39%** of pupils participating had an additional support need from August 2024 until June

**249** pupils came from an ethnic minority background

**165** young carers accessed our Active Schools Programme

**1243** pupils who attended our sessions lived in SIMD 1&2



Comparison to previous years	2021/22	2022/2023	2023/2024	2024/2025
Active Schools participation *distinct participants	4081	5664	5893	6909
Different activities delivered	21	25	29	47
% female participants	47%	48%	49%	49%
No of participants with an additional support need	1237	1888	2125	2556
No of participants from an ethnic minority background	198	267	246	249
No of participants who are young carers	23	87	175	165
No of participants who live in SIMD 1/2	788	1002	954	1243

Our Active Schools team also provide support during the curriculum delivering 2 school-based leadership programmes across all primary schools:

### JUNIOR COACHING ACADEMY

Our Junior Coaching Academy programme equips pupils in P6/7 with foundational leadership skills to lead playground games for younger pupils. Over 24/25 939 young people successfully completed the programme.



### SPIRIT OF SPORT

Delivered in P6 this programme supports young people to develop key values such as resilience, teamwork and sportsmanship. Over 24/25 615 young people completed this programme.



### Closing the Gap

Our Closing the Gap programme is delivered through our 4 Active Schools Assistants (ASA's) to break down barriers which prevent people in our communities to get involved in sport and physical activity.

Our ASA's play a key role in supporting young people through South Ayrshire's Family First forums, with over half of all young people being referred for support with our team. This support has, amongst other things, supported young people to build positive relationships, experience wellbeing activities and re-engage with the school curriculum. The ASA's are an important resource to support improved attendance and attainment.

ASA's deliver a range of free community-based sport and physical activity breaking down barriers to participation such as transport, cost and confidence and to build relationships with young people and their families and support them to access other opportunities within their communities.

## Case Study

### Intergenerational project



An intergenerational project was developed and delivered in partnership with Dalmling, Newton and St Patricks' primary schools, and local sheltered housing units to build confidence in identified pupils whilst tackling social isolation among older adults. This initially launched as a COVID-recovery pilot in North Ayr but has expanded due to the impact of using physical activity to connect generations and foster meaningful relationships within the community.

Over a 6-week period, pupils and older adults engaged in low intensity activities such as boccia, archery, golf and sports themed bingo. Each session paired a pupil with a resident encouraging interaction, confidence building and companionship. The sessions included refreshments and created a welcoming atmosphere where both groups looked forward to their weekly time together. The impact was clear, children grew in confidence and social skills, while residents formed bonds that brightened their daily routine. The feedback has been overwhelmingly positive with requests for more sessions already in place.

"I would just like to thank Lewis and Veronica for bringing the children from St Patricks' school to interact with some of the tenants here at Bradan Road Sheltered Housing, I must say it was a pleasure to meet such pleasant and well-behaved children who interacted well with the tenants and hopefully had fun into the bargain. The children were a credit to St Patrick's." Housing Support Worker, Bradan Road.

### Keeping the Promise

Our continued commitment to Keeping the Promise ensures that young people with care experience continue to access a wide range of activities through tailored programmes taking place within the curriculum and out with school. These include a range of different sport and physical activity opportunities plus outdoor learning with Dolphin House and free holiday activities. Highlights this year included our annual Christmas event at the Citadel, dedicated biking sessions and access to free bikes through the Rock Up and Ride programme, and mental health workshops with SAMH.

#### Pupil Feedback:

I really enjoy trying new sports that push me out of my comfort zone.

I had a great time at the Christmas fun day where I got to swim with my friends and play on the bouncy castles and have fun at Christmas time.

### Care Experienced Rowing Project

In partnership with Scottish Rowing we continue to deliver the Learn to Row project for young people with care experience. This initiative offers a welcoming and supportive environment where participants can socialise, build confidence and develop new skills, both on and off the water. Weekly sessions take place from the River Ayr access steps with participants developing their rowing skills and enjoying the calming experience of being out on the water taking in the scenery. The project ensures everyone feels included and empowered to participate at their own pace.

Jennifer Wyper Welfare Officer (Primary) said:

This is a great experience for the pupils to engage in new sports and to receive an NHS booklet which they can take home and read up ways to help them outside of school too.

### School to Club/Community Pathways

Active Schools work in partnership with schools and local sports clubs to develop effective pathways between school sport and club opportunities in the local community. During 24/25 21 different sports clubs were linked with local schools, building relationships, and promoting opportunities locally.

Our partnership with Scottish Golf introduced golf to young people in Troon as we delivered the Unleash Your Drive project highlighted below:

### Fairways to the Future: Golf Grows in South Ayrshire

Golf continues to grow among school pupils in South Ayrshire, supported by the Active Schools programme and the area's rich golfing heritage. This year focused on developing skills, creating competition opportunities, and promoting mental wellbeing through golf.

#### Competitions & Participation

Active Schools held three secondary school golf competitions in partnership with Royal Troon, Troon Welbeck, and Seafield Golf Clubs. These inclusive events engaged 146 pupils (140 boys, 6 girls), building links with local clubs, Scottish Golf and schools to create these opportunities.

#### Unleash Your Drive (UYD)

Delivered in five primary schools in partnership with Scottish Golf, UYD introduced 51 pupils (41 P4-P5, 11 P6-P7) to golf through activities focused on focus, resilience, and emotional wellbeing. Teacher feedback highlighted strong pupil engagement and positive behaviour changes, along with the integration of golf into wider health and wellbeing curriculum.

#### Pathway Progression - GolfSixes Project

Following UYD, pupils progressed to weekly PGA-led sessions at Kilmarnock Barassie Golf Club through the GolfSixes initiative. This helped advance skills, boost enthusiasm, and strengthen links between pupils and the golf club.

#### Inclusion & Targeted Groups

Efforts were made to include underrepresented groups—girls, rural pupils, inactive pupils, and those from low SIMD areas. Fifteen girls participated (two from rural areas), and three pupils joined GolfSixes with transport provided to support them to sessions. Eight ASN pupils also took part with tailored support provided.

**LOOKING AHEAD** In 2025-26, the programme aims to expand UYD, increase competitions across age groups, and further inclusive access, while continuing to build strong school-club pathways.

**CONCLUSION** Thanks to partnerships with local clubs and schools, golf is thriving in South Ayrshire, offering pupils physical, mental, and social benefits as a valued part of the Active Schools programme.





Active Communities is a fun and accessible programme that runs all year across South Ayrshire offering 40-50 weekly sessions of sport and physical activity for both young people and adults. Sessions take place every day of the week, over 30 different community facilities to ensure there is something for everyone, in every area.

This programme helps support young people move from school sport into local sports clubs, giving them a chance to make friends, grow in confidence and learn new skills. We also offer sessions for adults and families so everyone in the community can enjoy being active together. Thanks to support from sportscotland, Scottish Cycling and Walking Scotland all of our sessions are low-cost with many being free of charge. We provide discount codes for identified people, Young Carers and those with care experience to ensure they can access the opportunities free of charge. We work closely with local services to make sure everyone can take part, especially those who might need a bit of extra help.

**5965** attendances at our Active Communities sessions over the year

**1292** sessions were delivered by our coaching team

**817** people have attended

**36** different activities were offered over the year

**22** pupils came from an ethnic minority background

**22** care experience young people participated

**246** people who took part have an additional support need



Comparison to previous years	2021/22	2022/2023	2023/2024	2024/2025
Total Attendances	660	761	3756	5965
No of participants *Distinct participants	527	444	495	817
Different activities delivered	17	18	36	36
No of participants who are young carers	11	13	11	22
No of participants with an additional support need	266	222	265	246
No of participants who are care experienced	18	15	18	22



Our Inspire South Ayrshire programme is an inclusive programme which provides opportunities in school and community settings, through our Competitive Sport events calendar and in partnership with local sports clubs. Inspire sessions are delivered in a variety of locations throughout South Ayrshire and form partnerships to provide new experiences. Over the last year we delivered 238 weekly Inspire sessions with over 900 attendances recorded.

We focused on expanding Inspire opportunities within our school holiday programme. This enabled us to offer more than 10 Inspire-specific camp sessions, including multi-sport camps, football, canoeing, and outdoor adventure activities in partnership with Dolphin House. Over the summer holidays, we recorded a total of 116 attendances.



## Walking Development

Our South Ayrshire walking programme is an initiative which aims to increase participation in walking across South Ayrshire, and promotes the physical, mental and social benefits of walking while fostering a sense of community. The walking project gives people an opportunity to explore the vast array of paths, trails and coastlines South Ayrshire has to offer, encouraging a reduction in car use, promoting the environment through nature recording walks and support for conservation.

**398** walks have taken place

**3,612** attendances at the range of walks over 12 months\*

**49** new walk leaders trained

**1,728** volunteer hours contributed

**85%** of participants report improved mental wellbeing and feelings of reduced isolation

**78%** of attendees say their physical fitness has improved since joining



## Cycling Development



Partnerships with Scottish Cycling and Ayrshire Roads Alliance have supported us to develop community cycling opportunities over the last year.

One example is the Rock Up and Ride initiative which was launched in South Ayrshire in October 2024.



Rock Up & Ride is a partnership between South Ayrshire Council and Scottish Cycling. The programme is a national, inclusive initiative aimed at reducing barriers to cycling for disadvantaged and underrepresented young people.

It provides free access to bikes through a hybrid bike library and gifting model, alongside fun, safe, and engaging coaching sessions. Delivered in partnership with local schools and organisations, the flexible and adaptable programme encourages active travel, promotes bike ownership and maintenance skills, and supports the long-term use of cycling facilities through a sustainable delivery approach.

The project started with 10 cycling taster sessions across the October school break and has expanded to deliver over 70 free sessions from October to June inspiring young people to learn BMX and mountain biking skills. Delivered in partnership with Dolphin House the project used local community spaces to profile the amazing opportunities we have for cycling in South Ayrshire.

A new exciting partnership with SHRED Skatepark allowed us to promote BMX alongside mountain biking engaging different young people in sport.

Over 100 FREE bikes and safety equipment was provided to the young people taking part increasing their access to cycling and independent travel. Following the success of this programme we are now able to offer a full summer programme providing people of all ages with free cycling opportunities.

### Quotes from parents:

I would like to thank you all for the sessions. My child has had an amazing time and this has brought on his confidence greatly in learning BMXing which he is showing a great interest in. He's had so much fun and has even made some new friends,

My child attended the mountain bike sessions and really hope there will be more on.

### RUAR Statistics:

- 205 attendees (167 M/ 38 F)
- 587 participant sessions
- 77 sessions delivered
- 11 care experienced
- 13 Young Carers
- 73 ASN
- 100+ bikes supplied
- 13 venues used across South Ayrshire



## Holiday Programmes



We run a range of holiday programmes over Easter, Summer and October school holidays to support young people to stay active and keep in touch with friends when school is out.

Alongside our popular multi-sport camps we offer a wide variety of activities for all ages and abilities in partnership with Dolphin House which include; free community pop up sessions, cycling, watersports, walking, beach days and activities for children and young people with additional support needs.

### Holiday Programmes

- 700 took part in our summer programme
- 144 sessions offered
- 15 looked after pupils
- 21 young carers
- 226 participants have an additional support need



## Competitive sport

Our school competitions and festivals provide young people with the opportunity to take part in fun and competitive events throughout the year. Our team deliver events across a variety of different sports including athletics, volleyball, tennis and golf. We work closely with National Governing Bodies and local sports clubs to ensure there are inclusive and accessible pathways to compete and participate in club sport as well as regional and national events.

We also strive to enhance the profile of South Ayrshire by hosting regional, national and international events for all age groups using our fantastic facilities, as well as our green and blue spaces.

Throughout 24-25 South Ayrshire hosted a diverse programme of local, regional, national and international events. A strong infrastructure is now in place to support all levels of events and future growth.



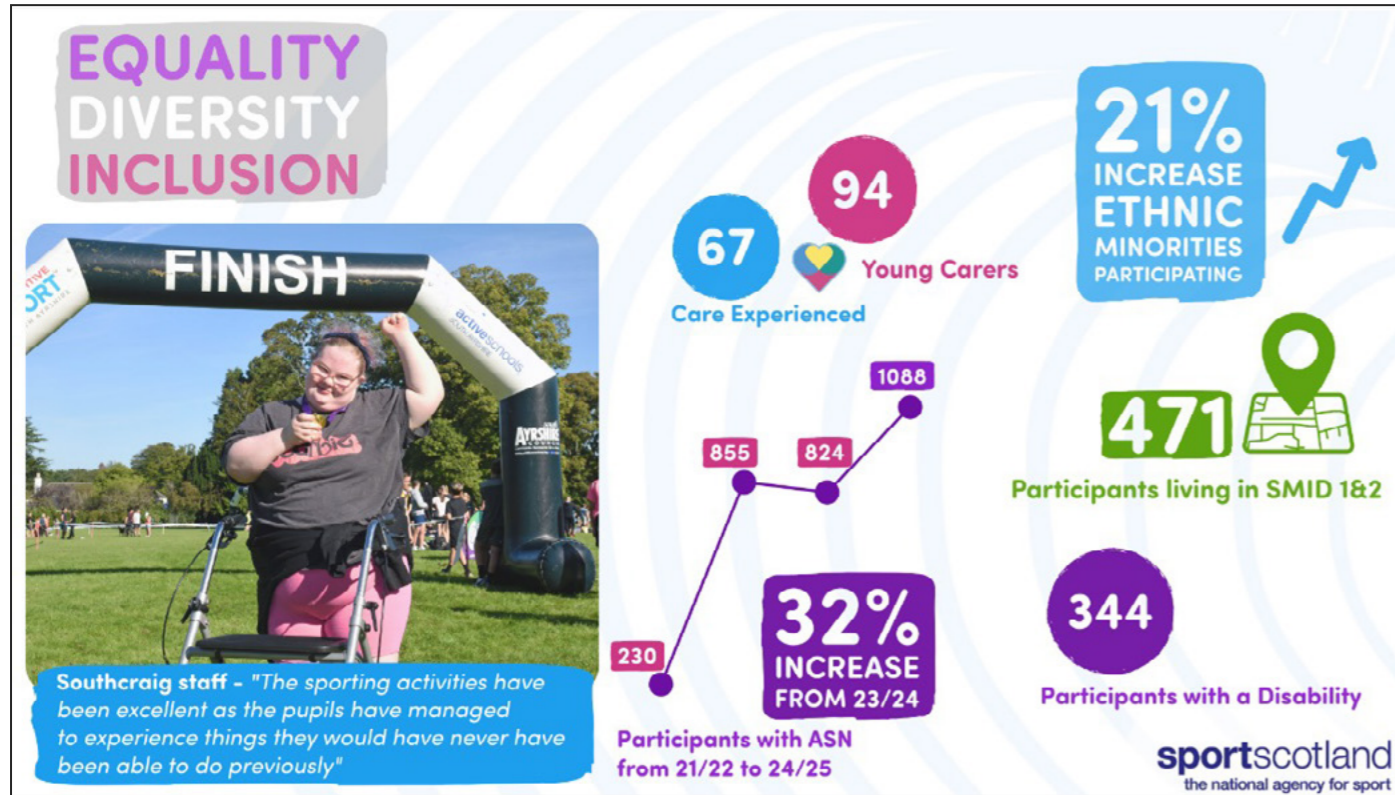
### School programme

57 events were hosted as part of our Competitive School Sport programme with 25 taking place as cluster competitions to help reduce barriers to participation and provide a valuable transition experience into high schools and local club facilities. 31 events were held as South Ayrshire wide events throughout the year with nearly 3000 young people taking part in the programme – a 36% increase from 23/24!

Comparison to previous years	2021/22	2022/2023	2023/2024	2024/2025
No of primary competitions	8	39	15	16
No of secondary competitions	3	31	14	15
No of cluster competitions	0	14	21	26
No of pupils participating *distinct participants	950	2079	2137	2911
No of participants with an additional support need	239	855	824	1088
No of participants who are care experienced	14	62	78	67
No of participants who are young carers	13	63	89	94
No of participants who live in SIMD 1/2	112	371	344	471



We're delighted that the programme supports a diverse range of young people to take part as below:



This year marked a significant milestone when Active Schools Assistant Eoin Yates collaborated with pupils from Southcraig School to represent South Ayrshire at the Scottish Disability Sport National Cross Country Championships in March 2025.

We are delighted to have established an inclusive sporting pathway for disability sport athletes in South Ayrshire, enabling them to compete at the national level. The South Ayrshire Cross Country competition was adapted to run alongside the mainstream event, incorporating pupils from Southcraig and Invergarven schools with appropriate modifications. These included a wheelchair-accessible route and adjusted race distances for the ASN category.

A subsequent qualifying event for the SDS championships was held, where three pupils from Southcraig successfully secured their places. Following qualification, the Active Schools Assistant continued to support these athletes by focusing on race preparation, confidence building, and skill development in advance of the national championship.

This has had a positive impact on disability athletics within South Ayrshire, creating a clear and accessible pathway from local to national cross-country competitions. It has also led to increased participation by pupils in other events, such as the Active Schools Triathlon.

### Regional Competitions

We were selected to host a variety of regional events and competitions during 24/25. In partnership with Ayrshire Sportsability we hosted the Regional Boccia competition at the Citadel with 3 South Ayrshire pupils qualifying to attend the Scottish Disability Sport finals.

We hosted the first ever pan-Ayrshire Sportshall Athletics final at the Riverside Sports Arena welcoming 6 schools from East and North Ayrshire to compete following their local qualifying rounds.

Other examples include the SPAR Future Starts Cup and the Regional Handball competition which served as a qualification for the National Championships as below:

**REGIONAL SPAR Future Stars**

**28 SCHOOL TEAMS**

The SPAR Future Stars Football Cup is a national girls' competition spanning all six Scottish FA regions. Open to girls aged 12-16, it provides an exciting opportunity for young players to represent their schools in a fun, inclusive, and competitive environment.

Since 2022, South Ayrshire's Health and Wellbeing team has organised the SPAR Cup locally, with schools advancing to regional and national levels. Each year, the programme has grown in both participation and engagement.

This year marked a major milestone as South Ayrshire hosted the Southwest Regional Round for the first time at the Riverside Arena. The event brought together 28 school teams and more than 200 girls from Dumfries & Galloway, South Lanarkshire, and North, East, and South Ayrshire.

Three teams from each age group secured qualification for the National Round, including Kyle Academy (S1/2) and Belmont Academy (S3/4). Partnering with the Scottish FA to deliver this event at one of our world-class facilities was a proud achievement—helping to grow the game locally and create meaningful opportunities for girls in sport.

**OVER 200 PARTICIPANTS**

**REGIONAL Handball**

**SCOTTISH HANDBALL ASSOCIATION**

**COMPETITIVE SPORT SOUTH AYRSHIRE**

This year's South Ayrshire Handball Competition, which also served as qualification for the National Championships, was held at the Citadel Leisure Centre, Ayr. A total of 130 pupils took part, with the event featuring 9 girls' teams and 11 boys' teams from 7 schools across South Ayrshire. The competition was supported by pupils from local secondary schools and club coaches from Troon Handball Club.

Following a competitive day of matches, three boys' teams and three girls' teams secured qualification for the National Handball Competition at Ravenscraig. The successful schools were Troon, Heathfield, Ayr Grammar, Coylton, and Newton.

Newton Primary achieved a podium finish, securing 3rd place. This represents a fantastic achievement for the pupils involved and a positive step forward in showcasing South Ayrshire schools at a national level.

**6 SCHOOLS PROGRESSED TO NATIONALS**

**NEWTON PLACING 3RD NATIONALS**

### National and International Competitions

South Ayrshire were selected to host the following national and international events during 24/25 thanks to strong partnerships with Scottish Rowing, British Kitesurfing and Scottish Volleyball.

- › Scottish Rowing Beach Sprints and Offshore Championships, Ayr beach. 141 athletes over the weekend were competing representing 57 different clubs across England, Scotland, Northern Ireland, Wales, Jersey and Italy. 52 different clubs and all volunteers/officials used accommodation in Ayr over the weekend.
- › British Kitesurfing event, Troon  
The event attracted competitors/spectators of all ages from around the UK and Europe, including professional riders from Cyprus, with many of the spectators and competitors stayed within Troon for the full weekend.
- › CEV SCA Beach Volleyball Zonal Tour 2025, Kyle Academy  
54 athletes from 9 countries took part over the Friday-Sunday of the event with 350+ spectators attending to watch in addition to a live stream of the event on Youtube attracting 1500+ spectators.

**INTERNATIONAL**  
CEV SCA Beach Volleyball Zonal Tour

**WORKFORCE DEVELOPMENT**  
11 Leadership Academy pupils gained hands on experience by volunteering at the event, boosting confidence, networking and developing skills to use in sport, education and life.

**EXPOSURE**  
350 spectators attended on site and the event was watched by 1,500+ via the live stream. South Ayrshire showcased to a worldwide audience of 1850

Significant positive impact on at least 4 local businesses. Providers benefited by supplying food and lodging for staff, athletes, and spectators. Additionally, South Ayrshire Council benefited through the hire of the facility, generating revenue and supporting the local economy.

**NATIONAL**  
Visitor Experience

Ayr's coastal setting, accessibility, and hospitality created a positive impression for athletes, officials, and supporters, increasing the likelihood of future event bids.

141 ATHLETES OVER THE WEEKEND

5 COUNTRIES REPRESENTED

**Community Engagement**  
Local residents, volunteers, and clubs gained valuable experience from involvement in a national event on their doorstep. Volunteers from Leadership Academy supported the event alongside the Health and Wellbeing team & Ayr United Football Academy who provided beach sports for athletes and spectators.

**Economic Impact**  
Substantial income for local hotels, serviced apartments, restaurants, and shops, with further potential through repeat visits and tourism.

£42,000-£52,000 CONTRIBUTED LOCAL ECONOMY

**Sporting Profile**  
Ayr Beach showcased as a premier coastal venue capable of delivering high-quality national competitions, strengthening the area's reputation within Scottish sport. This was the second event taking place in Ayr with a third event scheduled for 2026.

**INTERNATIONAL**  
CEV SCA Beach Volleyball Zonal Tour 2025

**SOUTH AYRSHIRE & SCOTLAND SUCCESS**

54 ATHLETES FROM 9 COUNTRIES

2 South Ayrshire Talented Athletes winning gold.

Returning to Ayr for a second time, Scottish Volleyball hosted an international beach competition at the Kyle Beach Courts. South Ayrshire was selected over other Scottish locations due to the proven success and strong partnership working demonstrated in previous years. The Health and Wellbeing Team, together with other council services, were pleased to provide support for the event.

### Talented Athlete Programme

The South Ayrshire talented athlete programme is designed to support the region's most promising national and international level athletes as they work toward reaching the top of their sport.

Delivered in partnership with South Ayrshire Sport & Leisure the programme provides a range of benefits that complement and enhance athletes' existing training schedules.

Core support includes:

**FREE gym and swim membership:** Full access to local leisure facilities to support general fitness, recovery and performance training.

**Strength and conditioning programme:** Individualised support developed to complement sport-specific training.

**Financial Support:** Athletes can apply for a grant of up to £200 to help cover the costs associated with attending National or International competitions.

Over 24/25 the programme supported 22 athletes from 13 different sports with a total of £2,882.28 provided. 55% of these athletes were 18 years old or over.

Some notable achievements this year includes:

Lewis Macdonald (figure skating) – crowned British Intermediate champion last year and bronze at the Advanced Novice Championships in November and won the National Qualifier in March 2025, one of the best skaters in his age group in the country.

Laura Logan (swimming) – represented Down Syndrome Great Britain at the World Championships in Antalya last year

Tom Campbell (basketball) - represented Team GB in the Over 70's Basketball World Championships earlier this year.



### Developing Potential programme

This year for the first time we delivered the Developing Potential programme in partnership with Sport & Leisure, UWS, AUFA, ARFC, Dundonald Gymnastics Club and Ayr Seaforth Athletics Club. 25 young athletes from 12-14 years of age were selected to take part in the 8 month programme during which they took part in fitness testing, weekly strength and conditioning sessions, sports psychology, sport nutrition and other related workshops.

24 of the 25 athletes completed the programme with many going to represent their club regionally and nationally.



# Community Sport Hubs

The Community Sport Hub programme is built around the following 5 principles:

- › Growth in participation
- › Understanding community need
- › Supporting community leadership
- › Ensuring all the right people are working together
- › Offering a range of sports

There are five Community Sport Hubs (CSH's) in South Ayrshire; Girvan, North Carrick, Ayr North, Prestwick and Troon. The CSH network support local sports clubs and organisations to develop their club and the provision within local communities. Examples of work happening over the last year are below:

## PROGRESS

### Community Sports Hubs

#### North Carrick and Girvan Community Sport Hub

**Successful Launch and Growth of Pickleball in North and South Carrick**

This year has seen an exceptionally positive response to the introduction of Pickleball across North and South Carrick, marking it as a notable success within our communities.

**South Carrick:** Throughout 2024-25, we implemented Pickleball sessions in Barr, Barrhill, and Colmonell. As a result, permanent weekly clubs have now been established in both Colmonell and Barrhill. These sessions cater to children, adults, and mixed-age groups—supporting inclusivity and active community participation. Given that some residents in these villages face obstacles to engaging in sport, Pickleball has been warmly embraced as an accessible and enjoyable option.

**North Carrick:** In Maybole, we have launched a weekly Pickleball session, now regularly attracting 10-15 participants. A massive thank you goes to our dedicated volunteer, Anne Gerard, whose enthusiasm and commitment have been instrumental in expanding Pickleball across both North and South Carrick.



#### Game, Set, Match: Tennis Thrives in Girvan...

Thanks to the significant facility improvements to the Girvan Tennis Courts from South Ayrshire Sport & Leisure Service under the Lawn Tennis Association's Park Tennis Project – tennis is now emerging as a thriving community sport in the area. The upgraded courts feature improved surfaces, upgraded fencing, new nets and posts, enhanced drainage, and smart gate-access technology enabling online booking. These enhancements have made tennis more accessible, engaging, and sustainable for residents.

Although still in its early stages, interest in tennis is already growing. Our free Saturday morning sessions are attracting over 20 children each week building real momentum in community engagement. Building on this, we are working toward establishing a formal Tennis Club to grow the sport locally.



#### Look out for

- Club Development
- Coach Education & Leadership
- School Engagement & Taster Sessions
- Ballantrae Courts

#### Levelling the playing field

### Expanding Sport Access in Rural Areas

**Maybole Badminton Club (North Carrick CSH)**

A major success for the North Carrick Community Sport Hub has been the launch of an adult badminton club in Maybole. This weekly recreational club consistently attracts around 17 participants per session, with over 30 individuals attending regularly, reflecting strong engagement, free-to-access sessions provide young community demand for engaging, fun physical activity opportunities. The club offers adults aged 16+ a relaxed, accessible environment to stay active and meet other people.

**Village Sport Programme**

Addressing the barriers to sport participation in Girvan, Maybole, and surrounding villages remains a core priority for both Community Sport Hubs. The lack of opportunities in Sport remains within the villages with Sport not being as accessible to those who live within urban areas.

We deliver weekly Village Sport sessions across multiple communities—including Barr, Barrhill, Ballantrae, Dailly, Kirkmichael, Crosshill, Maidens, and Dunure—using outdoor facilities such as MUGAs or village green spaces. These people with opportunities to play sport with friends right on their doorstep. This is designed to break down participation barriers through locally-based, community-informed offerings.

Over 80 children now participate weekly in Village Sport—many of whom would remain completely inactive without this accessible programme. By bringing sport directly to rural areas, the Hubs are successfully bridging the urban-rural divide, promoting early engagement in physical activity, and reinforcing positive community networks.

## IMPACT

### Troon Pupils Team up for a day of Sport, Sun and Friendship

This project brought together Primary 4 and 5 pupils from St Patrick's and Troon Primary Schools to foster teamwork and build social connections across the two school communities. Rooted in values of equality, respect, inclusion, and trust, the initiative created positive shared experiences through sport at Troon Beach. With support from local Community Sports Hub clubs – Troon Patanque and Caledonia West Volleyball – pupils took part in activities designed to encourage cooperation and bridge differences.

The success of this project has sparked a shared commitment to developing further inclusive and collaborative opportunities between the schools moving forward.



**Teacher quote:**

I really thought it was an excellent opportunity for the children. You and your team had this all well organised, the children loved the stations, and we had the sun on our side. I feel this was a great transition opportunity too, my pupils have some friends out-with the school so they enjoyed joining in teams with the other groups and for the pupils who feel more that declined to split up from their peer groups, this opportunity really helps build on their resilience. Thank you so much for organising, I did feedback to my team that this is something we would think about coming out for staff to do too for our St Pats pupils.

**Pupil quotes:**

I love how we get to try new sports at the beach with new people, I've got to make new friends

My favourite part of the day was volleyball and getting to have fun at the beach

I usually wouldn't speak or even say hi to the pupils at the other school, but they're actually fun to be with

# Changing Lives Through Sport and Physical Activity

Our Changing Lives programme is delivered through our Community Sport Hub network providing funding to clubs to develop new projects designed to be more inclusive and support local communities. Evidence shows that being active brings about positive changes beyond participation in sport and can positively impact on the health and wellbeing of individuals, on their skills and learning, and on communities, ensuring a more active, healthy nation.

Over the last year a total of £9,300 of funding has been distributed to the following sports clubs:

- › Ayrshire Tigers Powerchair Football Club
- › Carrick Rugby Club
- › Kyle Kayak Club
- › Prestwick Bowling Club
- › Whitletts Vics in the Community

These clubs delivered projects which focused on the key themes of Changing Lives; Sport for Inclusion, Sport for Skills, Sport for Communities and Sport for Health and Wellbeing.

## Case Study...

### Kyle Kayak Club: Expanding Paddle Sports Access Through Equipment Investment

**PROJECT SUMMARY:** With the support of funding, our club invested in a multi-purpose trailer to both transport and store boats. This trailer plays a key role in supporting club trips and provides secure on-site storage at the Access Steps at UWS on the River Ayr, enabling kayak polo sessions to take place. In addition, we were able to purchase a new canoe to replace our only other club canoe, which had become unsafe for use.

**PROJECT IMPACT:** This project has been instrumental in kickstarting canoeing within the club. It has attracted a wide range of participants, particularly those who are new to outdoor activities or less confident on the water, while also engaging more experienced paddlers interested in exploring white water canoeing as a complement to kayaking.

Flat water sessions have been delivered at:

Irvine Estuary

Loch Doon

River Ayr

As skills and confidence have grown, newer paddlers have progressed to more challenging rivers, including the Upper Ayr, Nith, Teith, and Tay.

# Club Ready

South Ayrshire Club Ready is an accreditation award scheme designed to recognise and support the work of clubs and sporting organisations that have a desire to be the very best they can be. The scheme helps clubs to improve and is a good indication to parents and participants that the club is safe, fun and a good place to participate in sport.

During 24/25 44 local clubs and organisations signed up to our Club Ready affiliation scheme where they accessed benefits such as free coach education, support for talented athletes, access to Changing Lives funding and wider club development support.



## Coaching and Volunteering



We support young people and adults to develop the skills, confidence and qualifications needed to deliver sport and physical activity across South Ayrshire. Our team heavily relies on the support of over 500 volunteers annually to deliver a range of programmes in schools and communities.

During 24/25 the following groups supported school and community sport in South Ayrshire:

**580** volunteers and coaches (87% volunteers)

**175** young people within our Leadership programme

**141** members of schools staff

**45** students from Ayrshire College and UWS

In partnership with National Governing Body partners, we delivered a wide range of coach education courses between September 2024 and March 2025. These opportunities were made available to Club Ready coaches, South Ayrshire Council coaching staff and volunteers enabling them to develop their skills and receive support to deliver high quality sport and physical activity programmes. We also worked in partnership with UWS to deliver a wide range of sport-related workshop to coaches, volunteers, athletes and their families.

Courses included:

Motivation and Goal Setting, Resilience and injury recovery	Archery
Badminton Basics	Performing under Pressure in Sport
Coaching Female Athletes	Disability Inclusion Training
Changing Lives Through Sport	Child Wellbeing and Protection in Sport x2
Leading Athletes	Sport Specific First Aid x2

A total of **92 coaches** and volunteers accesses these learning opportunities representing **38 teams** from **21 different Club Ready clubs**, and gaining **183 qualifications**.

## Developing Young Workforce



The South Ayrshire Active Schools Leadership Academy offers young people a dynamic programme focused on coach education, employability skills, marketing and event planning. Through a combination of training, mentoring and access to nationally recognised qualifications, participants gain hands on experience in areas such as sport and dance leadership, event organisation, officiating and decision making.

During 24/25:

**1114** pupils were part of our leadership pathway

**939** primary pupils completed the Junior Coaching Academy programme

**175** secondary pupils were selected to be part of the 24/25 Leadership Academy

**191** pupils who are part of our full leadership pathway live in SIMD 1/2

**44%** of young leaders have an additional support need

**1739** qualifications and certificates were achieved



### Chloe Campbell

Chloe began her leadership journey in S4 through Sport and Recreation, volunteering to lead sporting and team-building sessions for peers and younger pupils. Her role as a Young Ambassador inspired her to join the Leadership Academy to build her CV and gain experience toward her dream career. The programme offered the perfect opportunity for personal growth and skill development.



Since S4, I've led sports and team-building sessions for peers and younger pupils, which inspired me—through my role as a Young Ambassador—to join the Leadership Academy. The programme boosted my confidence and skills in teamwork, time management, and resilience. I volunteered with Active Schools at clubs, festivals, and events, and led a volleyball block where pupils from St John's Primary went on to win a competition. I also gained several qualifications, including Safeguarding Young Leaders, Scottish Volleyball Ambassador, and Disability Inclusion Training. The experience was rewarding, especially the coaching opportunities, and I'd highly recommend it to other young people.

# SOUTH AYRSHIRE SPORTS AWARDS

We held our annual South Ayrshire Sport Awards night in December 2024. It was a fantastic opportunity to celebrate the amazing contributions of parents, coaches, athletes and officials who help make sport possible across South Ayrshire. We attracted 11 local sponsors to support the cost of the awards evening.

There were 15 awards presented during the evening and this year for the first time we had 3 recipients of the Lifetime Achievement Award due to the sheer quality and depth of each nomination.

**Mike Boles:** Nominated for his remarkable contribution to swimming for more than 30 years. His coaching journey began at Troon pool and has spanned decades helping to shape what would later become the South Ayrshire swim team. His unwavering commitment has made a lasting impact on the local swimming community.

**Jess Reid:** Jess has given up countless hours to support young people to find a love for volleyball sharing her own passion, she now even coaches her own granddaughter. She works with Active Schools and local schools to make community connections

providing extra weekend training sessions and encouraging girls to experience games at their age level and higher.

**Tom Campbell:** Tom is a national league basketball player and started the basketball programme at Marr College many years ago. He then went on to establish Troon Tornados Basketball Club and turned them into a force in the Scottish National League. Tom still represents Team GB as part of the Over 70's Basketball team and recently competed in the World Championship.



## Workplace Wellbeing

In response to a council wide wellbeing survey Thriving Communities started a Wellbeing Working Group and have delivered the following activities over 24/25:

### RED JANUARY

A national initiative encouraging daily movement to boost mental health. We provided a range of opportunities in partnership with local clubs promoting community connections and showcasing the wide range of physical opportunities available across South Ayrshire.

### SPRING STEP CHALLENGE

An annual step challenge with weekly themes around wellbeing and nature, the challenge boosts mood, reduces stress and promotes team bonding. 35 SAC staff took part, walking toward better physical and mental health together.

### WELLBEING EVENTS

Spring, Winter and Locality Days took place with activities such as winter charity walks, glow in the dark dodgeball, yoga, archery, and mindfulness sessions. Wellbeing days have become a core part of the team's culture offering staff time away from desks to encourage connection, relaxation, and wellbeing.



## THE DUKE OF EDINBURGH'S AWARD

We're proud to report continued growth in both participation and achievement across the Duke of Edinburgh's Award this year.

Enrolments increased from **484 to 551 (14% increase)**

Completions rose from **285 to 309 (8% increase)**

Started: **Bronze 402 Silver 117 Gold 32 TOTAL 551**

Achieved: **Bronze 237 Silver 49 Gold 5 TOTAL 309**

This positive progress reflects our commitment to expanding access and improving quality across all levels of the Award. Growth has been particularly strong in rural areas, where targeted support has helped engage more young people than ever before.

Additionally, the introduction of higher-quality opportunities at Silver level has supported smoother progression from Bronze, encouraging participants to continue their DofE journey with confidence.

These figures represent more than just numbers — they reflect the resilience, ambition, and dedication of young people who are choosing to challenge themselves, give back to their communities, and develop valuable life skills.

We continue to support expeditions at all levels of the award with 35 individual expeditions taking place in 24/25 and over 350 young people taking part in training, a practice and a qualifying expedition. The expedition programme also relies heavily on our DofE leaders and volunteers, with 26 people supporting the programme during 24/25.

Some notable developments and achievement within the programme include:

- › Silver qualifying expeditions exploring historical lead mining and gold panning within the Lowther Hills area
- › Exploring the Galloway Forest Park including scenic camps by Loch Doon and Loch Bradan
- › 8905 hours were spent volunteering by DofE participants over 24/25. Popular volunteering activities including supporting youth clubs and organisations, sports clubs, animal care and support and many local charitable initiatives continue to benefit.



## EXPEDITION SPOTLIGHT

### SILVER DUKE OF EDINBURGH'S AWARD SUCCESS



As part of our ongoing commitment to youth development and outdoor learning, this year we successfully delivered a Duke of Edinburgh's Silver Award Qualifying Expedition programme involving multiple teams of young people.

The expeditions took place in the Lowther Hills in Dumfries and Galloway, with routes passing through Wanlockhead, the highest village in Scotland. This location offered both a physically demanding environment and a unique opportunity to explore Scotland's rich mining history, helping to connect participants with the landscape in a meaningful way.

#### Key Outcomes:

Multiple teams completed their Silver Qualifying Expeditions, demonstrating strong levels of independence, teamwork, and resilience.

Participants effectively applied skills in navigation, camp craft, and route planning, many under testing weather conditions.

Teams showed commitment to environmental responsibility, following Leave No Trace principles throughout their journeys.

The experience fostered personal growth, with noticeable development in leadership, communication, and problem-solving.

Despite periods of adverse weather, all teams remained focused, supportive of one another, and engaged fully with the challenge. Feedback from participants and leaders highlighted the sense of achievement and pride felt by all involved.

#### IMPACT AND REFLECTION

This expedition experience was not only a significant milestone in participants' DofE journeys but also a powerful example of how outdoor adventure and structured support can help young people grow in confidence and capability.

We are proud of the way each team approached the challenge, and of the dedication shown by both participants and leaders in making the expedition a success. These kinds of experiences continue to underpin our mission to provide inclusive, enriching opportunities for all young people.

## VOLUNTEERING IMPACT

### DUKE OF EDINBURGH'S AWARD PARTICIPANTS

#### APRIL – MARCH REPORTING PERIOD

DofE participants continue to make a significant contribution to local communities through their commitment to volunteering. Over the course of the year, **8,905 hours** were dedicated to volunteer service by young people taking part their Duke of Edinburgh's Award.

#### VOLUNTEERING HOURS CONTRIBUTED

**8,905 hours** across Bronze, Silver, and Gold levels

#### POPULAR VOLUNTEERING AREAS

- › **Youth clubs and community organisations** – supporting younger children and peers through structured programmes and activities, trips, and training.
- › **Sports clubs** – assisting with coaching, events, and administration
- › **Animal care and support** – volunteering with shelters, farms, and pet and animal care facilities
- › **Local charities and fundraising initiatives** – helping with events, fundraising for projects, and awareness campaigns

These contributions not only support a wide range of community services, but also provide meaningful personal development for participants. Through volunteering, young people have developed **responsibility, teamwork, and communication skills** - all while making a real difference in their communities.

The positive impact of this volunteering is felt across local networks, with many organisations benefiting from the enthusiasm, dedication, and new ideas brought by DofE volunteers

#### LOOKING AHEAD

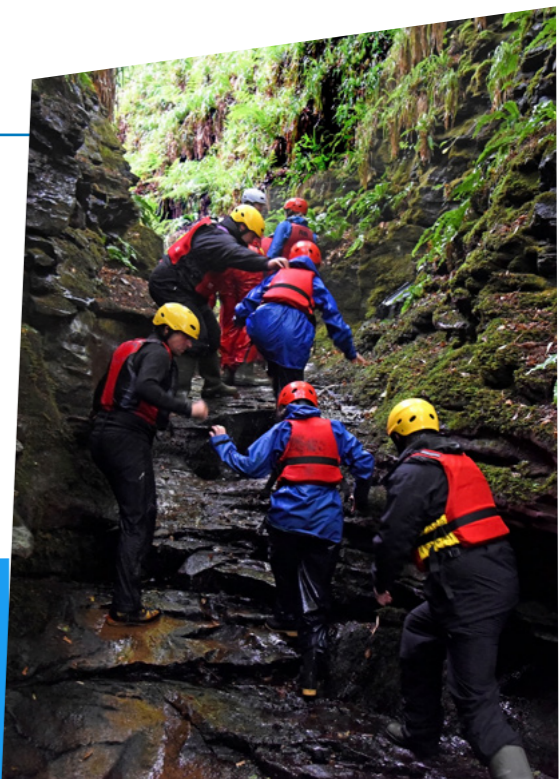
We remain committed to promoting volunteering as a core part of the DofE programme and will continue to build partnerships with local groups to offer diverse and inclusive opportunities for young people to get involved.



In 24/25 Dolphin House generated £300,062 of income (2% over the income target). We continue to negotiate a lease extension with the National Trust and hope for a 25 year lease to be secured soon. We continued to work with the Health

and Safety Executive to ensure safe practice and submitted an application to extend our current Adventurous Activities Licence (AALA) from September 2025-28. This allows us to deliver the following adventure activities for young people:

- Rock Climbing
- Coasteering
- Mega SUP
- Caving
- Abseiling
- Gorge scrambling
- Hill and Mountain Walking
- Canoeing
- Stand up Paddleboarding
- Kayaking





## Schools Residential Programme – Learning, Adventure and Lasting Memories

This year, our Schools Residential Programme once again provided pupils with rich, meaningful experiences that combined environmental education, outdoor adventure, and the chance to build lasting memories with their peers.

Hosted at Dolphin House Outdoor Centre, our residential offers more than just a break from the classroom — they provide a fully immersive learning environment where young people develop a deeper connection to nature, grow in confidence, and strengthen important life skills such as teamwork, resilience, and communication.

Over 24/25 nearly

**1000** young people from 24 South Ayrshire schools and 11 schools from out with South Ayrshire attending over 24/25.

From those attending from South Ayrshire we welcomed

**353** young people with an additional support needs, 138 young people in receipt of free school meals and 137 young people with a disability.

### Key Highlights:

Pupils took part in hands-on environmental learning, exploring local ecosystems, understanding sustainability, and engaging with real-world environmental challenges in a way that connects directly with their curriculum.

A wide range of adventurous activities were delivered, including hillwalking, climbing, bushcraft, and water-based challenges — designed to stretch comfort zones and encourage personal growth.

Evenings were spent around campfires, reflecting, sharing experiences, and enjoying the social side of residential life — helping pupils create positive, lasting memories with classmates.

### Impact:

Feedback from schools and pupils continues to reflect the value of these experiences — not just in terms of fun and adventure, but also in supporting personal development, wellbeing, and connection to the natural world.

Many pupils return from the programme more confident, more curious, and more connected to their learning, local community, and their peers.



## New Development: The Sundew Badge – Connecting Young People to Nature

This year saw the exciting development of a new initiative at Dolphin House Outdoor Centre — the Sundew Badge, a bespoke environmental award designed to deepen young people’s connection with the natural world through hands-on learning, reflection, and action.

Named after the sundew plant — a remarkable carnivorous species found in local habitats — the badge encourages participants to observe, understand, and care for the natural environment in a meaningful and memorable way.

### About the Sundew Badge:

- › The badge is structured around key themes:
- › Observation and Discovery: Encouraging curiosity about local flora, fauna, and ecosystems
- › Environmental Action: Promoting responsible behaviours and practical steps to protect nature

Reflection and Connection: Creating space for young people to reflect on their role within the natural world and what it means to them

Participants earn their Sundew Badge by engaging in a series of environmental education activities, guides explorations, and small-scale conservation tasks during their time at Dolphin House.



### Why it Matters:

At a time when many young people have limited access to wild spaces, the Sundew Badge provides a valuable opportunity to:

- › Foster a lifelong appreciation for nature
- › Develop critical thinking about environmental issues
- › Inspire positive, informed environmental behaviours beyond the residential experience

The badge has already been well received in its pilot phase, with schools and pupils praising its hands-on, thoughtful approach to learning.

## Group residentials and day visits (weekend and holidays)

**432** visitors took part in group residential programmes over the weekend and during school holiday periods in 24/25.

Group residentials included visits from Midlands Girlguiding, New Cumnock Development Trust, Ukrainian Family Support, Young Carers, Ayr North PACT, Crosshill Guides, Girvan Brownies, Glendoune, Carrick Centre, Welfare Team, Prestwick Beaver Scouts, Lochside Youth Club, Marr Rugby Club, Carers Gateway, and our Gold DofE participants.

Groups taking part in day visits over 24/25 included Ayrshire Sportsability, Workout Programme, Crosshill Rangers, Ayr Academy, Doonfoot PS canoeing, Ayrshire College, Ayrshire Walking Festival, QMA Mentoring Group, Welfare team, Scottish Sports Futures, Young Ambassadors, CLD, Spotty Zebras, Girvan Youth Trust, Champions Board, ADP, Troon Watersports Hub, East Ayrshire Council Youth Services, Recovery Ayr, Education Services SAC





## Summer of Adventure at Dolphin House

This summer, Dolphin House Outdoor Centre was a hub of energy, learning, and unforgettable experiences as we delivered two exciting programmes designed to challenge, inspire, and empower young people.

### Adventure Week

Our brand new Adventure Week programme was a great success with nearly 100 young people taking part.

Over five action-packed days, we welcomed an incredible group of young adventurers who took on a series of outdoor challenges with enthusiasm and determination. Activities included:

- › Paddleboarding and coasteering
- › Caving, gorge walking, and mountain biking
- › Team-building and problem-solving challenges

There was a mix of sunshine and showers, but the energy and engagement remained high throughout. We were delighted with the interest in this new offering and would like to thank everyone who took part for making it such a memorable week.

More Adventure Weeks are planned for the future — watch this space.



### Junior Paddlesports – River Ayr

A true highlight of the school holidays, our Junior Paddlesports sessions welcomed 74 young people aged 8–16 to the River Ayr. Participants developed paddling skills, built confidence on the water, and enjoyed sessions in canoes, sit-on-top kayaks, and on paddleboards.

Thanks to the recent installation of new river access steps, we were able to offer fun, safe sessions for a wide range of participants, supporting our wider Thriving Communities work.

We are proud to report that:

- › 33 young people earned their Paddle Start Award
- › 7 went on to complete their Paddle Discover Award

These are fantastic achievements and reflect the commitment and enthusiasm shown by all participants.

Both programmes highlight our commitment to providing high-quality outdoor learning experiences and support our local communities.



### LEAP

Leadership Education Adventure Programme – Success for Carrick and Girvan Pupils

Pupils from Carrick Academy and Girvan Academy completed our 12-week Leadership Education Adventure Programme.

This dynamic programme offered young people a valuable opportunity to:

- › Gain industry-recognised qualifications
- › Develop a wide range of transferable leadership and teamwork skills
- › Engage in a positive, supportive learning environment based in the outdoors

Through a mix of practical challenges, skills development, and guided reflection, participants built confidence, resilience, and a greater understanding of their potential — both as individuals and team members.



## Wellbeing Days at Dolphin House

As part of our ongoing commitment to supporting the health, wellbeing, and professional development of the workforce, Dolphin House Outdoor Centre hosted a series of 12 Staff Wellbeing Days throughout the year.

These sessions welcomed staff from a wide range of departments across the local authority and partner organisations, creating valuable opportunities for reconnection, reflection, and resilience-building in at our coastal setting.

### Key Features of the Wellbeing Days:

- › Time in nature to unwind, recharge, and disconnect from day-to-day pressures taking part in a range of engaging activities
- › Team-building and reflection activities focused on personal and collective development and wellbeing
- › Safe, supportive space for colleagues to connect with each other informally across services and roles

Departments represented included education, social care, youth work and community development showing the need for wellbeing support in the workplace.

## Workforce Development –Staff and Volunteers

At Dolphin House, we recognise that the quality of our programmes depends on the knowledge, confidence, and skills of the people delivering them. That's why we continue to invest in the ongoing training and development of both staff and volunteers.

Over the past year, we have provided a wide range of opportunities designed to improve programmes, build capacity, and ensure a consistent, high-quality experiences for everyone taking part.

- › NGB Outdoor activity qualifications (e.g. paddlesports, hill walking and navigation, coasteering, mountain biking )
- › Safety awards (e.g. first aid, child protection)
- › Environmental education and sustainability (e.g. John Muir Award and Biosphere Sundew Award)

Training was delivered through a mix of internal and external tutors, ensuring accessibility for new and experienced staff members and volunteers. A total 16 different NGB Awards were offered with 91 staff/volunteers participating and achieving qualifications.

### Impact:

- › Increased staff confidence and capacity to deliver diverse, high-quality experiences
- › Strengthened safety standards and inclusivity across a range of activities.
- › Greater volunteer retention and engagement
- › Clear progression routes to employment supporting personal and professional development



## Thriving Economy Service 2024-25

Thriving Economy became part of the Thriving Communities Service in April 2025 therefore the information available is limited. The team delivered advice and support to start-up clients, SME's and organisations/businesses relating to Community Wealth Building pillars.

### Our support

- › Business Gateway Surgery (3 hour one to one session with consultant covering various subject areas)
- › Business Gateway Workshop (face to face 2-hour sessions with business expert in subject field)
- › Business Gateway Webinars (online 2 hr sessions with business expert in subject field)
- › Ambition Programme (Expert Help, Grants) to SME's and CWB organisations/businesses.

Funding covered by external funds from UKSPF and Ayrshire Growth Deal - Community Wealth Building Programme.



### Key Achievements

Business related enquiries received		841
Meet the Advisor (Planning to Start Clients)		158
Engagement (Application for funding) from SME businesses		115
Engagement (Application for funding) from organisations/social enterprises relating to Community Wealth Building		52
Business Gateway Surgeries completed		79
Business Gateway Workshops NINE held in South Ayrshire.	Attendees	26
Business Gateway Webinars 46 held	Attendees	283
Ambition Programme Start-up Grants		17
Ambition Programme Growth Grants		33
Ambition Programme Expert Help Support		76
Community Wealth Building Grants		34
Community Wealth Building Expert Help Support		29

Note – applicant businesses/organisations may have received more than one Expert Help and grant support, or only Expert Help or only a grant.

### Funding

Total amount Grants	£460,603
Total amount Expert Help	£141,567
No. of jobs safeguarded	424
No. of forecast new jobs created by 2027	105

## CASE STUDIES



### ETEK, PRESTWICK

A local business was supported during 2024 with their own investment to create a digital training and service hub. Online demonstrations of their machines are now used as a sales tool to provide current, new and potential customers with a portal of information and access to real time discussions with Etek service engineers, sales staff or access to specific pre-recorded videos covering regular maintenance and training issues.

As part of this digital training hub, Etek developed some of their warehouse space as a demo and training room to facilitate both visiting and virtual customers and suppliers with access to their professional sales, maintenance and repairs environment. The virtual demo/training rooms required the relevant hardware and software to support streamlined demonstrations and provide participants with an enhanced experience equivalent to a face-to-face experience. This development allows Etek customers with the ability to access their various reports and for Etek to control all of their services, spare parts, training etc. from anywhere in the world.

Director Joanne Nelson said:

**“The support provided by South Ayrshire Council’s Ambition programme has allowed the business to achieve its ambition of creating a 21st century solution to meet our current, new and future customer’s needs. The SAC Business Advisor worked closely with us to understand our development needs. We will stay in touch with the Business team to keep them informed about how this funding investment in our company translates to business benefits.”**

### THE REBEL BAKER, AYR



The Rebel Baker is a new craft bakery specialising in allergen-free products, which offers training and employment opportunities to people who are recovering from addiction.

Founded by Rachel Munro, it is run under a social enterprise model from premises in Ayr’s North Harbour Industrial Estate.

South Ayrshire Council’s business team supported Rachel to set up her new venture, which is the first of its kind in Ayrshire.

Owner Rachel said:

**“From our first conversations, our Business Advisor was very receptive to my business idea, which gave me a lot of confidence, knowing that they genuinely believed it would work. I found them to be completely on the ball, helping me to access grants and an entire range of resources very quickly. I was awarded an Ambition to Start (UKSPF) grant and received expert help from consultants, including that of an accountant, and was given advice on procurement. I also received help with my marketing strategy and was directed towards really useful resources at Ayrshire College on how to best promote the business. With the support from the Council, I’m now going to be producing specialist baked goods which there is a demand for, while giving people who have troubles in the past a chance to work and create a better future for themselves.”**

## Conclusion

### Thrivng Communities - Year 4 Conclusion

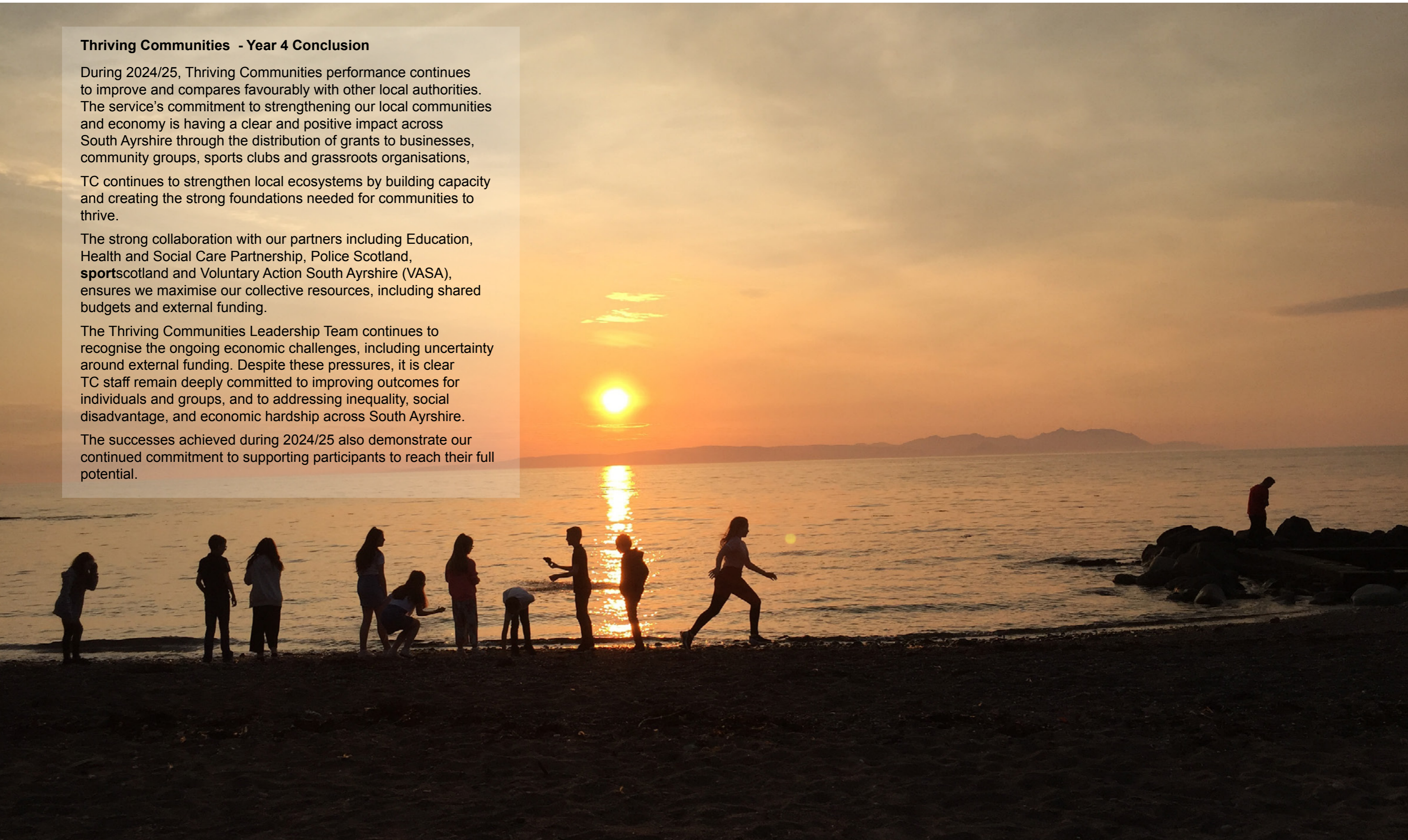
During 2024/25, Thrivng Communities performance continues to improve and compares favourably with other local authorities. The service's commitment to strengthening our local communities and economy is having a clear and positive impact across South Ayrshire through the distribution of grants to businesses, community groups, sports clubs and grassroots organisations,

TC continues to strengthen local ecosystems by building capacity and creating the strong foundations needed for communities to thrive.

The strong collaboration with our partners including Education, Health and Social Care Partnership, Police Scotland, **sportscotland** and Voluntary Action South Ayrshire (VASA), ensures we maximise our collective resources, including shared budgets and external funding.

The Thrivng Communities Leadership Team continues to recognise the ongoing economic challenges, including uncertainty around external funding. Despite these pressures, it is clear TC staff remain deeply committed to improving outcomes for individuals and groups, and to addressing inequality, social disadvantage, and economic hardship across South Ayrshire.

The successes achieved during 2024/25 also demonstrate our continued commitment to supporting participants to reach their full potential.



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South Ayrshire Council

Report by Director of Communities and Transformation  
to Service and Partnerships Performance Panel  
of 10 March 2026

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**Subject: Shaping Our Future Council**

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**1. Purpose**

1.1 The purpose of this report is to provide the Panel with an update on the progress of *Shaping Our Future Council* transformation activity.

**2. Recommendation**

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

**2.1.1 notes the update on transformation activity including the ‘*Shaping Our Future Council*’ Dashboard Report at Appendix 1i; the Portfolio On A Page Appendix 1ii; Portfolio Programme Plan 1iii; Portfolio Risk Register 1iv, and Benefits Report at Appendix 1v;**

**2.1.2 notes the mechanisms and measures that have been introduced to enhance stakeholder and community engagement including the Transformation and Communications Approach at Appendix 2; and;**

**2.1.3 notes that the next update on *Shaping Our Future Council* will be presented to Service, Partnerships and Performance Panel in September 2026, in line with the agreed scrutiny and reporting arrangements.**

3/

### **3. Background**

- 3.1 The Council's commitment to '*Shaping Our Future Council*' (SOFC) was agreed in April 2024. Projects within the SOFC portfolio of transformation work are approved by the Transformation Board in line with established governance protocols and reflect the Council's agreed priority areas for transformation (our workforce; our technology; our assets and our delivery model).
- 3.2 In its 2024/25 Best Value thematic management report, Audit Scotland described significant progress by South Ayrshire Council in establishing stronger strategic leadership and governance but did not identify evidence of meaningfully involving residents or communities in shaping transformation work.
- 3.3 At a meeting of the Service, Partnerships and Performance Panel (SPPP) in September 2025, elected members recognised the complexity and breadth of organisational change required and recommended that the SOFC portfolio be extended from 3 to 5 years to allow sufficient time for planning and implementation of projects. This was agreed by Cabinet on 28<sup>th</sup> October 2025. The Cabinet also noted the re-focus of the transformation programme: prioritising initiatives that realise significant savings/ income generation and support the Council's short to medium term budget strategy.
- 3.4 Quarterly portfolio dashboard reports to the Transformation Board provide updates on progress against delivery expectations and highlight issues for escalation and actioning. The Programme Plan and Portfolio Risk Registers are reviewed quarterly by the Transformation Board. Risk escalation arrangements are in place to the Council's Strategic Risk Register. The latest version of the dashboard reports considered by the Transformation Board on 17<sup>th</sup> February 2026 are attached within Appendix 1.
- 3.5 Since the SOFC portfolio was established, 8 projects have completed, 8 have Business Cases approved and have moved into implementation and 9 are in development (as highlighted in Appendix 1ii). Following decisions made at the Transformation Board on 17<sup>th</sup> February, the portfolio RAG status is now amber. Pending further change approvals and activity over the next quarter, the portfolio is expected to return to green.
- 3.6 The Benefits Realisation Plan (BRP) has been in place since 1<sup>st</sup> May 2024. It sets out the process and roles and responsibilities for tracking and reporting benefits realised from project delivery. Benefits are categorised in the BRP as being cashable (productivity gain, income generation or rationalisation) and non-cashable (qualitative being a defined service or delivery improvement and quantitative being a measurable increase in service delivery). Benefits realisation is reported on quarterly and the most recent Benefits Report, considered by the Transformation Board in December 2025, is contained within Appendix 1v.
- 3.7 Benefits reporting includes the impacts on individuals, groups and local communities that incur through the delivery of the transformation initiatives. Each project considers the requirement for an Integrated Impact Assessment (IIA) - undertaken at project inception and reviewed at project closure and evaluation stage. This is referred to in Appendix 1v; under the Community tab.

3.8 Transformation proposals are influenced by the priorities of our communities which are set out in our Council Plans and other strategies. This year, the annual public Budget Consultation included an interactive budget builder tool, enabling residents to directly propose areas of priority. Responses from this will shape activities on the Council's transformation programme. Examples of community engagement in the development of specific projects are included below:

- *Solar Farm* – Extensive community engagement took place during the development of a community led solar PV scheme, including three educational establishments in North Ayr. Public consultation is undertaken as a statutory condition of the planning process.
- *Community Venues* - Consultations with communities took place during the development and delivery of the Community Venues project, including with user groups and trustees. The outputs from the consultations shaped the transfer arrangements supporting community or trustee ownership. Engagement was taken forward jointly by officers from the Council's Asset Management and Thriving Communities services.
- *Golf Advertising and Sponsorship* – Development and implementation of the South Ayrshire Golf Strategy has involved engagement with golf clubs, national bodies, customers, communities and industry partners. Proposals refer to a range of actions to strengthen the financial sustainability of Golf South Ayrshire and include commercialisation and increasing income from golf.
- *Pop-Up Licence Scheme* - Public facing communications were issued on the council's media platforms updating community groups across South Ayrshire on proposals.
- *Service Re-design* – A core team within the service undertakes user research and co-design with, and not for, people. Based on the deliverables of the specific service, it includes representation from internal and external customers and suppliers. 12 Council services are currently undertaking Service Re-design using the updated co-design framework.
- *Scotland Excel Procurement Review* – 'Meet the Buyer' events have supported and strengthened relationships with local suppliers.
- *Our technology projects* - A public survey on skills and expectations around digital services will be issued to South Ayrshire residents in March 2026. Feedback will further shape service development and ensure we can target appropriate support for digital access and learning in local communities.
- *Visitor Levy* - A public consultation was launched in spring 2025 to gather views from residents, visitors, and accommodation providers on whether a Visitor Levy should be introduced. Following consideration of the feedback received, plans to implement a levy in South Ayrshire are on hold.

3.9 In October 2025, following a presentation to the Community Planning Partnership, guidance on the Transformation Fund was updated to reflect opportunities for co-designed projects with community partners. This builds on the localities work currently being taken forward by the Council. A further session scheduled for 27<sup>th</sup> March 2026 titled '*Delivering Public Service Reform Through a Locality Approach*', will provide an opportunity for strategic and practical discussion on how the Council and its partners can collectively strengthen our contribution to shared health and wellbeing outcomes, with the overall aim of more integrated public service delivery.

3.10 The Transformation Communications Approach at Appendix 2 was reviewed in February 2026 and reflects the Councils updated approach to stakeholder engagement. A number of communication methods to maximise reach and engagement with staff have been introduced including:

- Project Pitch – Implemented by the Chief Executive via a series of staff blogs, staff are invited to propose their own ideas for how the Council can transform. Pitches are then considered by the Transformation Board.
- SharePoint is being used as a central platform to promote transformation projects and keep staff informed through updates, documentation and progress information.
- Corporate communications channels such as Viva Engage are utilised
- Workshops and engagement sessions are held with Services to gather requirements and prepare teams for change.
- Senior Responsible Officers and Service Leads leading on transformation work meet regularly with Trade Union representatives
- Targeted communications are delivered to services affected by major digital programmes such as telephony, SharePoint, automation and system replacements.
- Programme artefacts are reviewed regularly to ensure all communication requirements for projects are captured, including the recent introduction of a Project Stakeholder Map
- Engagement with senior leaders on potential transformation, redesign and improvement activities is ongoing.

#### **4. Proposals**

4.1 The Panel is asked to note the update on the Councils transformation activity including the '*Shaping Our Future Council*' Dashboard Report at Appendix 1i; the updated Portfolio On A Page Appendix 1ii; Portfolio Programme Plan 1iii; Portfolio Risk Register 1iv, and Benefits Report at Appendix 1v.

4.2 Since the Best Value thematic audit report on Transformation was published in March 2025, engagement and reporting mechanisms have been introduced to enable the Council to consider the impact on communities in the planning and implementation of transformation initiatives and to enhance community and stakeholder engagement in the development of projects, including the revised Transformation and Communications Approach at Appendix 2. Panel members are asked to note this activity as detailed in the report.

4.3 Panel are asked to note that the next update on *Shaping Our Future Council* will be presented to Service, Partnerships and Performance Panel in September 2026, in line with the agreed scrutiny and reporting arrangements.

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

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

5.2 The recommendations in this report are consistent with procurement requirements.

## **6. Financial Implications**

6.1 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £1,434,065 has been committed from the Fund, with the following projects having funding in place:

- Early Payment Discount Scheme;
- Property Maintenance Process Improvement;
- Talentlink (Recruitment Process Improvement);
- Shared Drive to SharePoint (Records Management);
- Digital Training Suite;
- Data Analytics and Data Maturity
- Solar Farm (Phase 2);
- Process Automation;
- Digital Skills Programme;
- Business Support Model;
- Scotland Excel Procurement Review

6.2 Fund allocation also incorporates the Transformation Partner Discovery work and South Ayrshire Council's contribution towards the SOLACE/ Improvement Service national Transformation Programme.

6.3 Changes agreed at the most recent Transformation Board where there is an impact on the balance of the Transformation Fund will be reflected in the next update.

6.4 The value of the SOFC portfolio as at the date of the last Benefits report (17<sup>th</sup> December 2025) is projected at £37,037,089. Projects approved since that date will have benefits proposals incorporated within the next reporting period. £36,574,645 is from transformation projects and £462,444 from wider Council change initiatives. This includes the Solar Farm which proposes £35,100,000 in income generation over a 25-year period. £783,610 (savings and income generation) have been realised as of 17<sup>th</sup> December 2025.

6.5 The Council is taking a number of other measures across services in the short term to deliver a balanced budget.

## **7. Human Resources Implications**

7.1 Not applicable to this report.

## **8. Risk**

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

8.1.1 A Programme Risk register is in place for the Transformation Portfolio and Risk Registers in place for all transformation projects. Risks are managed in accordance with the Risk Management Strategy.

8.1.2 A strategic risk has been added in the Corporate Risk Register for Transformation. Reporting is provided quarterly via the established CRR process.

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

8.2.1 Not scrutinising the information presented within this report may impact the transformation of the Council and the Council's ability to meet the budget deficit;

8.2.2 Rejecting the recommendations may negatively affect the reputation of the Council.

## **9. Integrated Impact Assessment (incorporating Equalities)**

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 is not required for these proposals.

11.2 Individual transformation projects are approved on the basis of a satisfactory Business Case which includes the undertaking of an options appraisal, prior to proposing a preferred delivery option.

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

12.1 The matters referred to in this report contribute to Priority 1, 2 and 3 of the Council Plan: Spaces and Place; Live/ Work/ Learn; Civic and Community Pride.

**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 cashable, qualitative and quantitative 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 Brian Connolly, Portfolio Holder for Corporate and Strategic, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

**15. Next Steps for Decision Tracking Purposes**

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

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Update report ' <i>Shaping Our Future Council</i> ' to Service and Partnerships Performance Panel	30 September 2026	Assistant Director – Transformation

**Background Papers** Report to South Ayrshire Council of 6 March 2024 – [Shaping Our Future Council](#)

Report to Service, Partnerships and Performance Panel of 16<sup>th</sup> September 2025 – Shaping Our Future Council

Report to Cabinet of 28<sup>th</sup> October 2025 – Shaping Our Future Council

**Person to Contact** Louise Reid, Assistant Director - Transformation  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone 01292 612032  
E-mail [louise.reid@south-ayrshire.gov.uk](mailto:louise.reid@south-ayrshire.gov.uk)

**Date:** 20<sup>th</sup> February 2026

# PORTFOLIO DASHBOARD – TRANSFORMATION

SERVICE LEAD: STEWART MCCALL

REPORTING PERIOD: DECEMBER 2025 – FEBRUARY 2026

## Appendix 1i

### PORTFOLIO HIGHLIGHTS THIS PERIOD

#### Our Workforce

- **Service Review and Service Redesign:** delivery activity paused. Closure report submitted to this Board. Move to quarterly BAU-style reporting via the Transformation Board (PMO).
- **Digital Skills Programme:** Project Lead recruitment underway targeting a 1 April 2026 start.
- **Our Future Workforce:** draft workforce plan shared, broad themes endorsed, but finalisation dependent on budget outcomes. Business Case now expected Q2 2026.

#### Our Technology

- **Telephony Platform:** all staff migrated on-time by 31 October 2025. Legacy equipment decommissioning delayed due to external dependencies. Moving to close.
- **Share Drive to SharePoint:** progress impacted by staff turnover. Change request submitted for additional funding to complete retention labelling and realise benefits.
- **Social Care Replacement System (SCRS):** tender evaluation completed.
- **Customer Contact:** progress dependent on a prerequisite Staff and Community Hub (SCH) Technology Business Case.

#### Our Assets

- **Solar Farm – Phase 2:** legal, procurement and financial modelling progressed. Council paper delayed from December to February 2026, triggering re-baselining.
- **Fleet Management and Maintenance:** maintenance requirement review completed, information shared/engagement underway with ARA.
- **Funeral Director Service:** Business Case development delayed due to competing priorities of the Lead service.

#### Our Delivery Model

- **Early Payment Discount Scheme (EPDS):** very low supplier uptake. Change request submitted to close the project. Any residual benefits to be pursued via the Credit Card project.
- **Process Automation:** contractual and supplier issues continue. Change request submitted to close project and transfer benefits to Customer Contact.
- **Business Support Model:** Project implementation underway following January Cabinet meeting. Onboarding with Service Leads progressing regarding scope of Phase 1.
- **Finance Transformation – Credit Cards:** Business Case development ongoing. Progress dependent on RBS product roadmap and Oracle Fusion integration decisions.

### KEY ACTIVITY NEXT PERIOD

- Progress projects with approved Business Case; continue development of new proposals.
- Develop the Staff and Community Hub (SCH) Technology Business Case.

	TIME	COSTS	RESOURCE	BENEFITS
PORTFOLIO HEALTH	Portfolio delivery is behind plan, driven by budget, procurement and dependency constraints	Financial pressures exist but are understood, governed and partially mitigated	Capacity and capability constraints are impacting pace but corrective actions are in progress	Benefits remain achievable, though confidence is reduced by delays and dependency risks

### PORTFOLIO PROGRAMME PLAN

**Summary:** the transformation portfolio remains broadly stable, with active management of scope, benefits and prioritisation. Progress has been made in closing or transitioning work into BAU, while several programmes continue to experience delay due to budget, procurement and resource constraints. A clearer focus on realistic benefits and value for money is now evident across the portfolio.

Projects not reporting GREEN RAG status and impacting overall Portfolio Health:

- **Service Redesign:** AMBER Time, Resource, Benefits.
- **Share Drive to SharePoint:** RED on Time, Cost and Resource.
- **Social Care Replacement:** RED on Time.
- **Talentlink:** RED on Time.
- **Solar Farm:** RED on Time, Cost.
- **Funeral Director Service:** RED on Time.
- **Early Payment Discount Scheme (EPDS):** RED on Time and Benefits.
- **Process Automation:** RED on Time, Cost, Resource and Benefits.

Project-level mitigations in place with return-to-green plans. See individual Priority Area reports for the detail on these.

### PORTFOLIO FEASIBILITY WORK

- Golf Advertising has progressed to a Project Brief – on February agenda for Board consideration.
- No change in other feasibility work.

### PORTFOLIO ISSUES AND RISKS

- **Risk totals:** 9 open risks in Portfolio Risk Register, a decrease in 1 since last report.
- **Risk source:** 7 Portfolio, 2 Projects.
- **Risk rating:** Low 3 (up 2), Medium 4 (down 3), High 2 (unchanged).
- **High risks:** Solar Farm (15); Digital Skills Programme (12).
- **Mitigations:** in place and Risk Rating reviewed, at a minimum, on a monthly basis.

### TRANSFORMATION BOARD CONSIDERATIONS

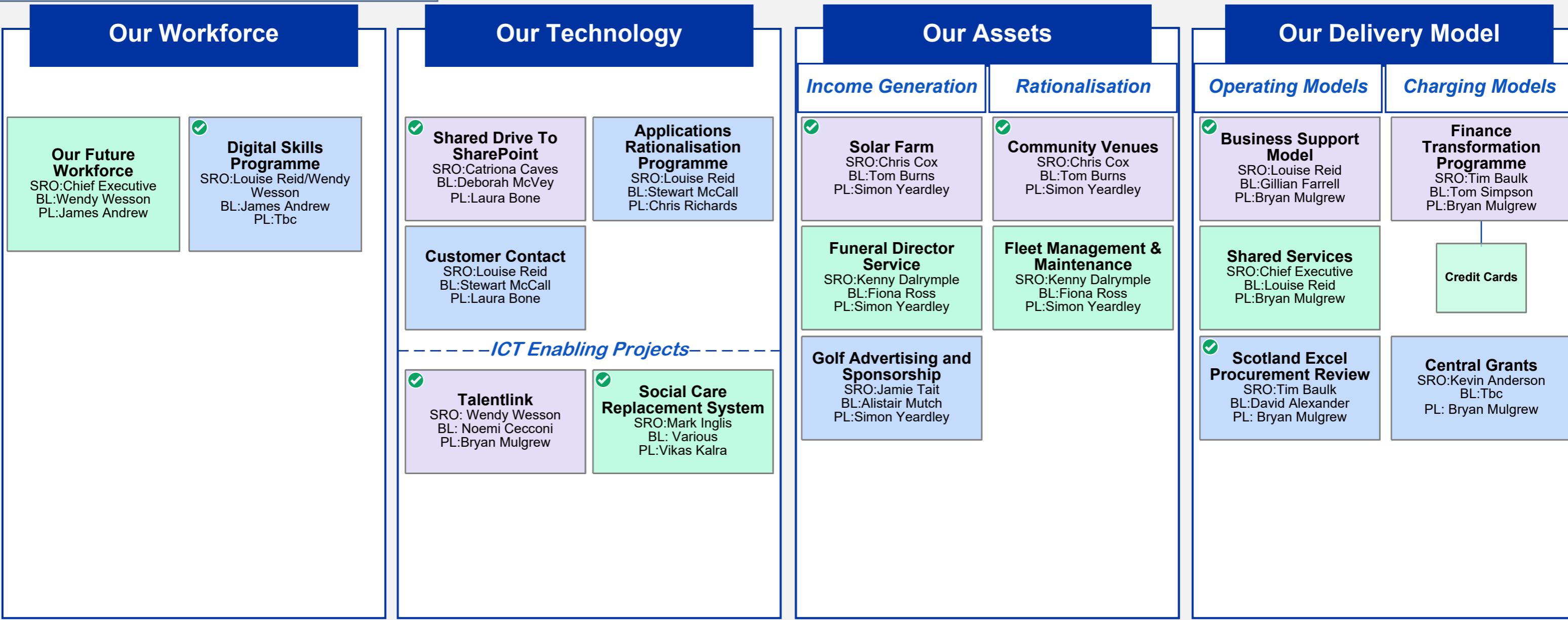
- Consider change requests and mitigation actions for red risks.

# Shaping Our Future Council

## Transformation Portfolio

### 2024 - 2029

Year 1 Priority (24/25)	Year 2 Priority (25/26)	Year 3 Priority (26/27)
Business Case Approved	Benefits Realisation	



**Feasibility Activity**

- Asset Challenge & Review (Operational and Community) [Chris Cox]
- Overtime Review [Wendy Wesson]
- Renewable Energy Generation [Chris Cox]
- Spend to Save on Energy Plant [Chris Cox]

**Completed/Benefits Realisation**

- Digital Training Suite [Louise Reid]
- Netcall Upgrade [Louise Reid]
- Technology Roadmap & ICT Investment [Louise Reid]
- Property Maintenance Process Improvement [Kenny Dalrymple]
- Pop-Up Licence Scheme [Chris Cox]
- HRA/CRA Recharging [Tim Baulk]
- Service Review and Service Redesign [Chief Executive]
- Telephony Platform [Louise Reid]

ID	Task Name	Start	Finish	% Complete	Timeline																			
					2024				2025				2026				2027				2028			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
0	<b>Transformation Programme Plan</b>	Wed 01/05/24	Fri 30/03/29	30%																				
42	<b>Talentlink</b>	Wed 01/05/24	Fri 24/04/26	80%																				
43	Business Case Approval (Transformation Board)	Wed 01/05/24	Wed 01/05/24	100%																				
44	Project Resource Recruitment	Thu 02/05/24	Mon 14/10/24	100%																				
45	Project Delivery	Fri 25/10/24	Fri 13/02/26	85%																				
46	Closure	Mon 16/02/26	Fri 24/04/26	0%																				
47	<b>Shared Drive to SharePoint</b>	Wed 01/05/24	Fri 26/06/26	77%																				
48	Business Case Approval (Transformation Board)	Wed 01/05/24	Wed 01/05/24	100%																				
49	Vacancy Management Process to appoint resources	Thu 02/05/24	Mon 26/05/25	100%																				
50	Project Resource Start Date	Tue 27/05/25	Tue 27/05/25	100%																				
51	Project Delivery	Wed 28/05/25	Tue 26/05/26	60%																				
52	Project Close	Wed 27/05/26	Fri 26/06/26	0%																				
31	<b>Telephony Platform</b>	Wed 21/08/24	Tue 17/02/26	100%																				
66	<b>Finance Transformation Programme - Credit Cards</b>	Wed 21/08/24	Fri 01/05/26	50%																				
67	Project Brief Approval (Transformation Board)	Wed 21/08/24	Wed 21/08/24	100%																				
68	Business Case Review (Transformation Board)	Fri 01/05/26	Fri 01/05/26	0%																				
73	<b>Service Review and Service Redesign</b>	Wed 21/08/24	Tue 17/02/26	100%																				
7	<b>Community Venues</b>	Wed 28/08/24	Fri 07/07/28	30%																				
8	Project Brief Approval (Transformation Board)	Wed 28/08/24	Wed 28/08/24	100%																				
9	Business Case Approval (Transformation Board)	Tue 25/02/25	Wed 26/02/25	100%																				
10	Cabinet Approval	Wed 16/04/25	Wed 16/04/25	100%																				
11	Project Delivery - Lease Transfers	Wed 09/07/25	Wed 31/05/28	30%																				
12	Present Closure Report to Transformation Board	Fri 07/07/28	Fri 07/07/28	0%																				
53	<b>Business Support Model</b>	Wed 28/08/24	Wed 31/03/27	14%																				
54	Project Brief Approval (Transformation Board)	Wed 28/08/24	Wed 28/08/24	100%																				
55	Options Appraisal Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																				
56	Business Case Approval (Transformation Board)	Wed 17/12/25	Wed 17/12/25	100%																				
57	Appointment of Business Support Coordinator	Wed 21/01/26	Tue 31/03/26	80%																				
58	Service Implementation and Embeddment	Wed 01/04/26	Thu 24/12/26	0%																				
59	Project Close	Mon 04/01/27	Wed 31/03/27	0%																				
13	<b>Solar Farm (Phase 2)</b>	Thu 12/12/24	Fri 01/05/26	99%																				
14	Cabinet Approval	Thu 12/12/24	Thu 12/12/24	100%																				

Project: Transformation Program  
Date: Wed 18/02/26

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Start	Finish	% Complete	Timeline																			
					2024				2025				2026				2027				2028			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
16	Project Delivery	Mon 06/01/25	Wed 31/12/25	100%																				
15	Business Case Approval (Transformation Board)	Tue 25/02/25	Tue 25/02/25	100%																				
17	Present Phase 2 Outcome Report to Cabinet	Thu 19/02/26	Thu 19/02/26	0%																				
18	Present Phase 2 Report to Transformation Board	Fri 01/05/26	Fri 01/05/26	0%																				
1	<b>Our Future Workforce</b>	<b>Tue 25/02/25</b>	<b>Fri 17/07/26</b>	<b>33%</b>																				
2	Project Brief Approval (Transformation Board)	Tue 25/02/25	Tue 25/02/25	100%																				
3	Development of Strategic Workforce Plan	Wed 26/02/25	Wed 03/12/25	54%																				
4	Approval of Workforce Plan 2026 onwards (Transformation Board)	Wed 17/12/25	Wed 17/12/25	0%																				
5	Approval of Workforce Plan 2026 onwards (Council/Cabinet)	Tue 20/01/26	Tue 20/01/26	0%																				
6	Phase 2- action/implementation plan based on approved WFP	Wed 21/01/26	Fri 17/07/26	0%																				
24	<b>Social Care Replacement System</b>	<b>Fri 04/07/25</b>	<b>Mon 31/01/28</b>	<b>9%</b>																				
25	Integrated Joint Board Approval	Fri 04/07/25	Mon 07/07/25	100%																				
26	Business Case Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																				
27	Procurement Exercise	Mon 07/07/25	Tue 30/09/25	80%																				
28	Contract Award	Mon 16/02/26	Fri 27/02/26	0%																				
29	Project Delivery	Mon 02/03/26	Thu 30/09/27	0%																				
30	Transition and Close	Fri 01/10/27	Mon 31/01/28	0%																				
36	<b>Funeral Director Service</b>	<b>Fri 04/07/25</b>	<b>Mon 12/07/27</b>	<b>0%</b>																				
37	Project Brief Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																				
38	Business Case Review (Transformation Board)	Tue 17/02/26	Tue 17/02/26	0%																				
39	Procurement Exercise	Wed 18/02/26	Tue 01/09/26	0%																				
40	Project Delivery	Wed 02/09/26	Thu 03/06/27	0%																				
41	Project Closure	Fri 04/06/27	Mon 12/07/27	0%																				
69	<b>Central Grants</b>	<b>Fri 04/07/25</b>	<b>Thu 06/05/27</b>	<b>0%</b>																				
70	Project Brief Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																				
71	Business Case Review (Transformation Board)	Fri 01/05/26	Mon 04/05/26	0%																				
72	Project Delivery	Mon 04/05/26	Thu 06/05/27	0%																				
19	<b>Scotland Excel Procurement Review</b>	<b>Thu 28/08/25</b>	<b>Fri 01/10/27</b>	<b>20%</b>																				
20	Project Brief Approval (Transformation Board)	Thu 28/08/25	Thu 28/08/25	100%																				
21	Business Case Approval (Transformation Board)	Tue 21/10/25	Tue 21/10/25	100%																				
22	Savings Programme Execution	Wed 29/10/25	Tue 31/08/27	20%																				

Project: Transformation Program Date: Wed 18/02/26	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			





# Shaping Our Future Council

## Transformation Portfolio

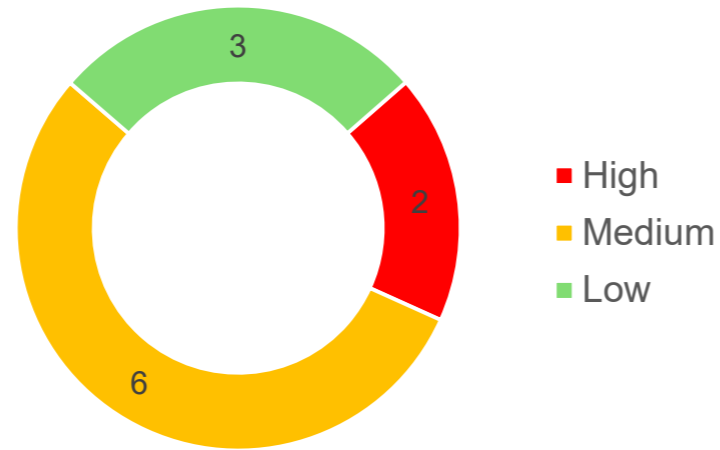
### Risk Register



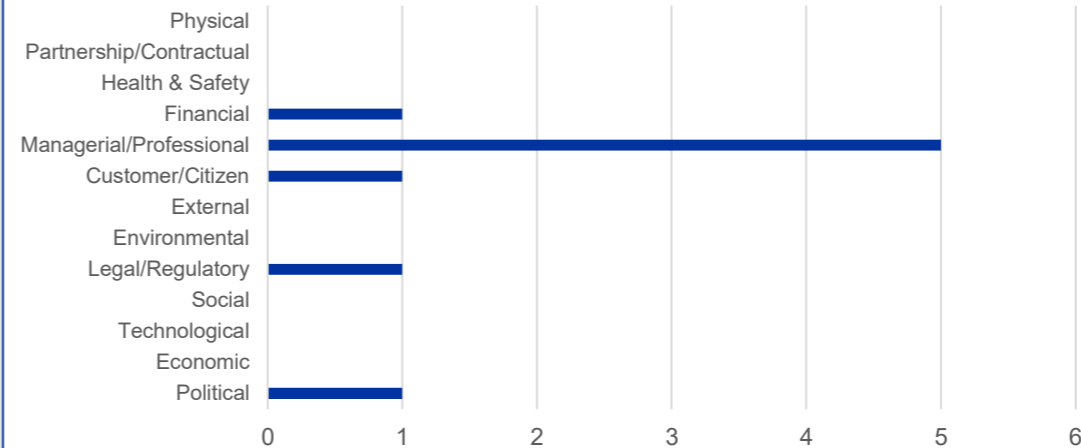
No. of Open Risks  
**9**

No. of Closed Risks  
**8**

Open Risks by Severity



Open Risks by Category



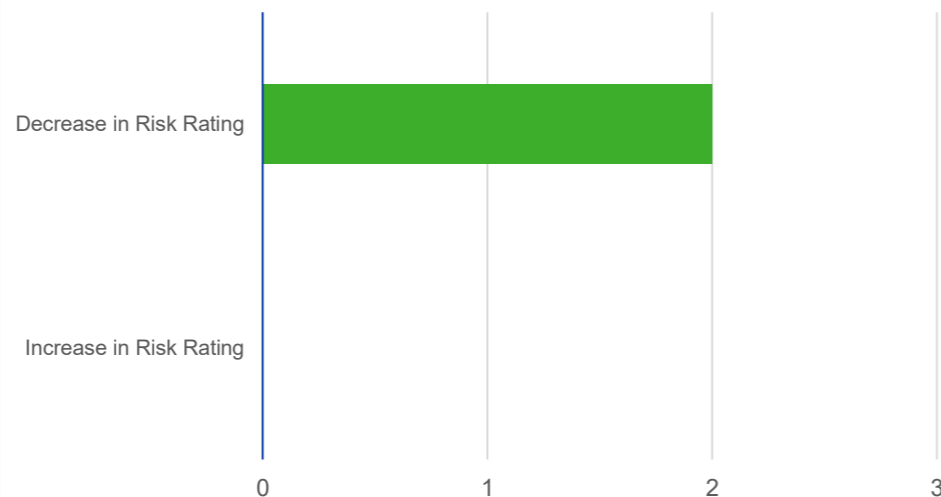
### This Quarter

New Risks  
**2**

No Change  
**5**

Closed Risks  
**3**

Risk Rating Movement



PMO Summary

Since the last report in December 2025, there are now 9 risks at the Portfolio level as 3 risks have been closed and 2 new project risks (Solar Farm and Digital Skills Programme) have been escalated to the portfolio risk register as their ratings have exceeded the threshold. 2 risks have reduced in rating due to ongoing, successful mitigations, specifically around positive engagement with Elected Members and Senior Management.

Overall, the portfolio risk exposure has decreased this period from 7.7. to 6.6, with the portfolio risk level remaining at **medium**.

RAG	Scoring	Risk Rating
Red	12 - 25	High
Amber	4 - 10	Med
Green	1 - 3	Low

**Description of likelihood**  
 1 **Unlikely** - Unlikely or virtually impossible  
 2 **Possible** - Only fairly likely to occur  
 3 **Likely** - More likely to occur than not  
 4 **Very Likely** - Almost certainly will occur  
 5 **Almost Certain** - Becomes 100%, move to Issue

**Description of Impact**  
 1 **Minor** - Undesirable loss, but no threat to strategic objectives or delivery  
 2 **Moderate** - Localised impact on strategic objectives or operation  
 3 **Major** - Impact on some elements of overall objectives or operations  
 4 **Critical** - Widespread or highly disruptive impact on the delivery of the portfolio and its expected benefits.

Risk ID	Date Raised	Risk Source	Risk Author	Risk Owner	Risk Category	Title (Short heading)	Risk Description ("There is a risk that...")	Risk Cause ("This is due to...")	Risk Impact ("This may result in...")	Likelihood	Impact	Rating (count)	Risk Management (dropdown)	Mitigating Actions(s)	Actionee	Latest Update (Please include dd/mm/yy: ahead of update)	Last Review Date	Target Risk Closure Date	Movement since last review	Issue ID	Actual Date Closed
R002	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of staff engagement or buy-in	There is a risk that staff will not engage with the Council's transformation approach or develop 'change fatigue'	This is due to a lack of communication with staff on the transformation requirements. Staff not being informed or engaged with change proposals. Changes are not what staff require to deliver more effectively. Staff do not see the value in changes being made or proposed. There is no incentive for staff to make changes to ways of working.	This may result in a lack of business change activity required by Services, which will lead to benefits not being realised.	2	4	8	Treat	Regular communications and sessions for staff and Service Leads incl. "lunch and learn" sessions on aspects of transformation i.e. Benefits Realisation, Risk Management, project planning etc. Transformation Network to be established. Trade Unions engagement. Risk and issues escalation to Transformation Board and where appropriate, elected members.	Chief Executive and Corporate Leadership Team	22/01/26 Increased number of posts on the Council's Viva Engage platform updating staff on key transformation activities. This activity will continue with Coordinators now starting to post on their projects. PMO is updating staff facing Transformation Sharepoint pages. 27/11/25 Communication and engagement frequency has increased. Regular COSO meetings initiated by Chief Exec and calendar of meetings in place. Transformation projects continue to progress and include engagement with services and staff impacted by project delivery.	22-Jan-26	31-Mar-27	No Change		
R003	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of capacity within Council services to deliver transformation	There is a risk that operational and corporate enabling services do not have the capacity to deliver transformation objectives.	This is due to Services currently working at full capacity and do not have the capacity to lead or take on project work.	This may result in a lack of traction. The portfolio would fail to deliver and benefits would fail to be realised	2	3	6	Treat	CLT to ensure that services are implementing change alongside their usual work practices. Where additional temp resource is required to deliver the Transformation Fund can provide access.	Chief Executive and Corporate Leadership Team	22/01/26 No change 27/11/25 Elongated timescales for procurement continue to impact BAU and transformation projects. No other risks/ issues currently identified in connection with this risk, however realisation that significant changes to corporate systems, staffing or operating models will require corporate support to deliver.	22-Jan-26	31-Mar-27	No Change		
R004	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Customer/Citizen	Non-adoption of change	There is a risk that customers cannot adopt or adapt to changes brought about by transformation	This is due to the inability to adapt to new technology or processes; lack of clarity or understanding on changes to service delivery or new services, or inability to enable or accept these changes.	This may result in identified benefits not being realised.	1	3	3	Treat	Good provision of comms support where required from services to update customers on changes. Services to engage with customers in development of Business Cases.	Chief Executive and Corporate Leadership Team	22/01/26 No change 25/11/25 Use of Viva Engage and Transformation forum keeps staff up to date with any planned or actual service changes. Regular engagement with TU's ongoing. Transformation Delivery Group is attended by wide range of services and stakeholders. All CO's attend the Transformation Board. Comms support being actively provided to support transformation work.	22-Jan-26	31-Mar-27	No Change		
R005	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Council lacks the necessary capability to deliver breadth of change required	There is a risk the Council do not have the required capability to identify or deliver the transformation required across its services and four priority areas.	This is due to a lack of suitable experience or capability to propose new ways of working or large-scale changes, e.g., Development and implementation of new operating models, new income generation projects, and undertaking of complex reviews requiring specialist advice.	This may result in the portfolio not delivering the change outputs required, and ultimately failing to provide agreed strategic objectives and desired benefits.	1	4	4	Treat	Transformation Fund available to seed fund transformation activity and can be used for SME/ consultancy support if required.	Assistant Director - Transformation	22/01/26 No change 27/11/25 Projects are actively bidding for funding for additional capabilities where required to deliver against project objectives. This includes projects such as the Solar Farm, Scotland excel procurement work and digital skills programme delivery.	22-Jan-26	31-Mar-27	No Change		
R006	02-Jul-24	Portfolio	Louise Reid	Council Leader/ Administration	Political	Lack of political buy-in	There is a risk that Officer proposals for transformation, or those identified via an audit or external review, do not have the political support required to deliver.	This is due to potentially conflicting priorities or lack of political support for proposals.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	5	5	Treat	Ongoing engagement with all Elected Members, including Member's Briefings. Regular reporting to Cabinet and Panels.	Council Leader and Portfolio Holders/ CLT	22/01/26 Engagement with Elected Members continues, most recently with a Members Briefing on Business Support 27/11/25 Transformation activity is progressing in line with Council and Cabinet commitments and approvals. Regular meetings with portfolio holders ongoing.	22-Jan-26	31-Mar-27	No Change		
R008	18-Mar-25	Portfolio	Stewart McCall	Transformation Board	Legal/Regulatory	Delay in project DPIA approval	There is a risk that the time to approve a DPIA will impact the delivery of transformation projects.	This is due to the backlog of existing requests that are being handled by Information Governance	This may result in a delay in implementation and benefit realisation.	1	3	3	Treat	Consider what additional resource can be used to support Information Governance to minimise impact on project delivery and benefit realisation.	Service Lead - Transformation	22/01/26 Transformation activities being prioritised reducing impact of this risk. Internal options still being considered/progressed and option of bringing external support in looking unlikely 27/11/25 Engagement with HEFESTIS paused for now to allow other internal options to be considered to address and manage backlog. Information Governance are now prioritising transformation-related DPIA's, minimising the timeline impact on these projects. Likelihood reduced as a result of this change. 24/09/25 As discussed at the Transformation Board - a list of transformation projects requiring a DPIA have been shared with the Chief Governance officer and will be prioritised by the Information Governance service. 09/08/25 Engagement with HEFESTIS, a non-for-profit organisation that supports public bodies, on reducing the backlog and reviewing initial assessment process to streamline the DPIA process.	22-Jan-26	31-Mar-26	Decrease		
R009	21-Jul-25	Portfolio	Louise Reid	Council Leader/ Administration	Managerial/Professional	Transformation leadership	There is a risk that turnover in senior officer positions and change in Council leadership impacts sponsorship, decision making and delivery pace of transformation projects	This due to a change in Council Leader, Depute Leader, Chief Exec and Deputy Chief Exec (and remits projects)	This may result in delays to delivery of transformation projects and realisation of benefits	1	3	3	Treat	Liaison with new Council leaders and senior officers to seek critical decision making on transformation projects and Council approach	Chief Executive/ Assistant Director - Transformation	22/01/26 New Chief Executive now on-board and transformation board and activities have continued at the same cadence with no negative impacts. Likelihood and impact reduced based on this. Future changes may have an impact so risk remains. 27/11/25 On-boarding with new Chief Executive and ongoing engagement with elected members.	22-Jan-26	31-Mar-27	Decrease		
R016	20-Jan-26	Project - Solar Farm	Simon Yeardeley	Asset Management	Financial	Phase 2 - Significant Project Underspend	There is a risk that a significant project underspend indicates that delivery is not progressing as planned, potentially resulting in delayed outcomes, deferred benefits, and increased financial and delivery risk in subsequent periods.	This is due to the significant underspend of the allocated Transformation Fund budget (less than 10% of the £350k budget has been spent) and the original closure (Dec 2025) date of this phase of the project has now passed.	This may result in other initiatives having inadequate funding allocation, and may result in a lack of trust in any future funding requests put forward for this project.	5	3	15	Treat	Thorough financial review of the project is required, and reasons for such a significant variation to the planned spend need to be understood. Spend forecast needs to be updated and any impact on future phases taken into account. Cabinet report on this phase was due for presentation in Dec-2025.	Tim Bauk/Chris Cox	20/01/26 - project risk exceeds escalation threshold and has been added to portfolio risk register for transformation board visibility and management. 17/02 - The outcome of Phase 2 of this project is expected to be presented to Council on the 19th Feb 2026 and it is expected this will outline the future financial requirements for the next phase, and how this will impact on remaining budget from the transformation fund. This risk is likely to then be reduced, or closed by the next reporting period.	22-Jan-26	31-Mar-26	New		
R017	22-Jan-26	Project - Digital Skills Programme	James Andrew	Chair of the Transformation Board/ Chief Executive	Managerial/Professional	Lack of engagement or buy-in from staff/ services	There is a risk that staff and services do not engage at the development or delivery stage of the Digital Skills Programme.	This is due to the fact engagement is not mandatory; services do not prioritise engagement with the programme; insufficient communications; lack of buy-in from senior leaders	This may result in a failure to deliver the objectives and benefits not being realised.	3	4	12	Treat	A Communications Plan will be developed as part of the project artefacts. Engagement will be sought at the Transformation Board and TDG at the earliest outset. Project Board membership widened to include cross-council representation. Trade unions will be engaged. Clarity on expectations from services will be provided.	Transformation Board	20/01/26 - project risk exceeds escalation threshold and has been added to portfolio risk register for transformation board visibility and management.	22-Jan-26	31-Mar-27	New		



# SHAPING OUR FUTURE COUNCIL

## Benefits Realisation Report

17th December 2025



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Prepared By: Portfolio Management Office

Prepared On: 25th November 2025

# Shaping our Future Council Benefits Report

## Benefits Realisation Approach

A **benefit** is *"the measureable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives"*

To assist with reporting, defining and measuring, the Transformation Board agreed to the benefit types and categories described below:

### Benefit Types and Categories

#### Cashable Benefits (Financial)

**Income Generation:** This is a **direct** cashable benefit which contributes to the revenue income of the Council and include new income streams, an increase in existing income streams, or capital return through sale or rental of an asset.

**Rationalisation:** This is a **direct** cashable benefit which reduces revenue budget requirement or commitments. This includes cost savings, removals or reductions.

**Productivity Gain:** This is an indirect cashable benefit related to an increase in efficiency through improved processes.

**Cost Avoidance:** This is an indirect cashable benefit relating to preventative measures which prevent future costs or expenses, as opposed to reducing existing spend.

#### Non-Cashable Benefits (Non-Financial)

**Qualitative:** These benefits are subjective and are more difficult to measure, such as, improved customer satisfaction, staff morale or reputation.

**Quantitative:** These benefits can be assigned a numerical value and can be objectively measured, i.e. increase in service delivery or decrease in complaints.

### Benefit Management Process

There is a 4 stage iterative process which is carried out throughout projects to ensure each potential benefit is identified and realised.

#### Stage 1: Identification and definition

This stage begins as soon as a project or initiative begins to be defined. Benefits are identified based on the outcomes the initiative plans to achieve. They are then categorised and benefit owners are assigned. Enablers (value drivers) are defined i.e. what needs to happen or be in place in order for realisation to begin.

#### Stage 2: Baseline and Planning

Benefits are quantified. Baseline (as is) data is populated, and achievable target values and dates are agreed.

#### Stage 3: Project Delivery and Benefits Tracking

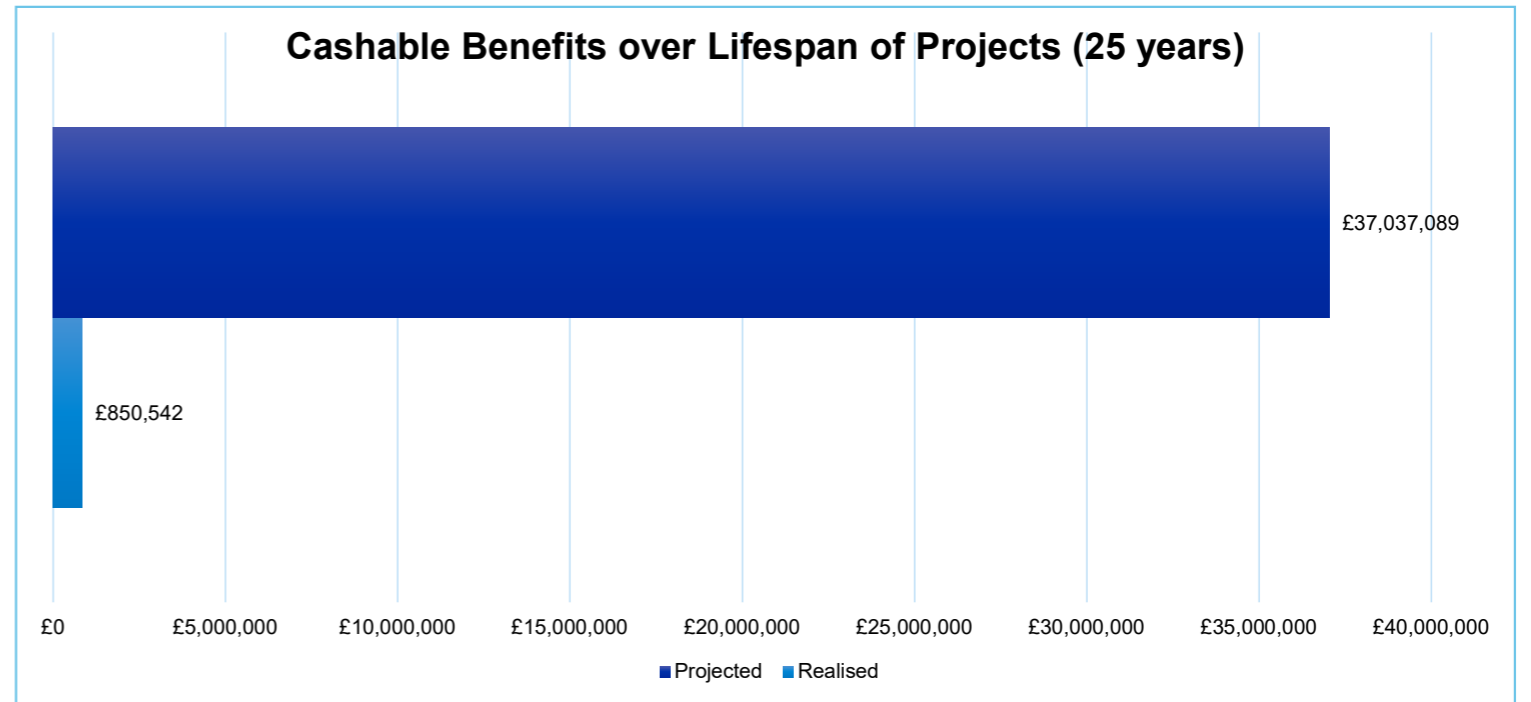
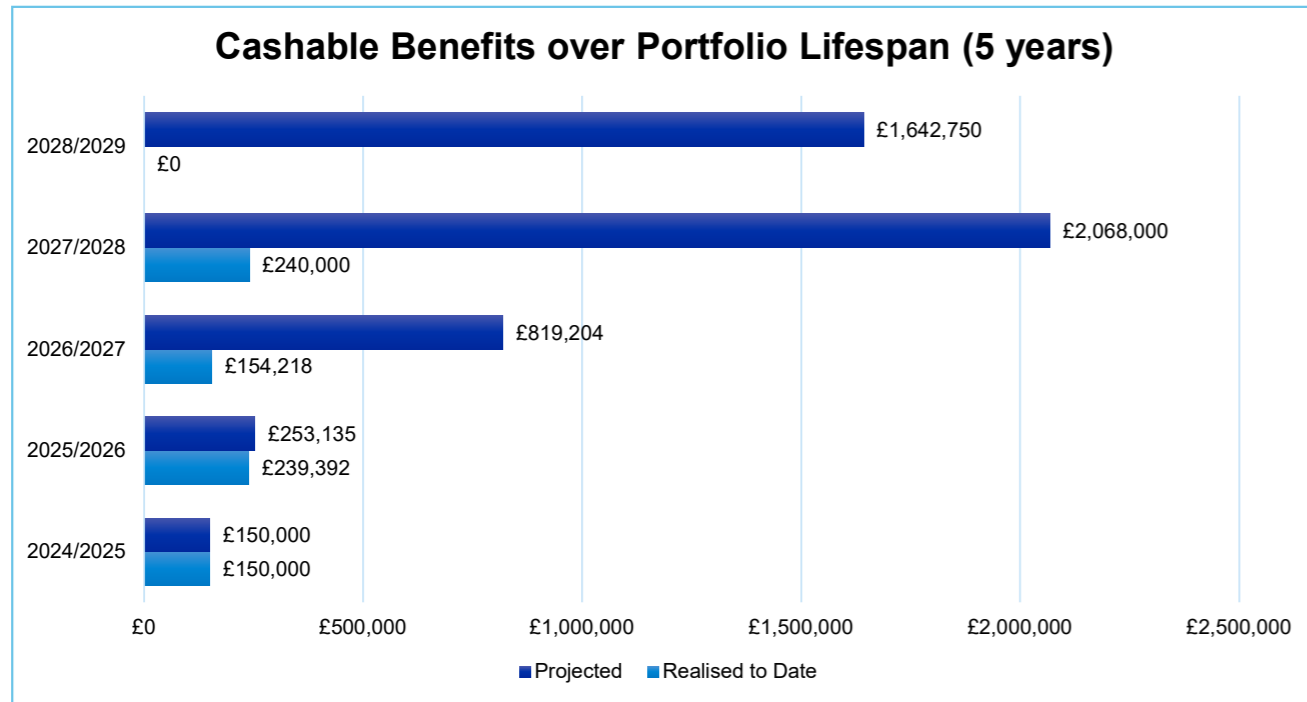
The work to realise the benefits begins and change begins being implemented. Some short term benefits, such as rationalisation (savings) may be tracked and monitored, or even realised at this point, other benefits may not be measured and realised until stage 4.

#### Stage 4: Benefits Realisation and Evaluation

Any business change element should be embedded, and it may then take some time before any initial benefits measurements can be taken.

# Shaping our Future Council Benefits Report

## Cashable Benefit Dashboard Report



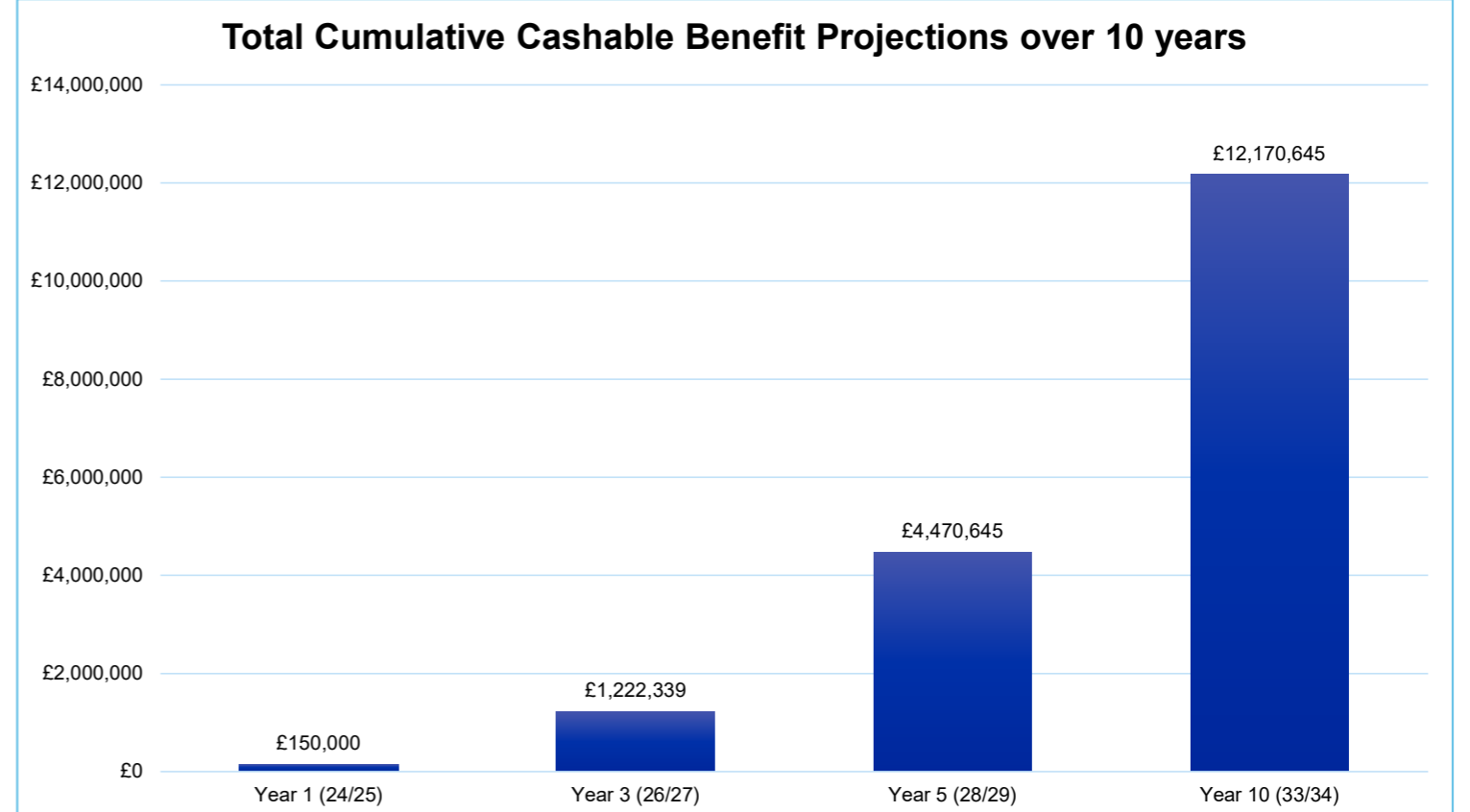
Since the last Benefits report was presented in August 2025, the Scotland Excel Procurement Review business case was approved by the Transformation Board in October 2025 which seeks to deliver financial savings as identified from the Council's current contracts and thereby increases the anticipated cashable benefits by £750,000. A number of further initiatives, also with anticipated financial benefits, will be seeking the Board's approval in December 2025, and early in 2026, and therefore expected to be captured in the next quarter's report.

The Transformation Board agreed to the de-scoping of the Private Property Maintenance and Factoring project from Shaping our Future Council. Following extensive work, it was concluded any financial savings expected from this would have to be attributed to the Housing Revenue Account (HRA), and could not then have an impact on the Council's general services budget. Deliver and projected cashable benefits have therefore been adjusted to reflect the de-scoping of this project.

The Solar Farm project, which remains likely to return the greatest financial value to the Council, will be concluding its feasibility phase early 2026, whereby the projected financial benefits will be revised and re-baselined, following the outputs from the feasibility studies.

As a result of the above changes, currently, the total projected cashable benefits over a 25 year period is £37,037,089, an increase of £608,223 compared to the September 2025 Report. The total realised value has not changed, but there is an increase in the benefits expected in 2026/2027. To reiterate the information from the last report, the realised value is as a result of direct savings taken as per the Administration's budget in 2025/2026, or as a result of project delivery.

The majority of the projected benefits will not begin harvesting until project delivery is complete and change is being embedded, as per the 4-stage benefits realisation process.



# Shaping our Future Council Benefits Report

## Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Assets	Simon Yeardeley	Community Venues	In Delivery	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Dailly Community Centre and Loudon Hall.	Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2025-2026 for Ivy cottage	£16,293	Reduction of all utilities costs across identified community venues	Mar-26	£0	Realisation not started	Delay to target realisation date - change request pending approval for date and profile to be amended.
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2025-2026 for Ivy cottage	£2,054	Reduction of all CRA costs across identified community venues	Mar-26	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2026-2027 for Loudon Hall	£3,246	Reduction of all utilities costs across identified community venues	Mar-26	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2026-2027 for Loudon Hall	£13,136	Reduction of all CRA costs across identified community venues	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction for a reduction of Facilities Management costs costs for the period 2026-2027 Loudon Hall	£3,205	Reduction of all FM costs across identified community venues	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Reductions of utilities costs for the period 2026-2027 for Dailly community centre	£31,821	Reduction of all utilities costs across identified community venues	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Reduction of Asset management CRA costs for the period 2026-2027 for Dailly community centre	£9,098	Reduction of all CRA costs across identified community venues	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Reduction of Facilities Management costs costs for the period 2026-2027 for Dailly community centre	£29,742	Reduction of all FM costs across identified community venues	Mar-27	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	Credit Cards	Definition	Tim Bauk	Introduction of a virtual credit card payment scheme in order to receive rebates from the bank when paying suppliers.	Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£35,000	Target rebate based on 50% of suppliers signing up in year 1 with an implementation date of 1/4/26	Mar-27	£35,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£50,000	Target rebate based on 75% of suppliers signing up in year 2 with an implementation date of 1/4/26	Mar-28	£0	Realisation not started	
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£64,750	Target rebate based on 100% of suppliers signing up in year 3 with an implementation date of 1/4/26	Mar-29	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	Early Payment Discount Scheme	In Delivery	Tim Bauk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have signed up to the EPDS	Cashable	Income Generation	Income from Early Payment Scheme - Year 1	£15,000	Income generated from paying invoices early	Mar-26	£15,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025. However, benefit delivery is at significant risk and decision is required by the Transformation Board on future of this project.
						Cashable	Income Generation	Income from Early Payment Scheme - Year 2	£30,000	Income generated from paying invoices early	Mar-27	£30,000	Fully Realised	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 3	£40,000	Income generated from paying invoices early	Mar-28	£40,000	Fully Realised	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 4	£50,000	Income generated from paying invoices early	Mar-29	£0	Realisation not started	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 5	£60,000	Income generated from paying invoices early	Mar-30	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	HRA/CRA Recharging	Mobilisation	Tim Bauk	Review and implementation of a new HRA/CRA Recharging model	Cashable	Rationalisation	Following the data analysis, this benefit will reflect the additional sum recharged to HRA and therefore reduce costs against the CRA	£200,000	This is the additional amount that will be recharged to HRA	Mar-28	£200,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
		Pop-Up Licence Scheme	In Delivery	Chris Cox	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors.	Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 1 (2025 - 2026)	£2,000	Expected Income generation as per market value rates for vendor type.	Mar-26	£2,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
						Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 2 (2026 - 2027)	£6,000	Expected Income generation as per market value rates for vendor type.	Mar-27	£0	Realisation not started	

# Shaping our Future Council Benefits Report

## Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Assets	Simon Yeardley	<b>Property Maintenance Process Improvement</b>	Complete - benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Cashable	Rationalisation	Reduction in FTE count due to improved process efficiency	£50,000	Reduction of one level 4 administrator and one level 3 finance administrator, which will be reported as part of the service restructure for Cabinet approved in January 2025.	Mar-25	£50,000	Fully Realised	
		<b>Solar Farm</b>	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-28	£0	Realisation not started	Figures are from phase 2 Business case and averaged across 25 year period. The actual returns are wholly dependent on output from current phase 2 project. Final costs and returns will be finalised early 2026 and reflective in the next report. Returns are wholly dependant on the uptake and engagement of off-takers.
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-29	£0	Realisation not started	
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-30	£0	Realisation not started	
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-31	£0	Realisation not started	
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-32	£0	Realisation not started	
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-33	£0	Realisation not started	
						Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	Mar-34	£0	Realisation not started	
Our Technology (ICT enabling project)	Chris Richards	<b>Technology Roadmap &amp; ICT Investment</b>	Initiation	Tim Baulk	Development and implementation of a technology roadmap (2025-2028) and aligned ICT capital investment.	Cashable	Rationalisation	Related to reduction in capital borrowing and subsequent interest charges.	£13,300	Target saving in borrowing charges	Mar-26	£13,300	Fully Realised	
Our Delivery Model	Bryan Mulgrew	<b>Scotland Excel Procurement Review</b>	In Delivery	Tim Baulk	Scotland Excel to identify savings opportunities over a 2-year focused programme.	Cashable	Rationalisation	Reduction in spend on existing contracts.	£500,000	Total anticipated savings associated with existing contracts	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Reduction in spend on existing contracts.	£250,000	Total anticipated savings associated with existing contracts	Mar-28	£0	Realisation not started	
Our Workforce	James Andrew	<b>Digital Training Suite</b>	Complete - in benefits realisation	Louise Reid	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Non-Cashable	Qualitative	Increase number of employees upskilling through the utilisation of the facility.	120	Number of bookings anticipated to be made, demonstrating the number of employees upskilling through the use of the facility.	Jun-26	48 Bookings over 120 days	Partly Realised	
Our Workforce						Non-Cashable	Quantitative	Improve employee satisfaction through the provision of the training suite.	90%	% of users of the facility reporting high satisfaction rates in its use and provisions. Users will be surveyed after using the facility.	May-26	85%	Partly Realised	
Our Technology	Chris Richards	<b>Netcall Upgrade</b>	Complete - in benefits realisation	Louise Reid	To upgrade our current customer contact platform, Netcall Liberty, to a current supported version, enabling Omni-Channel modules and the ability to trial new customer communication features.	Non-Cashable	Qualitative	Improvement to system performance measured by reduction in Netcall support calls.	2	25% reduction in the average number of monthly calls logged	Dec-25	1	Partly Realised	
Our Assets	Simon Yeardley	<b>Property Maintenance Process Improvement</b>	Complete - benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Non-Cashable	Quantitative	Removal of risk of errors due to removal of manual double-keying of information.	100%	As double-keying will be completely removed, 100% reduction in risk of errors.	Mar-25	100%	Fully Realised	
Our Workforce	James Andrew	<b>Service Review and Service Redesign</b>	Close & Sustain	Chief Executive	Creation and implementation of a Service (Re)Design Framework and programme	Non-Cashable	Quantitative	Increase in the number of Services undertaking Service redesigns	20	Number of services that undertake Service (Re)Design.	Jun-26	11	Partly Realised	Benefits identified from individual Service Reviews will be captured and monitored in future reports.

# Shaping our Future Council Benefits Report

## Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Technology	Chris Richards	<b>Shared Drive to SharePoint (Records Management Resource)</b>	In Delivery	Catriona Caves	To employ a temporary resource to assist in the classification and application of data labeling and retention of electronic records.	Non-Cashable	Qualitative	Improved data and records management compliance.	Not Defined	Creation and successful application of data retention labels to user's files.	Nov-26	2%	Partly Realised	
Our Workforce	James Andrew	<b>Talentlink (Recruitment Process Improvement)</b>	In Delivery	Wendy Wesson	To improve the efficiency and effectiveness of the end-to-end recruitment process and the team that deliver this core function.	Non-Cashable	Qualitative	Reduction in lead time for the completion of the Vacancy Management Process.	-530hrs	Average lead time reduced by 106 mins approx per advertised job across a year. There are approx. 300 jobs advertised per year, 106 x 300hrs / 60	May-26	0	Realisation not started	
						Non-Cashable	Qualitative	Reduction in time taken for the creation of weekly reporting.	0	Reporting should be automated, reducing the time required for staff to run reports by approximately 65 minutes per week.	Aug-26	0	Realisation not started	
						Non-Cashable	Qualitative	Improvement in hiring manager (user) satisfaction/experience.	Not Defined	Satisfaction Survey to be issued post-go live to measure and capture user feedback.	May-26	0	Realisation not started	

## Shaping our Future Council Wider Service-Led Initiatives

The following initiatives have been approved by Cabinet/Council, align with the strategic objectives of Shaping our Future Council and contribute to the long-term financial sustainability of our Council.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Description	Target Realisation Date	Realised Value to Date	Benefit Status
Our Assets	<b>Barr Community Centre Asset Transfer</b>	Tom Burns	Transfer of ownership of Barr Community Centre to Barr Community SCIO as part of a community asset transfer agreement.	Cashable	Rationalisation	Removal of running costs through transfer/disposal of the asset (incl. electricity, water/sewerage, business rates, waste, cleaning, resource)	£76,223	Reduction in maintenance and revenue costs through transfer of liability/ownership	Sep-26	£0	Realisation not started
				Cashable	Income Generation	Capital income as a result of the transfer.	£1	The income generated from the sale of the asset.	Sep-26	£0	Realisation not started
	<b>Motorhome Parking Scheme 2024 2025</b>	Jane Corrie	To improve and expand the current provision of motorhome parking, following previous year's success	Cashable	Income Generation	Anticipated increase in revenue by 35% through transactions via barrier system and increased usage due to reduction in "boy racers".	£12,000	Anticipated increase in revenue by 35%	Aug-26	£0	Realisation not started
				Cashable	Income Generation	Anticipated increase in revenue by 15% through transactions via Pay and Display Machines (in addition to existing phone payments).	£30,000	Anticipated increase in revenue by 15%	Mar-27	£0	Realisation not started
				Cashable	Income Generation	Introduce the offering of permanent year round facilities, as opposed to seasonal, and increase revenue by 35%.	£20,000	Anticipated increase in revenue by 35%	Mar-26	£19,000	Fully Realised
	<b>Pavement Parking Enforcement</b>	Jane Corrie	To implement and enforce the issuing of penalty notices due to the new pavement parking ban as introduced by the Scottish Government.	Cashable	Income Generation	Generation of income from the issuing of £50 - £100 penalty notices for vehicles parked on pavements	£25,000	Increase in revenue through the issuing of penalty notices to enforce new pavement parking ban. Latest figure covers Apr - Nov 2025 and surpasses the projected value.	Mar-26	£33,850	Fully Realised
	<b>Property Maintenance Multiskilling and Structure Implementation</b>	Billy Andrew	To create a more efficient Property Maintenance service through upskilling and multiskilling staff, and reducing the reliance on external contractors.	Cashable	Rationalisation	Saving generated from restructure	£39,678	Current saving generated from restructure and staff upskilling (Jan - June 2025)	Apr-26	£78,812.90	Fully Realised
	<b>Property Maintenance Multiskilling and Structure Implementation</b>	Billy Andrew	To create a more efficient Property Maintenance service through upskilling and multiskilling staff, and reducing the reliance on external contractors.	Cashable	Rationalisation	A reduction in fuel usage as a result of increased process and Service efficiency.	Unknown	Not initially identified, but this is the saving currently realised from reduction in fuel usage (Apr - Sep 2025), based on usage over the same period in 2024.	Apr-26	£10,405	Fully Realised
	<b>Sale of St Cuthbert's Primary School</b>	Tom Burns	Transfer of ownership and relinquishment of liability for St Cuthbert's PS.	Cashable	Income Generation	Income generated from sale of school	£100,000	Capital receipt - income generated from the sale of school	Feb-25	£100,000	Fully Realised
	<b>Coylton Tennis Club CAT</b>	Tom Burns	Transfer of ownership of Coylton Tennis Club to Coylton LTC	Cashable	Income Generation	Income from sale of asset	£3,000	Expected income from the transfer of ownership	Jul-26	£0	Realisation not started
Cashable				Rationalisation	Revenue saving through removal of maintenance costs.	£300	Removal of annual maintenance cost.	Jul-26	£0	Realisation not started	
Our Workforce	<b>Benefits Service Service Review</b>	Nicola Gemmell	To contribute towards a more efficient and effective Benefits Service.	Cashable	Rationalisation	Reduction of 4.4 FTE	£156,242	Anticipated saving due to reduction of 4.4 FTEs	Mar-26	£156,242	Fully Realised

# Shaping our Future Council Transformation Portfolio

## Community Benefits

Community benefits are the potential impact on individuals, groups or our local communities that may incur through the delivery of the Transformation initiatives listed below. These initiatives have completed Integrated Impact Assessments, which call out the potential impact, and this is summarised below. The outcomes will be reassessed as part of the project closure and evaluation stage and included in any project closure report.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Project Status	Category	Community Benefit/Outcome	Potential Impact	Description/Justification	Actual Impact
Our Assets	Community Venues	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Dailly Community Centre and Loudon Hall.	In Delivery	Public Sector Duty	Fostering Good Relations	Uncertain / not clear		Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Transfer/disposal of assets allows these venues to continue operating in the community, which are well utilised by older people, particularly in Ivy Cottage.	Currently Unknown
					Cross-Cutting	Health and Wellbeing	Increase positive health outcomes	Properties will continue to provide health and wellbeing activities under community ownership.	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Uncertain / not clear	Dailly will be impacted by this change as it is in a rural community, however it is unknown at this stage what the positive and negative impact will be.	Currently Unknown
					Environmental	Sustainable Food (Glasgow Declaration)	Positive Impact	As the project will see the transfer in ownership as opposed to closure of Dailly CC, who currently run a Food Pantry, this work should continue and officers will assist where possible.	Currently Unknown
Our Delivery Model	Process Automation	Louise Reid	Implementation of software which automates suitable and identified processes and tasks, generating efficiencies and productivity gains across the organisation.	Mobilisation	Equalities	Protected Characteristics - Age	Positive Impact	The project is likely to have a positive impact on particular age groups, as the processes being targeted for improvement will be predominantly used by specific age groups. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	Automation can improve access and streamline online processes making it more simple for vulnerable people and ensuring they receive timely assistance. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Positive Impact	It is likely the project can deliver improvements within the Waste Management Service. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Process automation will enable Services to become more efficient and productive in how they operate. Therefore, if demand for support increases, the technology will be able to cope with the demands and offer flexibility to respond to changing circumstances. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Positive Impact	The project is not targeting this area, however, where processes can be improved for all residents, those in rural communities will likely benefit. Individual process which are to be automated will be appraised for their impact on this area.	Currently Unknown
Our Assets	Solar Farm - phase 2 <i>(IIA to be updated pending completion of this phase)</i>	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	In Delivery	Equalities	Protected Characteristics - Age	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which children, young people and the older generation rely.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services relied upon by those with a disability.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Reduction of budget deficit will reduce impact on council services for low income or income poverty.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with low or no wealth.	Currently Unknown
					Equalities	Fairer Scotland Duty - Material Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with material deprivation	Currently Unknown
					Equalities	Fairer Scotland Duty - Socio-economic background	Positive Impact	Reduction of budget deficit will reduce impact on council services across all socio-economic backgrounds	Currently Unknown
					Equalities	Fairer Scotland Duty -Area Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services, potentially allowing for more investment in area deprivation services	Currently Unknown
					Environmental	Climate Change Mitigation - Greenhouse gas emissions	Positive Impact	This project will deliver renewable energy to high consumption businesses within South Ayrshire's Council's area. The project lifespan is 25 years, with options to renew and continue delivery post this date.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Negative Impact	Solar panels involved in this development are not commonly a recyclable or reusable asset beyond their operational lifespan. This lifespan is however an estimated 25 years, within which time it is possible that alternative methods of recycling or reuse may be available. Routes exist for solar panel recycling including stripping of component parts, and separation and purification of key elements like silver, lead, copper, and silicon. These processes are not commercially viable at the moment, however as many materials are already in short supply, it is likely that more developed recycling processes will be available in future.	Currently Unknown
					Environmental	Climate Change Adaptation	Uncertain / not clear	The delivery stage of this plan will reduce tree shading and associated plant growth within the development area, however panels will reduce solar irradiance within the local area.	Currently Unknown
					Environmental	Just Transition, Green Jobs and Skills	Positive Impact	The delivery stage of this project will support green jobs to install the panels, as well as serving as an educational resource for local schools, colleges, and communities	Currently Unknown
					Environmental	Climate literacy, climate conversations and positive environmental behaviours	Positive Impact	Project has significant opportunity to engage schools, colleges, and local residents on the development and value of renewable energy within our society.	Currently Unknown
					Environmental	Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)	Negative Impact	The delivery phase of this plan will negatively impact biodiversity in the area. The Achincruive (glenburn) bog is an ex-mine head site and classed as landfill in terms of development potential. A full ecological survey will be carried out within the phase 2 feasibility alongside an SEA should the development go ahead.	Currently Unknown
Cross-Cutting	Our Ageing Population	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which the older generation rely.	Currently Unknown					
Cross-Cutting	Health and Wellbeing	Uncertain / not clear	There is scope to develop a portion of the wasteground that has been identified for recreational space. This will be assessed further once spatial plans have been developed	Currently Unknown					

# Appendix 2



SHAPING OUR FUTURE COUNCIL

# Transformation Portfolio

COMMUNICATIONS APPROACH

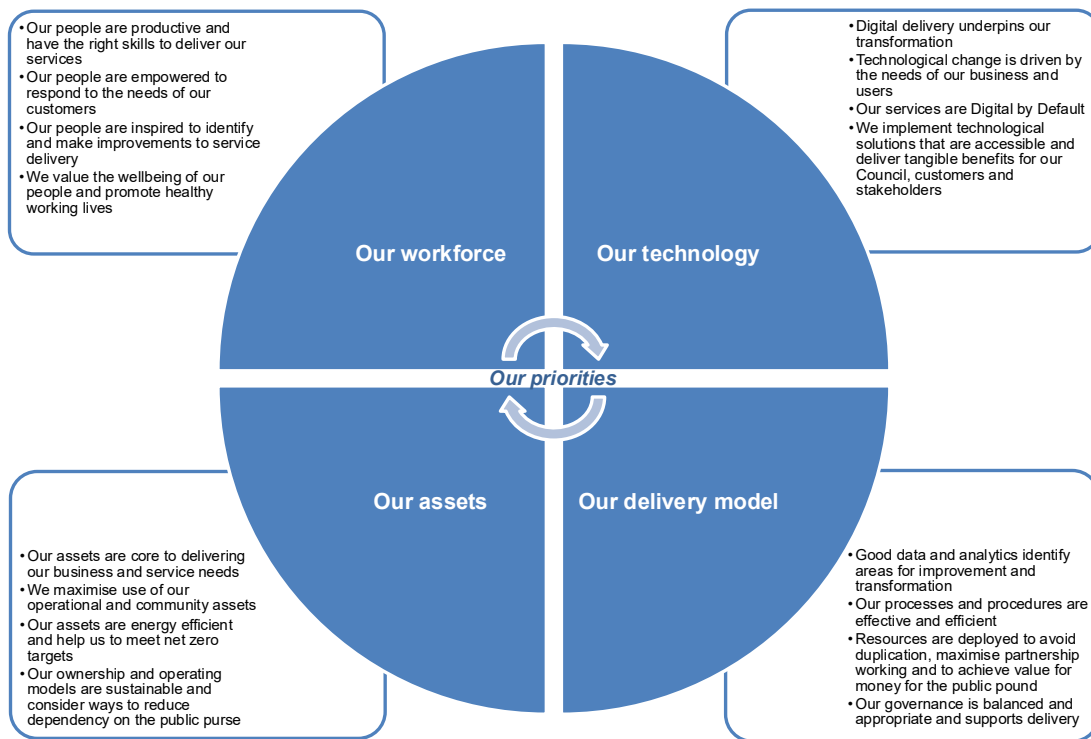
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*Next Review Date: February 2027*

# 1. Background

In March 2024, South Ayrshire Council approved proposals to transform at the pace required to ensure its future sustainability. The proposals, known as Shaping Our Future Council, look to transform our services by:

- Enhancing our leadership and management capacity to achieve the change required;
- Continuing the development of the Council’s corporate self-evaluation approach;
- Establishing a Transformation Board comprising all Chief Officers, chaired by the Chief Executive
- Establishing a Transformation Fund to support new change and transformation activity; and
- Focussing on our four priority areas to drive the changes to the services we deliver: Our Workforce; Our Technology; Our Assets and; Our Delivery Model



**“Shaping Our Future Council”**

# 2. Core strategic message

*Shaping Our Future Council is the Council’s strategic approach to achieving the changes required to transform at the pace required to ensure its future sustainability.*

Shaping Our Future Council recognises we will have to do things differently. The demand for our services is increasing, improvements need to be made and our funding to do this is reducing.

Only through Shaping Our Future Council can we develop the right skills and capabilities to create an organisation and services that are fit for the future, improving outcomes for our citizens, communities and staff.

## 2.1 Key messages

In addition to the core strategic message, the following key messages will be shared when communicating and engaging with staff, stakeholders and our communities:

- Budget Gap is real – we need to develop and maintain an affordable and sustainable position.
- The shape of the organisation will change.
- We will deliver fewer services in the future.
- This will have an impact on staff.
- There will be less people working in the organisation.
- We will strive to enhance service quality and improve outcomes within available resources.
- We will keep the public, staff and partners informed of decisions and will consult when appropriate.

## 3. Purpose and key principles

Engagement and communication underpin the Council's transformation journey and this document sets out our strategy for communicating and engaging with staff, stakeholders and our communities on the changes to our services, how we will deliver them and the impact of those changes.

Getting our communications right is key to ensuring the right changes are made and that staff and stakeholders are informed and engaged with the change process. Strong communication is also essential to keep all stakeholders across the Council up-to-date and aligned on transformation activities and their impact. Stakeholders need to hear a consistent message shared again and again in order to really receive and believe our core strategic message on Shaping Our Future Council.

Our key principles are adapted from the Council's Communications Strategy 2023-28 and, like this strategy, we want our citizens, communities, staff and partners to know:

- Our strategic approach to delivering transformation and change is managed by a Transformation Board made up of our senior leadership team;
- What the Council's transformation priorities are and how it will deliver on these;
- How the changes will make a difference to our staff, citizens and communities;
- Why we are making any changes to the way we work; and
- How our resources will be best deployed to deliver the Council's transformation priorities.

## 4. Scope

The scope of this strategy are the activities required to deliver on the outcomes set out in Shaping Our Future Council. A specific focus will be the communication around the delivery of the four key transformation priorities of: Our Workforce; Our Technology; Our Assets; and Our Delivery Model.

## 5. Stakeholders

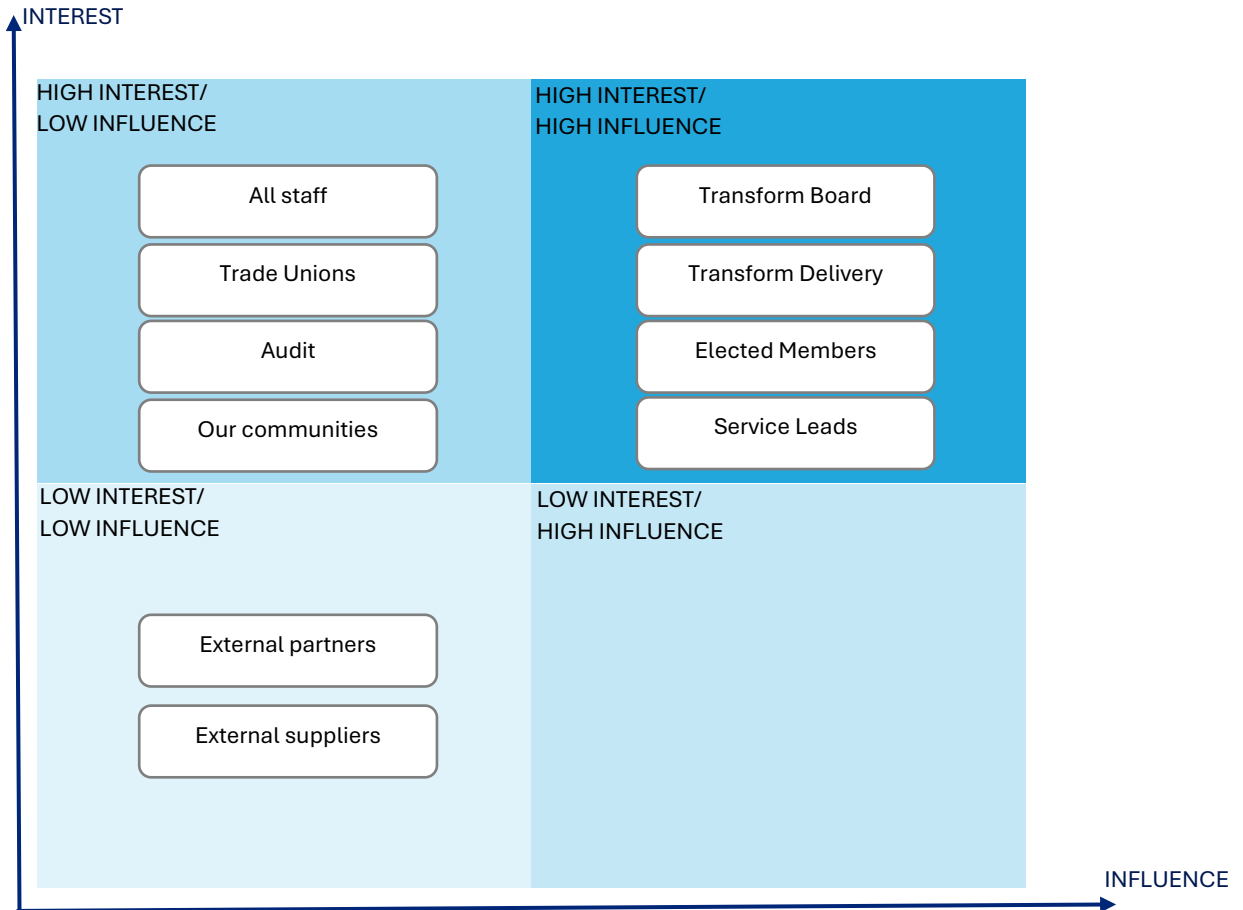
Stakeholders are the individuals or groups who have an interest or influence in the Council's transformation or are impacted by it. Our communications must be tailored to these different stakeholders and their needs, preferences, and expectations and we should ensure we do not take a one-size-fits-all approach to communication.

The size and scale of the change activity means that all elected members and every employee of the Council can be considered stakeholders. We can subdivide this broad group based on needs, preferences, and expectations to identify the following stakeholders:

- The Transformation Board (the Board) and Extended Management Team;
- Service Leads and other senior managers;
- Elected Members;
- All staff through the Transformation Network;
- Transformation Delivery Group members (TDG);
- Auditors (both internal and external);
- Project delivery teams and Senior Responsible Officers (SRO);

- External partners and partner agencies;
- External suppliers; and
- Our communities.

These groups of stakeholders can be mapped on to a power/interest grid to provide the basis of our approach to portfolio communication.



- **Low interest/Low influence:** monitor;
- **High interest/Low influence:** interest should be protected and voices heard;
- **Low interest/High influence:** their priorities are not those of the project. They may be a risk or obstacle to the portfolio;
- **High Interest/High Influence:** can form the basis of an effective coalition of support for the portfolio.

## 6. What we will communicate on

Successful communication requires messaging to all stakeholders in six critical areas: meaning, value, risk, performance, decisions, and process.

Each of these six areas is a critical element of successful transformation communication and is summarised below:

- **Meaning:** refers to the communication of what these changes will mean to our staff and communities in terms of our services and how we will deliver them and what this means for the future size and shape of the Council.
- **Value:** refers to the communication of the value to the Council of the transformational activities.
- **Risk:** refers to the communication of any risks, interdependencies, and organisational impacts.
- **Performance:** involves the communication of how we are doing as we look to deliver on the Shaping Our Future Council proposals.
- **Decisions:** involves communicating the decisions made by our Transformation Board.
- **Process:** includes the communication of how stakeholders can get involved in our transformation journey including how they can propose new transformational activities.

We will also look to ensure that our communication includes SMART<sup>1</sup> objectives that are about outcomes, not just outputs. An outcome means what we want people to do as a result of our communication activity, rather than what we are going to do.

<sup>1</sup> Specific, Measurable, Achievable, Relevant, Timed

## 7. What we will deliver

We will produce a wide range of content for all our communications channels, including web content, Viva Engage, corporate documents and reports, presentations and videos to inform and provide updates on the Council's transformation activities.

Audience	Objective	Medium	Frequency	Deliverable	Owner
All staff and Elected Members	Background and introduction to the transformation activities and what it may mean to them.	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Council intranet and SharePoint pages.</li> <li>Project brief or Q&amp;A style narrative if appropriate for each project.</li> <li>Short videos giving background to Council's transformation activities.</li> <li>"Lunch &amp; Learn"-style sessions on specific projects focusing on what this will mean to staff</li> </ul>	Transformation Service
All staff and Elected Members	Sharing of what it means, new projects/initiatives, latest updates and decisions and two-way collaboration between staff and Service	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Traditional communication channels</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Viva Engage channel.</li> <li>Regular updates to staff without digital.</li> <li>Project brief or Q&amp;A style narrative if appropriate.</li> </ul>	Transformation Service
All staff and Elected Members	Provide a way for staff to engage with the transformation activities and suggest potential projects for consideration.	<ul style="list-style-type: none"> <li>Digital tools including Outlook and intranet</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Transformation email account</li> <li>Online form</li> </ul>	Transformation Service
Service Leads	Background and introduction to the transformation activities, what it may mean to their services and how to get involved.	<ul style="list-style-type: none"> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>"Lunch &amp; Learn"-style sessions</li> <li>Attendance at management meetings</li> </ul>	Service Lead - Transformation
Elected Members	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> <li>Face-to-face and virtual as required</li> </ul>	<ul style="list-style-type: none"> <li>October and March</li> </ul>	<ul style="list-style-type: none"> <li>Status report on transformation activities to Panel and Cabinet</li> </ul>	Assistant Director/ PMO
Transformation Board	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>Bi-monthly</li> </ul>	<ul style="list-style-type: none"> <li>Agenda and meeting minute</li> <li>Decision log</li> <li>Update/highlight reporting</li> <li>Prioritised plan for transformation activities</li> <li>Risk and issues reporting</li> <li>Benefit reporting and tracking</li> </ul>	Service Lead - Transformation PMO

Portfolio Communications Approach

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Transformation Delivery Group	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	<ul style="list-style-type: none"> <li>Agenda and meeting minute</li> <li>Update/highlight reporting</li> <li>Prioritised plan for transformation activities</li> <li>Risk and issues reporting</li> <li>Benefit reporting and tracking</li> </ul>	Service Lead - Transformation Transformation Coordinators PMO
Trade Unions	Sharing of what it means for their members including proposed transformation projects/initiatives for visibility. Sharing information as it becomes known on project activity affecting Council services and the workforce	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Council intranet and SharePoint pages.</li> <li>Project brief or Q&amp;A style narrative if appropriate for each project.</li> <li>Regular updates to existing TU Liaison Meetings</li> <li>Sessions on specific projects focusing on what this will mean to staff</li> </ul>	Service Lead - Transformation At a Project level, the project SRO is overall responsible for managing engagement with Trade Unions
Our communities External partners	Background and introduction to the transformation activities and what it may mean to them.	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Council website</li> <li>Council social media channels</li> <li>Project brief or Q&amp;A style narrative if appropriate for each project.</li> <li>Focussed update sessions on transformation activities</li> <li>Short videos giving background to Council's transformation activities.</li> </ul>	Public Affairs Transformation Service
External suppliers	Background and introduction to our transformation activities.	<ul style="list-style-type: none"> <li>Digital tools</li> <li>Face-to-face and virtual</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> </ul>	<ul style="list-style-type: none"> <li>Council website</li> <li>Focussed update sessions on transformation activities</li> </ul>	Transformation Service
All stakeholders at Project level	Confirming the individuals and stakeholders involved in individual transformation projects or impacted by project activity	<ul style="list-style-type: none"> <li>Project Stakeholder Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>At project inception then reviewed quarterly</li> </ul>	Project Stakeholder Management Plan including: <ul style="list-style-type: none"> <li>RACI matrix (Project Board and Team roles)</li> <li>Stakeholders and their level of interest/influence</li> <li>Communication approach for each stakeholder group</li> </ul>	Project SRO

## 8. Standards, measurement and evaluation

In line with the Council's Communications Strategy 2023-28, Portfolio communication will be:

- In Plain English, clear and easy to understand;
- Accessible and inclusive;
- Two-way, approachable and engaging;
- Clear, accurate and transparent;
- Regular and reliable;
- Up-to-date;
- Consistent in style; and
- Evidence and audience insights based.

All communication activity will be designed to deliver SMART objectives and will be measurable. Qualitative and quantitative performance measures will be developed and reported to ensure the effectiveness of our communications.

## 9. Action plan

Initial actions required to deliver on this strategy:

Date	Audience	Deliverable	Objective	Evaluation and measurement	Action Status
September 2024	All staff and Elected Members	Transformation email account.	To support two-way engagement between staff and the project delivery teams.	KPI: number of emails received to inbox.	Completed
September 2024	Transformation Board Transformation Delivery Group	Programme and project documentation.	To create a central document repository for decisions and logging on programmes and projects.	Understanding tested through follow-up meetings.	Completed
October 2024	All staff and Elected Members	Council intranet and SharePoint pages	To provide visibility on the Council's approach to transformation and what it is means to them. To allow staff to get involved.	KPI: number of visitors/page impressions to web pages.  KPI: number of project ideas submitted via online form.	Completed  02/26 undergoing a refresh
October 2024	Transformation Board Transformation Delivery Group	Benefits Trackers	To allow the expected value of transformation activities to be monitored and managed.	Understanding tested through follow-up meetings.	Completed
October 2024	Service Leads and senior managers	In-person/virtual session on the Council's approach to transformation.	By end of October all senior managers will understand the objectives of the transformation activities, their role and how they can get involved.	KPI: number of attendees at the session.  Understanding tested through follow-up meetings.	Ongoing

<p>October 2024 March 2025</p>	<p>Elected Members</p>	<p>Status report on transformation activities to Panel and Cabinet</p>	<p>Reporting on performance and the value being delivered across all transformation activities.</p>	<p>KPI: approval of update.</p>	<p>Ongoing</p>
<p>February 2026</p>	<p>All stakeholders</p>	<p>Project Stakeholder Map for each Transformation project</p>	<p>To define and agree transformation project roles and responsibilities, stakeholders impacted and the communication approach for each project</p>	<p>Stakeholder Map in place for each transformation project, approved by the project SRO and reviewed quarterly</p>	<p>New</p>

