



**General Services Revenue Budget  
2019/20**

**and**

**Capital Investment Programme  
2019/20 to 2028/29**

**Proposals of the  
SNP, Labour and Independent  
Members**

**28 February 2019**



## **Budget 2019/20**

The Public Sector has experienced a significant real terms reduction in funding since 2008. This combined with a fall in real wages, a fall in incomes for the most vulnerable and an aging population has seen a growing demand for services from South Ayrshire Council. We are grateful to our staff, Community Planning colleagues and community volunteers in helping meet the challenges and supporting our people and our places.

This year presents a further test to present a balanced budget that protects services and provides investment in much needed infrastructure renewal. We have worked hard to ensure that, as far as possible, we have continued to protect important frontline services that change lives, and make lives, supporting people to be safe, healthy, happy and fulfilled.

In setting our budget, we have taken account not only of the views expressed by the more than 2000 people who took part in our recent budget engagement, but by listening to what our residents, our employees and our young people have to say every single day.

This budget is designed to deliver against our strategic objectives and the priorities we set out in our Council Plan, which are focused on delivering services that reduce inequalities especially for the most vulnerable in our communities who need them most.

Our budget includes a Council Tax increase of 4.79% which means an increase per household of between £3.26 per month or 11p per day and £11.97 per month or 39p per day – depending on the Council Tax band of the property. Overall an average Council Tax Band D property will see a rise of £4.89 per month or 16p per day.

Our decision reflects the budget survey information which indicated that more than two thirds of people who replied were prepared to pay a little more if it protected services. The difference between a 3% increase and 4.79% improves the Council Tax income by about £1m and as a result there are no decisions to close facilities or stop services. The increase also supports a strong investment programme for services and facilities in South Ayrshire.

Our budget retains a robust investment in schools, roads improvement and renewal of leisure amenities.

## Our budget secures for day to day funding for 2019/20

- A significant extension of early years provision almost doubling the hours available.
- An increase in funding for our Health and Social Care Partnership of 5.4% increasing the available funds to £74.4 million plus extra funding direct from the Scottish Government of £8.3 million. (Total available £82.7 million)
- Extending free school meals to Primary 4 children in the most deprived areas, easing the burden on families and ensuring our young people are supported, nourished and ready to learn (£60,000).
- Enhancing the maintenance programme for grass pitches to ensure rural facilities are maintained to meet the same high standards as elsewhere (£107,000).
- Extending the maintenance programme for all-weather pitches to ensure they can be enjoyed by local communities for as long as possible (£50,000).
- Creating a new Heritage Museum in Ayr town centre that celebrates the history of the town and will attract more people into its centre (£35,000).
- Increasing the Council's financial contribution to maintain campus cops in all eight secondary schools, supporting our young people and the wider school communities (£55,000).
- Extending Christmas lights funding to support communities in ensuring our towns and villages look their best during the festive period (£60,000).

## Our capital investment programme of £347 million over the next decade includes

- A schools investment programme of £34 million in 2019/20 and £113 million over the next decade which includes the replacement of Carrick Academy (Maybole) Sacred Heart (Girvan) and Girvan Primary and a joint campus for Glenburn and St Ninian's Primaries (Prestwick) as well as a range of refurbishment programmes.
- A £50 million investment in Ayr Town Centre to create a public park by the riverside, build a leisure facility in the town centre and demolish Burns House.
- A continued commitment to improving the road network and lighting of £23 million over the decade.
- A £21 million investment in Prestwick Airport and the Ayrshire Growth Deal to support technology and business improvements.
- A £10 million investment in sporting and leisure facilities across South Ayrshire.
- A continued commitment to Maybole regeneration to support funding bids made by the local community of £1 million.

Council requests that, during the course of the forthcoming year, the Chief Executive provide reports to the Leadership Panel to balance the budget for 2020/21;

- To request that any organisational changes approved in the budget are the subject of reports to Leadership Panel by June 2019.
- To continue the process of reviewing the organisational structure for the delivery of services to minimise duplication and provide for effective and efficient processes;
- To review the opening hours of facilities for services to ensure they meet public demand;
- To review our commercial and marketing operations to ensure that facilities are utilised to the highest extent and to improve our cash flow;
- To review the property investment requirements of the Council and make recommendations on the extent to which the portfolio can be maintained under decreasing funding arrangements;
- In consultation with our Trade Union colleagues review working hours patterns, place of work, home working and new technology to ensure that services for South Ayrshire residents are appropriate and accessible.



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## Summary Budget Proposals

### I) General Services Revenue

#### Specific Revenue Budget Recommendations for 2019/20:

- (1) to levy a council tax charge of £1,282.87 for Band D, the equivalent of a 4.79 per cent increase over the 2018/19 charge. The resulting Council Tax for all bands is as follows:

**Table 1 - Council Tax bands**

<b>Band</b>	<b>2018/19</b>	<b>4.79% increase</b>	<b>2019/20</b>
A	£816.15	£39.09	£855.24
B	£952.18	£45.61	£997.79
C	£1,088.20	£52.12	£1,140.32
D	£1,224.23	£58.64	£1,282.87
E	£1,608.50	£77.05	£1,685.55
F	£1,989.37	£95.29	£2,084.66
G	£2,397.45	£114.84	£2,512.29
H	£2,999.36	£143.67	£3,143.03

**Council tax Band D     £1,282.87**

- (2) to note that council tax income of £56.833m is available to fund service expenditure in 2019/20 net of:
- ◆ a 2.75 per cent bad debt provisions for the non-collection of Council Tax; and
  - ◆ the estimated implications of applying reductions per the Council Tax Reduction Scheme;
- (3) to utilise Aggregate External Finance of £209.167m to fund planned expenditure. This includes an assumed amount of funding from the Scottish Government for an estimated increase in Teacher Pay and Pension contributions and the additional £1.890m of funding allocated to the Council by the Scottish Government in January 2019;
- (4) to utilise uncommitted reserves of £1.818m to assist in funding planned expenditure;
- (5) to approve a draw £0.500m for a period of 3 years from the Capital Fund to assist in meeting the cost of debt charges arising from the capital investment programme;
- (6) to approve a £0.400m contribution from the Repairs & Renewals fund to support expenditure within the Central Repairs Account;

- (7) to note that the cost of the teacher's pay award and increased pension contributions for 2019/20, which will be funded in part by the Scottish Government, have been included on an estimated basis at this stage pending final agreement; and
- (8) to approve 2019/20 net service expenditure of £193.425m as shown in Table 2, excluding Health and Social Care Services, below:

**Table 2 – Planned funding and expenditure 2019/20**

	£m	£m
<b>Funding:</b>		
Council Tax income		56.833
Aggregate External Finance (AEF)		209.167
Use of reserves		1.818
<b>Total anticipated SAC funding</b>		<b>267.818</b>
Less funding contribution to South Ayrshire HSC		74.393
<b>Total anticipated funding (excluding HSCP)</b>		<b>193.425</b>
<b>Expenditure:</b>		
<b>Base expenditure:</b>		
Base net service expenditure		181.962
<b>Updated service expenditure:</b>		
Pay awards, increments, superannuation etc	9.966	
Key Strategic Objectives ( <b>Appendix 2</b> )	2.466	
Improving educational attainment (specific grant funded)	2.283	
Gaelic initiatives (specific grant funded)	0.012	
Early Learning and Childcare expansion (specific grant funded)	4.868	
Revised debt charges ( <b>Appendix 8</b> )	(0.484)	19.111
<b>Efficiency measures:</b>		
Previously approved efficiencies ( <b>Appendix 3</b> )	(1.197)	
New efficiencies/savings proposed ( <b>Appendix 4</b> )	(6.451)	(7.648)
<b>Total planned net service expenditure (excluding HSCP)</b>		<b>193.425</b>

- (9) to note that the planned expenditure of £193.425m shown, excluding Health and Social Care incorporates:
- ◆ directorate base expenditure from 2018/19 totalling, £181.962m;
  - ◆ additional service expenditure of £12.432m for pay, corporate adjustments and additional investment in key priorities;
  - ◆ spending of £2.283m for improving educational attainment allocated to schools across the council area as specified by the Scottish Government;
  - ◆ spending of £0.012m for Gaelic initiatives;
  - ◆ spending of £4.868m for the expansion of Early Learning & Childcare;

- ◆ reduced debt charge expenditure of £0.484m per **Appendix 8** to reflect the updated Capital Investment Programme detailed in **Appendix 6 and 7**;
- ◆ previously approved saving measures of £1.197m, incorporating the removal of £0.735m of efficiencies now considered unachievable and new savings of £0.441m agreed during 2018/19, per **Appendix 3**; and
- ◆ new saving proposals of £6.451m outlined in **Appendix 4**.

A directorate service expenditure analysis of the above is shown in **Appendix 1**.

- (10) to allocate funding to the South Ayrshire Health and Social Care Integrated Joint Board of £74.393m, as shown in Table 3 below, to be added to the £8.300m of funding provided by the Scottish Government via Health to ensure desired outcomes for Social Care in 2019/20 as follows:

**Table 3 – Health and Social Care Partnership funding 2019/20**

	£m	£m
<b>Funding:</b>		
Base contribution		68.700
Additional funding provided for:		
Expenditure pressures	3.718	
Criminal Justice Social Work (specific grant funding)	1.975	5.693
<b>SAC contribution</b>		<b>74.393</b>
Scottish Government funding via Health		8.300
<b>Anticipated HSCP funding 2019/20</b>		<b>82.693</b>

- (11) to note that the funding made available to the Health & Social Care Partnership from the Council represents a 5.4 per cent increase over the comparable previous years funding allocation;
- (12) to note that the approved Council Financial Strategy is to aim to maintain uncommitted reserves at 2 per cent of net expenditure to meet the potential cost of unforeseen liabilities. This equates to circa £5.3m for 2019/20, inclusive of the Council's delegated Health and Social Care Partnership spending;
- (13) to note that the latest projected uncommitted balances on the Council's General Reserves at 31 March 2019, as considered by the Leadership Panel of 13 February, is estimated to be £10.971m, or 4.10 per cent of planned future expenditure pending final resolution of the funding of the 2018/19 Health and Social Care Partnership overspend;
- (14) to note that further efficiencies/savings will be necessary to achieve a balanced budget for 2020/21, as shown in **Appendix 5**; and
- (15) to approve the 2019/20 revenue and capital budgets for Common Good Funds as stated in **Appendix 9 and 10**.

## II) General Services Capital Investment Programme

### Specific Budget Recommendations for 2019/20 to 2028/29:

- (1) to note that the current eight year Capital Investment Programme 2018/19 to 2025/26 was approved by the Council on 1 March 2018. Progress on the current programme continues to be regularly reported to Leadership Panel;
- (2) to note that a review of the capital programme has been undertaken and has resulted in the re-profiling of a number of projects to better reflect current projected timelines and in some cases budgets increased or reduced to reflect more accurate anticipated project spend levels. Further details on the process undertaken are outlined in **Appendix 6**;
- (3) to note that the programme has been extended from its current eight year timeframe to a ten year timeframe. This extending of the programme will allow a greater flexibility in the planning of significant capital investment, which tends to have long lead in times, and will ensure adequate preparation and planning in terms of operational service activity.
- (4) to note that the approach to capital asset management has allowed the budget setting process for 2019/20 to incorporate a bid process for new capital investment;
- (5) to note the following additional investment is being brought forward for inclusion in the ten year capital investment programme:
  - Ayrshire Growth Deal investment of £18.000m
  - New capital investment of £151.008m
- (6) to note the current Council Financial Strategy states that the Council expects to continue to invest in its assets through an average of £30.4m per annum capital investment over the period of the Strategy. The inclusion of this additional investment at (5) above is an amendment to the value of the agreed strategy, increasing the investment to an average of £34.7m per annum over the ten year period;
- (7) to approve the overall ten year Capital Investment programme (inclusive of projects brought forward from 2018/19 to be completed in future years) which stands at £347.178m as detailed in **Appendix 7** along with the estimated debt charge (revenue) implications of the borrowing required to undertake the programme as outlined in **Appendix 8**; and

### Directorate Service Expenditure Analysis

	Chief Executive £	People £	Place £	Misc Services £	TOTAL £
<b>Base expenditure</b>	19,537,381	107,633,160	42,785,810	12,005,837	181,962,188
<b>Service Expenditure demands:</b>					
Pay awards, increments, superannuation etc.	799,712	8,191,730	970,030	4,109	9,965,581
Additional investment <b>(Appendix 2)</b>	48,381	950,205	803,678	664,155	2,466,419
Specific Grant funded expenditure	-	7,072,009	90,991	-	7,163,000
Debt charges <b>(Appendix 8)</b>	-	-	-	(483,698)	(483,698)
<b>Efficiency/Savings</b>					
Previously approved savings <b>(Appendix 3)</b>	(55,000)	(256,950)	(627,586)	(258,000)	(1,197,536)
New savings <b>(Appendix 4)</b>	(944,356)	(1,454,883)	(2,051,339)	(2,000,000)	(6,450,578)
<b>NET EXPENDITURE</b>	19,386,118	122,135,271	41,971,584	9,932,403	193,425,376
<b>Health and Social Care Partnership funding</b>					74,392,702
<b>OVERALL PLANNED EXPENDITURE</b>					267,818,078

**Appendix 2****Additional Investment/ Expenditure Pressures**

	£
<b>Chief Executive</b>	
Occupational Health and Welfare Services - contract increase	3,006
Housing Benefit Administration – reduced DWP grant funding	70,375
Settlement changes – Temporary Accommodation reduced funding	(25,000)
<b>Total Chief Executive</b>	<b>48,381</b>
<b>People</b>	
Ayr Academy new build - SAC unitary charge increase	28,907
QMA new build - SAC unitary charge increase	131,585
Semis - contract increase	9,064
Campus Police – increase contribution	54,988
PPP – contract inflationary increase	396,898
Settlement changes - school clothing grant	112,000
Settlement changes – sanitary products in schools & public buildings	56,000
Settlement changes – expansion of ELC 600hrs	16,000
All weather pitches - maintenance	50,000
Heritage Museum Ayr - property/staffing costs	34,763
Provide free school meals for Primary 4's in the most deprived areas	60,000
<b>Total People</b>	<b>950,205</b>
<b>Place</b>	
Maintenance of grass pitches	107,100
Vehicle Maintenance – contract increase	243,338
Waste Management – contract increase	304,000
Christmas lights funding	60,000
Settlement changes – Strategic Waste Fund reduced funding	(17,000)
Settlement changes – Child Burial & Cremation charge waiver funding	6,000
Strathclyde Passenger Transport – requisition increase	100,240
<b>Total Place</b>	<b>803,678</b>
<b>Miscellaneous Services – held centrally to be allocated</b>	
Insurance premium – contract increase	131,564
Utility increases - Electricity, Non Domestic Rates etc.	394,591
Vehicle, plant and equipment leasing – contract increase	138,000
<b>Total Miscellaneous Services</b>	<b>664,155</b>
<b>Total - All Directorates/Services</b>	<b>2,466,419</b>

## Previously Approved Savings

	<i>Original 2019/20 £</i>	<i>New/ (removed) £</i>	<i>Final £</i>
<b>Chief Executive</b>			
Corporate Finance & Revenues Service review – full year impact of 2018/19 staffing savings	55,000	-	55,000
<b>Total Chief Executive</b>	<b>55,000</b>	<b>-</b>	<b>55,000</b>
<b>People</b>			
Policy and Performance - staffing restructure.	23,000	-	23,000
Sports & Leisure – expand Learn 2 swim & Learn 2 dive programme	10,000	-	10,000
Sports & Leisure – develop & introduce new range of swimming activities	3,750	-	3,750
Sports & Leisure – review & re-launch fitness and activity programme	7,500	-	7,500
Education – remove central admin clerical post	19,490	-	19,490
Education – reduce central admin budgets	10,000	-	10,000
Primary Schools – merger of two medium sized schools – delay pending further considerations	123,077	(123,077)	-
Full year impact of 2018/19 staffing savings	-	183,210	183,210
<b>Total People</b>	<b>196,817</b>	<b>60,133</b>	<b>256,950</b>
<b>Place</b>			
ARA - Reduced electricity costs through the LED street lighting capital replacement programme.	184,000	-	184,000
ARA - Reduce frequency of roads inspections to align with new national Code of Practice.	30,000	-	30,000
Asset Management and Community Asset Transfer - asset transfer of halls.	12,000	-	12,000
Asset Management and Community Asset Transfer - Property cost savings from asset transfer of Halls which are owned and run by communities but where the Council has met running costs.	24,143	-	24,143
Facilities Management – savings achieved through closure of buildings reducing cleaning and janitation requirements.	350,497	(350,497)	-
Facilities Management - savings achieved through further closure of buildings reducing cleaning and janitation requirements.	151,877	(151,877)	-
Facilities Management - increase the charge for school meals.	7,943	-	7,943
Facilities Management and Property Maintenance - introduction of commercial activities following feasibility work.	20,000	(20,000)	-
General Services Housing - Introduce charging for additional services for sheltered housing tenants who are not on income related benefits.	20,000	-	20,000

	<b>Original 2019/20 £</b>	<b>New/ (removed) £</b>	<b>Final £</b>
Neighbourhood Services – Review and reduce staffing complement.	17,000	-	17,000
Neighbourhood Services - Green Space & Streetscene - Open Space Strategy. Review and reduce staffing complement.	46,500	-	46,500
Neighbourhood Services – review and reduction in admin staffing in grounds maintenance.	21,000	-	21,000
Neighbourhood Services - Grounds Maintenance - introduce car park charges at locations at Blackburn car park in Ayr, Troon seafront and Bellevue car park in Prestwick.	90,000	(90,000)	-
Neighbourhood Services - Bereavement Services - increase in charges.	50,000	-	50,000
Neighbourhood Services - Waste Management - increase in Special Uplift Charges.	5,000	-	5,000
Strategic Procurement - review Procurement staffing.	40,000	-	40,000
Asset Management and Community Asset Transfer - CRA – general saving on base budget.	30,000	-	30,000
Asset Management and Community Asset Transfer - Workforce reduction of members of staff within Asset Management.	100,000	-	100,000
Workforce reductions of members of staff from Professional Design Services.	40,000	-	40,000
<b>Total Place</b>	<b>1,239,960</b>	<b>(612,374)</b>	<b>627,586</b>
<b>Corporate</b>			
Management restructure - 3 <sup>rd</sup> & 4 <sup>th</sup> Tier full year effect	-	258,000	258,000
<b>Total Corporate</b>	<b>-</b>	<b>258,000</b>	<b>258,000</b>
<b>Total all previously approved</b>	<b>1,491,777</b>	<b>(294,241)</b>	<b>1,197,536</b>



## New Savings Proposals

<i>Service area</i>	<i>Proposal</i>	<i>2019/20 £</i>	<i>Responsible Service Lead</i>
<b>Chief Executive</b>			
CEX-S01- ECS	Reduction in requirement for software maintenance.	13,719	Organisational Development and Customer Services
CEX-S02-ECS	Customer Payments - remove cash and cheque transactions from Customer Services centres.	34,000	Organisational Development and Customer Services
CEX-S03-ECS	Review of opening hours in Customer Service Centres to reflect demand.	54,041	Organisational Development and Customer Services
CEX-S04-ECS	Review and reduction of staffing within the HR Policy and Operations Team.	98,929	Human Resources
CEX-S05-ECS	Review and reduction of staffing within Employee Services.	34,117	Employee Services
CEX-S06-ECS	Revise supervisory arrangements within the Customer Service Team	37,349	Organisational Development and Customer Services
CEX-S07-FICT	Increased income resulting from a full review of the Council Tax Single Occupier Discount caseload.	183,000	Revenue and Benefits
CEX-S08-FICT	Reduction in current budget allocation HB remote processing	50,000	Revenue and Benefits
CEX-S09-FICT	Reduction in ICT revenue Hardware/software contract costs following the introduction of the new ICT operating model.	270,530	ICT Operations
CEX-S17-RS	Review staffing arrangements and remove vacant posts where appropriate.	76,336	Trading Standards and Environmental Health
CEX-S19-RS	Reduce the Trading Standards general equipment budget	4,426	Trading Standards and Environmental Health
CEX-S20-RS	Reduce the Environmental Health budget for technical equipment	5,787	Trading Standards and Environmental Health
CEX-S21-RS	Review staffing arrangements within Risk & Safety Team and reduce hours worked where applicable and appropriate.	17,247	Risk & Safety
CEX-S22-RS	Income generated from development of external plans - per Council. (As this is a Shared Service an equivalent saving will be allocated to both NAC and EAC).	6,129	Risk & Safety
CEX-S25-RS	Review staffing levels within Democratic support - Members services	33,910	Democratic and Governance
CEX-S29-RS	Removal of Members training budget	5,000	Democratic and Governance

<b>Service area</b>	<b>Proposal</b>	<b>2019/20 £</b>	<b>Responsible Service Lead</b>
CEX-S32-RS	Remove Vacant 0.61 FTE Administration Assistant post	15,918	Legal and Licensing
CEX-S33-RS	ACCT – General budget reductions agreed with NAC and EAC	3,918	Risk & Safety
	<b>Total Chief Executive</b>	<b>944,356</b>	

<b>People</b>			
People-CSF-S1	Removal of Council support for the Ayr Concert Series.	12,500	Community Services and Facilities
People-CSF-S2	Community Services & Facilities – Culture - Removal of a number of part vacancies totalling 0.96FTE	24,435	Community Services and Facilities
People-CSF-S5	Increased income target for golf - Review green fees and golf membership categories	82,000	Community Services and Facilities
People-CSF-S6	Reduction in Golf Transport Budget for Repairs and Renewals	20,000	Community Services and Facilities
People-CSF-S8	Introduction of a Golf Buggy Service at Belleisle Park	5,000	Community Services and Facilities
People-CSF-S9	Review staffing arrangements – Community Services and Facilities. Potential realignment of management responsibility and deletion of vacant posts.	135,869	Community Services and Facilities
People-CSF-S18	Replace vacant 37 hour posts with 35 hour posts	10,790	Community Services and Facilities
People-CSF-S21	Review swimming pool opening hours and close pools during quieter periods.	30,000	Community Services and Facilities
People-CSF-S22	Review of casual swimming charges	44,543	Community Services and Facilities
People-CHP-S23	Removal the 10% discount for online Landlord Registration applications in line with Scottish Government revisions.	10,000	Corporate and Housing Policy
People-CHP-S25	Homeless Strategy - Remove vacant Project Officer post.	38,358	Corporate and Housing Policy
People-ASN-S26	Special Schools - Review staffing arrangements/levels	39,965	Quality Improvement Team
People-EYPS-S29	Determined to Succeed Budgets - reduce budget	50,000	Quality Improvement Team
People-EYPS-S30	Schools - Review School Assistant staffing arrangements	139,922	Quality Improvement Team
People-EYPS-S32	Early Years - remove catering budget	8,094	Quality Improvement Team

<b>Service area</b>	<b>Proposal</b>	<b>2019/20 £</b>	<b>Responsible Service Lead</b>
People-ESS-S33	Quality Improvement Team - Review staffing arrangements	77,842	Education Support Services
People-ESS-S34	Central Admin Budgets - reduce central administration budget	10,000	Education Support Services
People-Sec-S35	Central Flexibility Staffing Budgets - reduce budget	50,000	Quality Improvement Team
People-Sec-S37	Pupil Transport - Reduction in budget	50,000	Quality Improvement Team
People-Sec-S38	Schools – reduce teachers by 15 posts	443,963	Quality Improvement Team
People-PA-S40	Removal of press cuttings service/Newspaper Licensing Agency (NLA) licence	5,424	Public Affairs
People-PA-S41	Removal of Vuelio media management software	4,360	Public Affairs
People-PA-S42	Review staffing arrangements within Public Affairs	33,361	Public Affairs
People-CPI-S44	Review staffing arrangements within Corporate Planning.	88,019	Corporate Planning and Improvement
People-CPI-S45	Remove residual budget from previous years savings of a Level 15 and Level 5 post	15,938	Corporate Planning and Improvement
People-CPI-S47	Reduced ability to support communities with minor ad-hoc funding support.	24,500	Corporate Planning and Improvement
	<b>Total People</b>	<b>1,454,883</b>	

<b>Place</b>			
Place-NS-S1	Increase in prices for Bereavement Services by 4% on all products.	100,000	Neighbourhood Services
Place-NS-S2	Increase in Special Uplift/Bulky Uplift charges - first item rising from £20.00 to £25.00 with any additional item increasing from £2.50 to £5.00	30,000	Neighbourhood Services
Place-NS-S3	Commercial Waste Service price increase - increase in general waste and co-mingled recycling charges with glass collections and food waste remaining static.	54,000	Neighbourhood Services
Place-NS-S5	Increase Allotment charges - increase the cost of a full plot from £20 per annum to £49 per annum with a pro rata increase for smaller sized plots.	4,500	Neighbourhood Services
Place-NS-S12	Reduce hedge cutting frequency from twice per year to once per year.	7,000	Neighbourhood Services
Place-AM-S14	Review staffing arrangements/structure within Asset Management.	47,507	Asset Management
Place-PDS-S16	Review staffing arrangements/structures within Professional Design Services	40,000	Professional Design Services
Place-PM-S17	Review the current Property Maintenance staffing structure to accommodate the introduction of a work scheduling system and a requirement to reduce expenditure on the use of external contractors.	25,800	Property Maintenance

<b>Service area</b>	<b>Proposal</b>	<b>2019/20 £</b>	<b>Responsible Service Lead</b>
Place-FM-S18	Reduce daily cleaning of offices to alternate days within council establishments with only toilet areas and food preparation areas being cleaned on a daily basis.	179,780	Facilities Management
Place-FM-S19	Structural amendments to Facilities Management support services and Historical ENE Directorate Support Team	1,534	Facilities Management
Place-ED-S23	Reduce Small Grants budget	20,000	Economic Development
Place-ED-S24	Reduce financial contribution to National Trust for Culzean Country Park - Leadership Panel of 27th November 2018.	48,500	Economic Development
Place-ED-S26	Reduction of Visit Scotland budget which is not currently being fully utilised.	18,000	Economic Development
Place-ED-S27	Reduce funding towards the running of the Visitor Centre at Dundonald Castle	3,000	Economic Development
Place-ARA-S28	Reduce the use of consultants and contractors for design and site work and deliver in house instead.	30,000	Head of Service - ARA
Place-ARA-S29	Increase income from PCNs by extending no. of staff to issue tickets (e.g. Community Safety Officers)	15,000	Head of Service - ARA
Place-ARA-S30	Reduce the use of overtime (10% - £20,000)	20,000	Head of Service - ARA
Place-ARA-S33	Reduce revenue budget through increased capital spend. Increased capital spending and capitalising of staff costs.	25,000	Head of Service - ARA
Place-ARA-S34	Amend night time winter maintenance provision. Consultation will be carried out ahead of further reports being brought forward.	25,000	Head of Service - ARA
Place-ARA-S35	Fleet modernisation and rationalisation as well as subsequent staffing efficiencies.	20,000	Head of Service - ARA
Place-ARA-S36	Increase staff recharges to capital with reduced funding of staff from the revenue budget.	60,000	Head of Service - ARA
Place-ARA-S37	Staff Reductions. Remove the Strategic vacant post of Network Manager (split saving with EAC).	34,378	Head of Service - ARA
Place-ARA-S38	General service efficiencies for all ARA managers aimed at 5% of £356,000	17,800	Head of Service - ARA
Place-GSH-S39	Introduce homeless temporary accommodation target in line with current over recovery activity (2019/20 only).	300,000	Housing Services
Place-GSH-S40	Reduce General Service's contribution to housing support services for sheltered housing.	25,000	Housing Services
Place-PBS-S41	Undertake service review and remove vacant post	29,540	Planning and Building Standards
Place-PBS-S42	Introduction of pre-app fee/increase in existing fees	15,000	Planning and Building Standards
Place-ARA-S43	Reduce roads revenue resurfacing with alternative delivery through the capital programme.	255,000	Head of Service - ARA

<b>Service area</b>	<b>Proposal</b>	<b>2019/20 £</b>	<b>Responsible Service Lead</b>
Place-ED/AR-S44	Review and reduce Regeneration and Economic Development activities following wind up of Ayr Renaissance	220,000	Economic Development
Place-AM-S45	Carbon Reduction Commitment scheme abolished from the 1st of April 2019.	380,000	Asset Management
	<b>Total Place</b>	<b>2,051,339</b>	

<b>Corporate</b>			
CORP-01	Increase all applicable external fees and charges by CPI	250,000	-
CORP-02	Increase annual payroll management target	500,000	-
CORP-03	Capital Fund contribution to debt charges	500,000	-
CORP-04	General cash reduction in Supplies & Services and Administration costs	750,000	-
	<b>Corporate Total</b>	<b>2,000,000</b>	
<b>Total savings – All Directorates/Services</b>		<b>6,450,578</b>	

**Equality Impact assessment** - for each of the new savings proposals can be found at:

<https://www.south-ayrshire.gov.uk/budgeting/eqias-2018s.aspx>

## Appendix 5

### Indicative Revenue Budget 2020/21 (Including HSCP)

	SAC	HSCP	Total
	£m	£m	£m
<b>Funding:</b>			
Council Tax income	58.774	-	58.774
Aggregate External Finance	212.605	-	212.605
Assumed reduction in General Revenue funding (2.0%)	(4.001)	-	(4.001)
HSCP funding	(74.393)	74.393	-
<b>Total anticipated SAC funding</b>	<b>192.985</b>	<b>74.393</b>	<b>267.378</b>
Direct HSCP funding	-	8.300	8.300
<b>Total anticipated funding</b>	<b>192.985</b>	<b>82.693</b>	<b>275.678</b>
<b>Expenditure:</b>			
<b>Base expenditure:</b>			
Base net service expenditure	193.424	82.693	276.117
<b>Service expenditure pressures:</b>			
Key Strategic Objectives - additional investment (including HSCP)	6.438	2.880	9.318
Pay awards, increments, superannuation etc	4.928	0.868	5.796
Re-profiled/additional debt charges linked to revised capital investment programme ( <b>Appendix 8</b> )	1.448	-	1.448
<b>Total revised expenditure</b>	<b>206.238</b>	<b>86.441</b>	<b>292.679</b>
<b>Initial Budget surplus/(gap)</b>	<b>(13.253)</b>	<b>(3.748)</b>	<b>(17.001)</b>

- (1) It should be noted that the above 2020/21 indicative budget assumes:
- ◆ a 2.0% reduction in General Revenue Grant funding is applied;
  - ◆ that Council Tax is increased by 3% above the 2019/20 level;
  - ◆ that the £8.300m Health & Social Care Partnership direct funding received via Health remains in place but is not increased for 2020/21; and
  - ◆ that an allowance for expenditure pressures for inflation and contractual increases of £9.318m has been included for 2019/20 (inclusive of the £3.438m further expansion of ELC funded by increased specific grant within AEF);
  - ◆ a 3% pay award for 2019/20; and
  - ◆ increased debt charges reflect the approved capital investment programme for 2019/20.
- (2) In terms of a sensitivity analysis, any variation in Scottish Government funding from the 2.0% reduction assumed will vary the budget gap accordingly. For example if funding were to reduce by 3.0% instead of the 2.0% assumed, then this would increase the budget gap by a further £2.000m to £19.001m, whereas a 1.0% reduction in government funding would reduce the budget gap by £2.000m to £15.001m.

## General Services Capital Investment Programme 2019/20 to 2028/29

### 1. Background

The draft General Services Proposed ten year Capital Investment Programme has been prepared on the basis of a refresh of the previously approved programme and through the introduction of new projects aligned to the process approved in September 2014 for capital investment planning.

The Corporate Asset Management Group has considered capital bids developed during 2018/19 and submitted by services for recommendation by the group for inclusion in the programme. This process was undertaken by services in consultation with elected members and portfolio holders to allow projects to be discussed and developed at an early stage.

Adjustments have been made to the programme to introduce new projects and to ensure funding that is not expended in the current financial year (2018/19) is re-profiled to future years to ensure that projects previously approved by Council are carried out.

A total of capital investment programme of £347.178m is proposed for the ten year period 2019/20 to 2028/29.

### 2. Proposed new/adjusted projects for inclusion

#### Carrick Academy (Maybole Campus) (Appendix 7 Ref:1[a])

Additional funds of £2,100,000 have been included in the new programme in 2022/23 order to provide a new school as an all through campus giving a total investment of £21,193,000. This is on the assumption of the balance of funding being made available from Scottish Government as part of the next round of schools funding.

#### Girvan Primary School (Appendix 7 Ref:1[b])

Funding of £22,440,000 has been added to the programme over 3 years (2023/24, 2024/25 and 2025/26) for the funding of a new Girvan Primary School.

#### Sacred Heart Primary (Appendix 7 Ref:1[c])

Additional funds of £365,000 have been included in the new programme giving a total investment of £3,950,000 for the provision of a new school (note £50,000 included in 2018/19).

#### School Refurbishment Programme – Various Projects (Appendix 7 Ref:1[d])

Additional funding has been added to the programme to include a total amount of £7,200,000 over 4 years (£1,800,000 in 2023/24, £1,800,000 in 2024/25, £1,800,000 in 2025/26 and £1,800,000 in 2026/27) for school refurbishment works.

#### Shared Campus Project (Glenburn and St Ninian's Primary Schools) (Appendix 7 Ref:1[e])

Additional funds of £1,350,000 have been included in the new programme in 2022/23 order to provide a new school as an all through campus giving a total investment of £17,650,000.

#### Window and Roof Replacement – Various Projects (Appendix 7 Ref:1[f])

An allowance of £450,000 has been added to the programme over 3 years (£150,000 in 2023/24, £150,000 in 2024/25 and £150,000 in 2025/26) for future window and roof replacement works. These works will be identified and developed to ensure they are carried out in the planned year.

#### Ayr Leisure Facility (Appendix 7 Ref:2[a])

Funding of £40,000,000 has been added to the programme over four years (£500,000 in 2019/20, £4,500,000 in 2020/21, £15,000,000 in 2021/22 and £20,000,000 in 2022/23) for the funding of a new leisure facility at Ayr.

#### Belleisle Park - Additional Works (Appendix 7 Ref:2[b])

An allowance of £500,000 has been made in 2019/20 for additional works within Belleisle Park in Ayr.

#### Bridge Works Capital Programme (Appendix 7 Ref:2[c])

An allowance of £1,240,000 has been made over 5 years (£10,000 in 2019/20, £315,000 in 2020/21, £270,000 in 2021/22, £395,000 in 2022/23 and £250,000 in 2023/24) for works to bridges.

#### Bereavement Infrastructure (Appendix 7 Ref:2[d])

Additional funding has been added to the programme to include a total amount of £1,350,000 over 4 years (£500,000 in 2022/23, £500,000 in 2023/24, £250,000 in 2024/25 and £100,000 in 2025/26) for bereavement infrastructure works.

#### Craigie Additional Sporting Facility (Appendix 7 Ref:2[e])

Further funding of £5,100,000 has been included within the programme for additional enhanced sports facilities at Craigie Sporting Centre (£2,100,000 in 2020/21 and £3,000,000 in 2021/22).

#### Girvan Harbour Jetty Repairs (Appendix 7 Ref:2[f])

The budget of £300,000 for works to Girvan Harbour Jetty has been re-profiled from 2021/22 to 2019/20 to allow the required works to be undertaken earlier.

#### Green Waste / Household Recycling and Waste Transfer Station (Appendix 7 Ref:2[g])

The previous programme allowed investment of £1,300,000 in 2019/20 for a Waste Recycling Centre. Additional funds of £9,800,000 have been added in 2021/22 to provide a Green Waste Household / Recycling Facility. The previously approved funding of £1,300,000 has been re-profiled to 2021/22 which provides an overall project budget of £11,100,000 on 2021/22.

#### Newton Shore Coastal Protection (Appendix 7 Ref:2[h])

The budget for Newton Shore Coastal protection has been re-profiled from 2022/23 to 2019/20 and additional funds in the amount of £11,000 have also been included in the programme to reflect the extended scope of the project to give a total revised budget of £146,000.

#### Place Plans (Appendix 7 Ref:2[i])

An allowance of £1,500,000 has been made over 3 years (£500,000 in 2019/20, £500,000 in 2020/21 and £500,000 in 2021/22) for the provision of Place Plans.



#### Road Reconstruction and Improvement (Appendix 7 Ref:2[j])

Previously approved funding has been re-profiled and additional funding of £9,490,000 has been added over five years which will provide road users with an improved and safer road network. The overall budget adjustments are: (£10,000) in 2019/20, (£250,000) in 2020/21, £750,000 in 2021/22, £1,500,000 in 2022/23, £2,500,000 in 2023/24, £2,500,000 in 2024/25 and £2,500,000 in 2025/26.

#### 20mph Infrastructure (Appendix 7 Ref:2[k])

Funding has been reduced for the provision of 20mph Infrastructure as follows: (£175,000) in 2019/20 and (£175,000) in 2020/21. This follows consultation and a reduced requirement for heavy engineering works.

#### Street lighting (Appendix 7 Ref:2[l])

A provision of £250,000 has been made in each of the financial years 2023/24, 2024/25 and 2025/26 to fund the provision of new street lighting (total allowance £750,000).

#### Traffic Signal Renewals Programme Street lighting (Appendix 7 Ref:2[m])

An allowance of £512,000 has been made over 4 years (£140,000 in 2019/20, £140,000 in 2020/21, £140,000 in 2021/22 and £92,000 in 2022/23) for the renewal of traffic signals.

#### Whitletts Sports Improvements (Appendix 7 Ref:2[n])

Funding of £400,000 in 2020/21 has been allocated for an upgrade of the sporting facilities at Whitletts.

#### Burns House Demolition (Appendix 7 Ref:4[a])

The budget of £1,260,000 for the demolition of Burns House has been re-profiled from 2021/22 to 2020/21.

#### Equalities Act – Various Projects Burns House Demolition (Appendix 7 Ref:4[b])

A further £300,000 has been added to each of the financial years 2023/24, 2024/25 and 2025/26 (total amount £900,000).

#### Office Accommodation and Riverside Project (Appendix 7 Ref:4[c])

The budget provision has been reduced for these works, as follows: (£1,970,000) in 2019/20 and (£2,850,000) in 2020/21. The total revised budget is £8,500,000.

#### Property Refurbishment – Various Projects (Appendix 7 Ref:4[d])

Funding has been added to the programme in the amount of £1,250,000 in each of the financial years 2023/24, 2024/25 and 2025/26 (total amount £3,750,000). These works will be identified and developed to ensure they are carried out in the planned year.

#### Refurbishment and Extension of King George V Changing Facilities (Appendix 7 Ref:4[e])

Funding of £578,000 (£200,000 in 2019/20 and £378,000 in 2020/21) has been allocated for the refurbishment and extension of the King George V Changing facilities.

#### Rewiring Programme (including Residual Decoration Works etc.) – Various Projects (Appendix 7 Ref:4[f])

A budget of £200,000 has been added to each of the years 2023/24, 2024/25 and 2025/26 to fund rewiring in various properties (total provision £600,000).

Works to Facilitate Property Rationalisation – Various Projects (Appendix 7 Ref:4[g])

Funding of £100,000 has been added to the Programme in each of the financial years 2023/24, 2024/25 and 2025/26 to continue the programme of works to facilitate property rationalisation (total amount £300,000).

Facilitate Introduction of Flexible Working (Appendix 7 Ref:4[h])

A further allowance of £100,000 has been added to each of the financial years 2023/24 and 2024/25 and 2025/26 (total amount £300,000).

Initial Work on Projects for Future Years (Appendix 7 Ref:4[i])

Provision has been made in the programme for initial work on projects in future years in the amount of £100,000 in each of the financial years 2023/24, 2024/25 and 2025/26 (total amount £300,000).

New Projects yet to be Specifically Identified (Appendix 7 Ref:4[k])

Provision has been made in the programme for new projects yet to be specifically identified in the amount of £44,892,091 over three financial years; £12,892,091 in 2026/27, £16,000,000 in 2027/28 and £16,000,000 in 2028/29.

**3) Proposed Ayrshire Growth Deal investment (Appendix 7 Ref:4[j])**

Funding of £18m has been added to the programme in respect of the Council's contribution to the overall additional £200m that the Scottish and UK Government have committed to the Ayrshire Growth Deal. This is profiled as detailed within the programme but will be subject to review based on approval of individual projects, programmes for delivery and funding requirement profiles.

## Appendix 7 – Capital Investment Programme: Expenditure 2019/20 to 2028/29

		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Total
		£	£	£	£	£	£	£	£	£	£	£
<b>1)</b>	<b>Children &amp; Families</b>											
	Archive and Registration Centre and Ayr Grammar School Project	12,300,000	2,630,000	0	0	0	0	0	0	0	0	14,930,000
	Girvan All Weather Pitch	845,247	0	0	0	0	0	0	0	0	0	845,247
<b>a)</b>	Carrick Academy (Maybole Campus)	3,885,000	8,330,000	3,625,000	5,315,000	0	0	0	0	0	0	21,155,000
	Children and Young People Bill - 3 and 4 Year Olds and Looked After 2 Year Olds - Various Projects	400,000	0	0	0	0	0	0	0	0	0	400,000
	Early Learning and Childcare Secondary Legislation (1/7/14) - Additional Eligible 2 year Olds - Various Projects	122,454	0	0	0	0	0	0	0	0	0	122,454
	Early Learning and Childcare - 1140 Hours Expansion - Various Projects	8,162,344	4,000,000	0	0	0	0	0	0	0	0	12,162,344
<b>b)</b>	Girvan Primary School	0	0	0	0	3,000,000	13,000,000	6,440,000	0	0	0	22,440,000
	ICT Replacement in Schools	220,000	220,000	220,000	220,000	0	0	0	0	0	0	880,000
	ICT Schools Wireless Network	141,000	0	0	0	0	0	0	0	0	0	141,000
	Queen Margaret Academy - New Build and Upgrade Works	132,179	0	0	0	0	0	0	0	0	0	132,179
<b>c)</b>	Sacred Heart Primary	1,300,000	2,600,000	0	0	0	0	0	0	0	0	3,900,000
<b>d)</b>	School Refurbishment Programme - Various Projects	3,330,000	1,695,000	2,000,000	3,000,000	1,800,000	1,800,000	1,800,000	1,800,000	0	0	17,225,000
<b>e)</b>	Shared Campus Project (Glenburn and St Ninian's Primary Schools)	3,032,200	5,700,000	6,035,000	2,850,000	0	0	0	0	0	0	17,617,200
<b>f)</b>	Window and Roof Replacement - Various Projects	150,000	150,000	500,000	150,000	150,000	150,000	150,000	0	0	0	1,400,000
		<b>34,020,424</b>	<b>25,325,000</b>	<b>12,380,000</b>	<b>11,535,000</b>	<b>4,950,000</b>	<b>14,950,000</b>	<b>8,390,000</b>	<b>1,800,000</b>	<b>0</b>	<b>0</b>	<b>113,350,424</b>
<b>2)</b>	<b>Our adults and older people</b>											
	Scheme of Assistance	600,000	600,000	500,000	500,000	500,000	500,000	0	0	0	0	3,200,000
		<b>600,000</b>	<b>600,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,200,000</b>

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Total
	£	£	£	£	£	£	£	£	£	£	£
<b>3) Our Communities</b>											
a) Ayr Leisure Facility	500,000	4,500,000	15,000,000	20,000,000	0	0	0	0	0	0	40,000,000
Ayr Renaissance Project	50,000	0	0	0	0	0	0	0	0	0	50,000
Barassie Public Conveniences New Build	150,000	0	0	0	0	0	0	0	0	0	150,000
b) Belleisle Park - Additional Works	500,000	0	0	0	0	0	0	0	0	0	500,000
c) Bridge Works Capital Programme	10,000	315,000	270,000	395,000	250,000	0	0	0	0	0	1,240,000
Bridge Strengthening - Bridge of Coyle Deck Replacement	180,000	0	0	0	0	0	0	0	0	0	180,000
Bridge Strengthening - Drumlamford bridge	49,437	0	0	0	0	0	0	0	0	0	49,437
d) Cemetery Infrastructure Project	2,111,065	1,000,000	790,000	1,200,000	500,000	250,000	100,000	0	0	0	5,951,065
Citadel Enhancement	43,632	0	0	0	0	0	0	0	0	0	43,632
e) Craigie Additional Sporting Facility	2,400,000	2,600,000	2,075,000	0	0	0	0	0	0	0	7,075,000
Cycling, Walking & Safer Streets	184,000	0	0	0	0	0	0	0	0	0	184,000
f) Girvan Harbour Jetty Repairs (2021/22)	300,000	0	0	0	0	0	0	0	0	0	300,000
g) Green Waste / Household Recycling and Waste Transfer Station	50,000	0	11,100,000	0	0	0	0	0	0	0	11,150,000
Heritage Lottery Match Funding - Belleisle - Various Projects	200,000	0	0	0	0	0	0	0	0	0	200,000
Masonhill Crematorium Upgrade of Drainage (2021/22 and 2022/23)	0	0	250,000	250,000	0	0	0	0	0	0	500,000
Maybole Town Centre Regeneration - Town Hall	175,000	0	0	0	0	0	0	0	0	0	175,000
Maybole Town Centre Regeneration - Public Realm Improvements to the High Street	100,000	100,000	625,000	0	0	0	0	0	0	0	825,000
g) Newton Coastal Shore protection	146,000	0	0	0	0	0	0	0	0	0	146,000
Northfield Bowling Centre Refurbishment (2021/22 and 2022/23)	0	0	335,000	200,000	0	0	0	0	0	0	535,000
i) Place Plans	500,000	500,000	500,000	0	0	0	0	0	0	0	1,500,000
Public Conveniences - Various Projects	79,000	0	0	0	0	0	0	0	0	0	79,000
Public Conveniences - Various Projects (Phase 2)	440,000	0	0	0	0	0	0	0	0	0	440,000
j) Roads Alliance - Road Reconstruction and Improvement	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	0	0	0	17,500,000
k) Roads Alliance - 20mph Infrastructure	260,000	75,000	0	0	0	0	0	0	0	0	335,000
Roads Alliance - LED Replacement	3,580,000	0	0	0	0	0	0	0	0	0	3,580,000
l) Roads Alliance - Street lighting	250,000	250,000	250,000	0	250,000	250,000	250,000	0	0	0	1,500,000
m) Roads Alliance - Traffic Signals Renewals Programme	140,000	140,000	140,000	92,000	0	0	0	0	0	0	512,000
Rozelle House Upgrade Works	163,653	0	0	0	0	0	0	0	0	0	163,653
SPT/Transport Scotland Projects	100,000	0	0	0	0	0	0	0	0	0	100,000
n) Whitletts Sports Improvements	0	400,000	0	0	0	0	0	0	0	0	400,000
	<b>15,161,787</b>	<b>12,380,000</b>	<b>33,835,000</b>	<b>24,637,000</b>	<b>3,500,000</b>	<b>3,000,000</b>	<b>2,850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,363,787</b>

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Total
	£	£	£	£	£	£	£	£	£	£	£
<b>4) Other investment in:</b>											
a) Burns House demolition	0	1,260,000	0	0	0	0	0	0	0	0	1,260,000
Developers' Contributions	589,774	0	0	0	0	0	0	0	0	0	589,774
Depot Improvement Throughout South Ayrshire Council - Walker Road Depot - Transfer station	606,000	0	0	0	0	0	0	0	0	0	606,000
Depot Improvement Throughout South Ayrshire Council - Additional Works	90,000	0	0	0	0	0	0	0	0	0	90,000
b) Equalities Act Budget - Various Projects	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0	0	0	2,100,000
c) Office Accommodation and Riverside Project	4,116,000	4,000,000	0	0	0	0	0	0	0	0	8,116,000
Office and Welfare Facilities at Bridge Street, Girvan	1,750,000	0	0	0	0	0	0	0	0	0	1,750,000
d) Property Refurbishment - Various Projects	1,677,000	1,279,125	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	0	9,206,125
e) Refurbishment and Extension to King George V Changing Facilities	200,000	378,000	0	0	0	0	0	0	0	0	578,000
Relocation of Archive Centre	0	825,000	0	0	0	0	0	0	0	0	825,000
f) Rewiring Programme (Including Residual Decoration Work, Etc.) - Various Projects	200,000	200,000	200,000	200,000	200,000	200,000	200,000	0	0	0	1,400,000
g) Works to Facilitate Property Rationalisation - Various Projects	250,694	100,000	350,000	100,000	100,000	100,000	100,000	0	0	0	1,100,694
Finance System Upgrade (Budgeting)	300,000	0	0	0	0	0	0	0	0	0	300,000
Oracle Systems Development	522,554	0	0	0	0	0	0	0	0	0	522,554
Social Work Client Database	161,892	0	0	0	0	0	0	0	0	0	161,892
End User Computing	2,439,022	1,745,000	3,670,000	1,945,000	1,930,000	4,066,000	2,411,000	0	0	0	18,206,022
WAN Infrastructure	1,845,000	275,000	185,000	335,000	185,000	185,000	435,000	0	0	0	3,445,000
Data Centre	983,657	490,000	960,000	300,000	450,000	1,026,000	870,000	0	0	0	5,079,657
Business systems	1,588,010	1,350,000	1,573,500	980,000	1,150,000	1,200,000	3,873,000	0	0	0	11,714,510
h) Facilitate Introduction of Flexible Working	100,000	250,000	100,000	100,000	100,000	100,000	100,000	0	0	0	850,000
i) Initial Work on Projects For Future Years	200,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	800,000
Project Management Costs	120,000	120,000	120,000	95,000	0	0	0	0	0	0	455,000
AVJB contribution	25,000	0	0	0	0	0	0	0	0	0	25,000
Various Properties - Heating and Hot Water Optimisers (SALIX Funded)	18,319	0	0	0	0	0	0	0	0	0	18,319
Salix Unallocated Projects	172,239	0	0	0	0	0	0	0	0	0	172,239
j) Ayrshire Growth Deal	1,000,000	3,000,000	4,000,000	4,000,000	3,000,000	2,000,000	1,000,000	0	0	0	18,000,000
Hanger space (GPA)	3,000,000	0	0	0	0	0	0	0	0	0	3,000,000
k) New projects yet to be specifically identified:	0	0	0	0	0	0	0	12,892,091	16,000,000	16,000,000	44,892,091
	<b>22,255,161</b>	<b>15,672,125</b>	<b>12,808,500</b>	<b>9,705,000</b>	<b>8,765,000</b>	<b>10,527,000</b>	<b>10,639,000</b>	<b>12,892,091</b>	<b>16,000,000</b>	<b>16,000,000</b>	<b>135,263,877</b>
<b>Total 10 year Capital Investment programme</b>	<b>72,037,372</b>	<b>53,977,125</b>	<b>59,523,500</b>	<b>46,377,000</b>	<b>17,715,000</b>	<b>28,977,000</b>	<b>21,879,000</b>	<b>14,692,091</b>	<b>16,000,000</b>	<b>16,000,000</b>	<b>347,178,088</b>

## Appendix 7 – Capital Investment Programme: Funding 2019/20 to 2028/29

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Total
	£	£	£	£	£	£	£	£	£	£	£
<b>Capital Grant</b>											
General Capital Grant	12,879,000	0	0	0	0	0	0	0	0	0	<b>12,879,000</b>
Estimated capital grant		0	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	<b>90,000,000</b>
<b>Specific Capital grants:-</b>											
Specific Capital Grant - Early years	8,112,344	4,000,000	0	0	0	0	0	0	0	0	<b>12,112,344</b>
Specific Capital Grant - Cycling, Walking & Safer Streets	184,000	0	0	0	0	0	0	0	0	0	<b>184,000</b>
	<b>21,175,344</b>	<b>14,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>115,175,344</b>
<b>Additional funding identified</b>											
Anticipated capital receipts	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	<b>2,500,000</b>
Citadel funding brought forward from previous years	43,632	0	0	0	0	0	0	0	0	0	<b>43,632</b>
Developers contributions to match expenditure	589,774	0	0	0	0	0	0	0	0	0	<b>589,774</b>
Other Contributions - Grants / CFCR / CRA	290,558	0	0	0	0	0	0	0	0	0	<b>290,558</b>
	<b>1,173,964</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>3,423,964</b>
<b>Borrowing</b>	<b>49,688,064</b>	<b>39,727,125</b>	<b>49,273,500</b>	<b>36,127,000</b>	<b>7,465,000</b>	<b>18,727,000</b>	<b>11,629,000</b>	<b>4,442,091</b>	<b>5,750,000</b>	<b>5,750,000</b>	<b>228,578,780</b>
<b>Total funding requirement</b>	<b>72,037,372</b>	<b>53,977,125</b>	<b>59,523,500</b>	<b>46,377,000</b>	<b>17,715,000</b>	<b>28,977,000</b>	<b>21,879,000</b>	<b>14,692,091</b>	<b>16,000,000</b>	<b>16,000,000</b>	<b>347,178,088</b>

## Appendix 8 - Capital Investment Programme: Debt Charge Implications

	2019-20 £	2020-21 £	2021-22 £	2022-23 £	2023-24 £	2024-25 £	2025-26 £	2026-27 £	2027-28 £	2028-29 £
Principle	5,556,000	5,765,000	5,727,000	6,424,000	6,548,000	6,500,000	6,423,000	6,464,000	6,546,000	6,596,000
Interest	6,632,351	7,906,139	8,948,717	10,693,215	11,567,825	11,742,717	12,137,214	12,251,263	12,260,872	12,208,157
Expenses	179,281	178,912	183,232	188,458	190,586	191,388	182,846	193,975	195,034	196,191
Investment income	(170,625)	(204,750)	(227,500)	(227,500)	(227,500)	(284,375)	(284,375)	(284,375)	(284,375)	(284,375)
<b>Total</b>	<b>12,197,007</b>	<b>13,645,301</b>	<b>14,631,449</b>	<b>17,078,173</b>	<b>18,078,911</b>	<b>18,149,730</b>	<b>18,458,685</b>	<b>18,624,863</b>	<b>18,717,531</b>	<b>18,715,973</b>
<b>Movement</b>	<b>(483,698)</b>	<b>1,448,294</b>	<b>986,148</b>	<b>2,446,724</b>	<b>1,000,738</b>	<b>70,819</b>	<b>308,955</b>	<b>166,178</b>	<b>92,668</b>	<b>(1,558)</b>

## Appendix 9 – Common Good Fund Revenue Budget 2019/20

	Ayr £	Prestwick £	Troon £	Girvan £	Maybole £
<b>Income:</b>					
Rental income	(615,000)	(28,500)	(1,000)	-	-
Other income	(7,500)	-	-	-	-
Contribution from South Ayrshire Council	-	-	-	(45,000)	-
Interest on balances	(11,000)	(2,000)	(200)	-	(15)
<b>Total planned income</b>	<b>(633,500)</b>	<b>(30,500)</b>	<b>(1,200)</b>	<b>(45,000)</b>	<b>(15)</b>
<b>Expenditure:</b>					
Caretaker recharge	21,000	-	-	-	-
Repairs and maintenance	111,000	-	200	1,750	-
Grounds maintenance	170,000	29,100	-	43,000	-
Utilities	53,000	-	-	250	-
Non-domestic rates/ council tax/ water	144,000	900	-	-	-
Insurance	22,000	-	-	-	-
Other property costs	15,500	-	-	-	-
Supplies and services	3,000	-	-	-	-
Other administrative costs	1,000	-	-	-	-
Support Service costs	15,000	-	-	-	-
Grants to voluntary organisations	-	500	-	-	-
<b>Total planned expenditure</b>	<b>588,500</b>	<b>30,500</b>	<b>200</b>	<b>45,000</b>	<b>-</b>
<b>Planned (surplus)/ deficit for the year</b>	<b>(45,000)</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>(15)</b>
Projected revenue surplus at 1 April 2018	(108,625)	(254,789)	(35,343)	(9,490)	(1,623)
<b>Projected revenue surplus at 31 March 2019</b>	<b>(153,625)</b>	<b>(254,789)</b>	<b>(36,343)</b>	<b>(9,490)</b>	<b>(1,638)</b>

Based on anticipated rental income from properties owned by Ayr Common Good Fund, expenditure budgets have been adjusted accordingly in order to maintain an appropriate level of budgeted surplus.



## Appendix 10 – Common Good Fund Capital Budget 2019/20

	Ayr £	Prestwick £	Troon £	Girvan £	Maybole £
<b>Projected surplus balance at 1 April 2019</b>	<b>(845,533)</b>	<b>(34,699)</b>	<b>(30,000)</b>	-	-
Planned expenditure	-	-	-	-	-
Anticipated income	(10,000)	-	-	-	-
<b>Projected surplus balance as at 31 March 2020</b>	<b>(855,533)</b>	<b>(34,699)</b>	<b>(30,000)</b>	-	-

There is no planned capital expenditure on Common Good Fund properties in 2019/20 at present.





*south*  
**AYRSHIRE**  
COUNCIL