

**South Ayrshire Council**

**Report by Director of Housing, Operations and Development  
to Cabinet  
of 17 June 2025**

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**Subject: Girvan Regeneration: Girvan's Story**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval to progress submission of potential regeneration projects ('Girvan's Story') to Stage 2 of the Historic Environment Scotland (HES) and National Lottery Heritage Fund (NLHF) Heritage and Place Programme for match funding. The report also recommends the establishment of a 'Girvan's Story Project Partnership Board' to provide advice on the progression of the recommended projects.

**2. Recommendation**

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

- 2.1.1 notes the progress made in Stage 1 'Development Stage' of the Girvan's Story project;
- 2.1.2 agrees to progress the Girvan's Story Project, including preparation and submission of Stage 2 ('Delivery Stage') applications to project funders, Historic Environment Scotland (HES) and National Lottery Heritage Fund (NLHF);
- 2.1.3 recognises the Girvan's Story Project Partnership Board as an advisory body as a requirement of external funding bodies and agrees the Terms of Reference for inclusion in the Stage 2 submission;
- 2.1.4 agrees allocation of £1,000,000 in match funding from the Girvan Regeneration Budget to be included in the Stage 2 submission for delivery of key projects and activities; and
- 2.1.5 authorises the submission of future potential application(s) to the Scottish Government's Regeneration Capital Grant Fund (RCGF) or others as appropriate for funding in regard to the Girvan's Story Project.

**3. Background**

- 3.1 At its meeting on 12 December 2024, the Council agreed capital investments budgets and a range of projects. In regard to Girvan Regeneration Projects, a number have been delivered, e.g., 'Girvan Library contribution' and 'Stumpy Tower Corner' (public

realm works) or are in the process of being delivered, e.g., 'Former Bingo Site Regeneration, i.e. Palace Park', whilst others have continued to be developed, e.g., Girvan's Story and concept designs for new public toilets and Biosphere Bikes store.

- 3.2 A number of potential projects have been identified for consideration, including assessment under the Council's Options Appraisal in Section 11, for potential funding through the £1.5M budget available for Girvan Regeneration Projects:
- 3.3 It can be seen in section 11 that the Girvan's Story projects ranks highest when appraised against other potential options. These projects have been assessed and are being recommended by the Council's Capital Asset Management Group.
- 3.4 In order to undertake further diligence, including assessment of Business Cases, in regard to the other potential projects and to ensure that the Girvan's Story projects meet Stage 2 submission deadlines, a subsequent report will be presented to Cabinet in August 2025 with regard to the other potential projects that could be funded through the balance of Girvan Regeneration Funding.

### ***Girvan's Story***

- 3.5 A Stage 1 funding application was made to Historic Environment Scotland (HES) Heritage and Place Programme and National Lottery Heritage Fund (NLHF) Grants for Heritage programme in December 2022. The project aims to develop a Regeneration Scheme involving conservation work to a range of significant buildings in Girvan, and a programme of activities and training to encourage engagement with the heritage and the development of traditional skills.
- 3.6 The project received notification from NLHF and HES that the Stage 1 application had been successful and a Development Phase grant of £170,000 was awarded in June 2023. A Lead Project Officer was appointed in September 2023, and Permission to Start granted by funders in December 2023 and January 2024. Additional contributions from the Council of £60,000, approved June 2024, provided a total development stage fund of £230,000.
- 3.7 Since the Development Phase grant award, the Council has worked in partnership with Girvan and District Community Council (the Partners) to develop proposals for the Girvan's Story Project.
- 3.8 A Girvan's Story Partnership Board (Partnership Board) was formed as a requirement of project funders as evidence of community support and buy-in, and is comprised of representatives from key stakeholders. The Partnership Board includes representatives who have a shared purpose to develop, manage and deliver the scheme for the benefit of the area and the local community, and includes:
  - Girvan and District Community Council;
  - Ward 8 Councillors;
  - Adventure Centre for Education (ACE);
  - Girvan Attractions;
  - Friends of McKechnie;
  - UNESCO Biosphere;
  - Girvan Town Team;

- Go Girvan;
- Girvan Youth Trust;
- Scottish Regeneration Forum (SuRF); and
- Lead Project Officer and Thriving Places Coordinator (SAC)

- 3.9 The Partnership Board currently operates on an informal advisory basis with the intention of formalising it with the implementation of a Terms of Reference which will govern the Partnership Board should a Stage 2 application to funders be approved. A draft Partnership Board Terms of Reference document has been included in [Appendix 1](#).
- 3.10 Design work has been completed for three priority projects with further owner engagement to identify potential reserve projects (should any priority project be determined not be viable or feasible). The Lead Officer has also been working closely with the charity ACE to develop proposals for the bandstand which is considered to be a priority project.
- 3.11 Priority buildings have been identified on the combined basis of their historic importance, profile, condition and importance to the community:
- The Bandstand;
  - The McKechnie Institute;
  - 14-18 Dalrymple Street; and
  - Stumpy Jail.
- 3.12 A small grants fund will also be available for shopfronts and homeowners within a core area of the town.
- 3.13 A Stage 2 submission to HES and NLHF is due on 6<sup>th</sup> August 2025, with a decision expected in December 2025. If funding is awarded, a 5-year delivery phase would begin from Spring 2026.
- 3.14 Capital works will enable provision of training and employment opportunities. Education initiatives and celebration events will increase understanding, civic pride and community cohesion. Pilot projects have been delivered to engage with the community and inform the development of the traditional skills training and heritage activities plan.
- 3.15 Broad-based costs associated with the priority projects and key activities, including the Council's contribution, have been developed to supplement the Stage 2 application. An estimated Council contribution would leverage circa £4m from project funders:

<b>Project Delivery</b>	<b>Amount</b>
Total Projected Delivery Phase Costs	£5,130,000
SAC match funding contribution	£1,000,000

- 3.16 The project has progressed to date, with the involvement and support of HES and NLHF on the basis that all Key Projects and Activities will be included in the Stage 2 application. The projects are considered as a whole and are not considered as a menu of options, thus there is a risk that if any individual key project or activity is not supported the overall submission will be jeopardised.
- 3.17 The Scottish Government RCGF supports locally developed, place-based regeneration projects that involve local communities, helping to tackle inequalities and deliver inclusive growth in deprived, disadvantaged and fragile remote communities across Scotland. It is considered that RCGF funding, or other appropriate funding sources, could be utilised to supplement and enhance impacts of key projects and activities.

#### **4. Proposals**

- 4.1 Members are asked to:
- 4.1.1 approve the preparation and the submission of Stage 2 applications to NLHF and HES in regard to the Girvan's Story project, including allocation of £1,000,000 in match funding from the Girvan Regeneration Projects budget;
  - 4.1.2 approve the draft Girvan's Story Partnership Board Terms of Reference; and
  - 4.1.3 approve in advance the authority to prepare and submit RCGF funding bids, or others as appropriate, to supplement and enhance priority projects and activities.

#### **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 The proposed projects meet the Council's regeneration ambitions and thereby through the due diligence process associated with reporting schedules will help deal with and mitigate any potential issues. This will ensure that the projects' Business Plans are robust and kept up to date and continue to show operational viability thus reducing the financial risks.
- 6.2 If successful in the Delivery Phase application, the Council will require to commit match funding for this phase, spread over a 5-year period. This amount is identified as £1,000,000 based on cost estimates to dates for priority projects, key activities to be delivered over the Delivery Phase and staffing costs. Additional funding may be sought through alternative sources, e.g., RCGF to supplement and enhance project impacts.
- 6.3 Any grant awards will be made conditional to satisfaction of Minimum Financial Assistance (MFA) requirements under section 36(1) of the Subsidy Control Act 2022.

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

- 7.1 If approved by funders then Girvan's Story will be resourced in accordance with a project specific staff plan that has been developed.

## **8. Risk**

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

- 8.1.1 New risk(s) have been identified and assessed in line with the Council's risk management process. These will be managed within existing operational activities and reference to the status of mitigations will be available through the Housing, Operations and Planning Directorate Risk Register or the SAC Strategic Risk Register.

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

- 8.2.1 In the case of Girvan's Story and the Football Pavilion, the risk associated with rejecting the recommendations is the missed opportunity to access match funding.
- 8.2.2 In the case of Girvan's Story, the risk associated with rejecting the recommendation is inability to delivery key packages of work and ultimately the missed opportunity to access significant additional funding and investment for improvements to key buildings and spaces in the town – for example, McKechnie Institute, Stumpy Tower and other priority projects and activities identified in the Development Stage as well as provision of small grants to private owners, and construction skills/ training programmes and the telling of Girvan's Story to instil a sense of identity and pride.

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

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

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

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

## **10. Sustainable Development Implications**

### **10.1 *Considering Strategic Environmental Assessment (SEA)* - This report does not propose or seek approval for a plan, policy, programme or strategy or document**

otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## 11. Options Appraisal

- 11.1 An options appraisal (see [Appendix 2](#)) has been carried out in relation to the subject matter of this report. The following table summarises which options were considered and their ranking of preference:

<b><i>Option</i></b>	<b><i>Description</i></b>	<b><i>Ranking</i></b>
Girvan's Story	Heritage regeneration project	1
Girvan Youth Football Pavilion	Refurbished and enhanced pavilion	2
Public Toilets and Bike Store	New facilities and amenities	3

- 11.2 The assessment has focussed on merits within a regeneration context and how they contribute to the betterment of the town, economically, socially, and environmentally. Criteria have been identified and projects have assessed against these, and each project offers valuable benefits. The Girvan's Story project offers the biggest impacts across the various criteria, especially through the opportunity to leverage additional funding and are ranked accordingly.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priorities 1, 2 and 3 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1), Live, Work, Learn (Outcome 2) and Civic and Community Pride (Outcome 3).

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

- 13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our assets, and will deliver cashable/ qualitative/ 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 Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and the contents of this report reflect any feedback provided.
- 14.3 Consultation has also taken place with the other Local Members, Councillors Alan Lamont and Gavin Scott, and the contents of this report reflect feedback provided.

## 15. Next Steps for Decision Tracking Purposes

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

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Implement the recommendations in Girvan's Story, i.e., submit the Stage 2 applications	August 2025	Service Lead – Special Property Projects
Explore opportunities to submit RCGF applications	Ongoing	Service Lead – Special Property Projects

**Background Papers**    **Report to Cabinet of 18 June 2024 – [Maybole and Girvan Regeneration Projects](#)**

**Report to South Ayrshire Council of 12 December 2024 – [Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026](#)**

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**Date:** 11 June 2025

# **Girvan's Story Partnership Board Terms of Reference**

Document Version: 1



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## BACKGROUND

Working with the local community, the Girvan's Story Partnership Board (GSPB) seeks to create an even better town with restored historic buildings, a greater sense of place and civic pride, a strong local economy and a thriving town centre that will better serve the local community, businesses and visitors.

## ROLE OF THE GIRVAN'S STORY PARTNERSHIP BOARD

The GSPB is responsible for oversight of the Girvan's Story Project to ensure it is developed in accordance with project objectives, programme and funders' requirements. The Project Lead Officer will support the GSPB in achieving their objectives.

The **GS Partnership Board** will:

- Approve or reject allocation of project finance and grant awards as appropriate.
- Approve or reject any changes to the project likely to impact on deliverables, timelines and budget.
- Assess project progress and ensure appropriate reporting to stakeholders and funders.
- Assist with resolving strategic level issues and risks.
- Ensure best use of the project's assets and resources.
- Ensure the project is aligned to relevant local and national strategies.
- Provide advice and guidance on issues facing the project.
- Review and approve project plan and deliverables.
- Use influence and authority to assist the project in achieving its outcomes.

## RESPONSIBILITIES OF THE PARTNERSHIP BOARD CHAIR

The GSPB Chair will be nominated and appointed by members of the Board. Should the Chair be unable to attend a meeting, **a temporary stand-in will be agreed by the other members attending**. Note that the Project Lead Officer should not serve as Chair in the absence of the Project Board Chair.

The responsibilities of the Board Chair are as follows:

- Sets the agenda for each meeting in consultation with the Project Lead Officer.
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.
- Clarifies and summarises what is happening throughout each meeting.
- Keeps the meeting moving by putting time limits on each agenda item and ensuring meetings are concluded in a timely fashion.
- Encourages broad participation from members in discussions of agenda items.
- Ends each meeting with a summary of decisions and assignments.
- Follows up with consistently absent members to determine if they wish to discontinue membership.
- Leads on process to identify new or replacement Board members to ensure the Board includes the required mix of experience and skills.

## RESPONSIBILITIES OF PARTNERSHIP BOARD MEMBERS

Individual Partnership Board members have the following responsibilities:

- Understand the project's purpose, objectives and desired outcomes.
- Understand and represent the interests of project stakeholders.
- Seek to ensure the project's overall success.
- Act on opportunities to communicate positively about the project.
- Contribute to sound decision making on all aspects of project oversight and delivery.
- Ensure appropriate scrutiny and management of project finances and risks.
- Check project is aligned with the relevant strategies and policies.
- Actively participate in meetings through attendance, discussion and review of minutes, papers and other Partnership Board documents.
- Support open discussion and debate, encouraging members to voice their insights.

## RESPONSIBILITIES OF THE PROJECT LEAD OFFICER

The Project Lead Officer will be responsible for:

- Ensuring day-to-day project delivery in line with project programme and objectives.
- Leadership and management of the Project Staff Team.
- Liaison with, and where appropriate the management, of contractors.
- Ensuring compliance with project funders/funds conditions of grant.
- Identifying new partnership and funding opportunities of benefit to the project.
- Building and maintaining a network of partners and stakeholders.
- Providing regular progress reports to Partnership Board and other stakeholders as appropriate.
- Setting the agenda for Partnership Board meetings in consultation with Chair.
- Ensuring Partnership Board meeting agendas and supporting papers are delivered to members in advance of meetings.

## GENERAL

### Girvan's Story Partnership Board Membership

The table below lists the current membership of the Partnership Board.

GSPB Membership (at date of signing these TOR)		
Name	Role	Organization
Rhona Walker		GDCC
Jane Willis		GDCC/Girvan Attractions
Chris Saunders		ACE
Pete Cheetham		Girvan Town Team
Marie McNulty		UNESCO Biosphere
Gail McMaster		Girvan Youth Trust

Zanne Domoney-Lyttle		SURF
David Girvan		Girvan Attractions
Alec Clark		Councillor, SAC
Gavin Scott		Councillor, SAC
Alan Lamont		Councillor, SAC
Mark Greaves		SAC
Corene McCrindle		SAC

### 6.1.1 Number of Partnership Board Members

- Maximum number of Members is 14
- Minimum number of Members is 8

### 6.1.2 Eligibility

A person will not be eligible to participate in the decision-making process of the Board if they are:

- A member of the project's staff team.

### 6.1.3 Appointment

Board Members may seek to increase or reduce the maximum or minimum number of the Partnership Board or to add new Members to replace departing Members, to enhance the range of skills on the Board or widen representation from different stakeholders.

- The Board will consider and agree what attributes, skills, knowledge and experience are needed to further the aims and success of the project and Board.
- The Board may at any time appoint any person to be a Member - by way of a resolution passed by majority vote at a Board Meeting.
- Other than in exceptional circumstances, the above GSPB Policy on Recruitment of Partnership Board Members will be followed ahead of the required vote.

### 1.1.4 Termination of office

A Board Member will automatically cease to hold office if:

- they become incapable for medical reasons of carrying out their duties as a Member - but only if that has continued (or is expected to continue) for a period of more than six months;
- they give the organisation a notice of resignation, signed by them;
- they are absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove them from office;
- they are removed from office by resolution of the Board on the grounds that they are considered to have committed a material breach of the code of conduct for members.

## Quorum and Decision-making

### Quorum

The Quorum for a meeting of the Partnership Board is a majority of the Membership. No valid decisions can be taken at a Board Meeting unless a quorum is present. Decision-making Process

- An individual participating in a Board Meeting via an audio or audio-visual link will be deemed to be present in person (or, if they are not a member, will be deemed to be in attendance) at the meeting.
- If at any time the number of Members in office falls below the number stated as the minimum in clause 6.1.1, the remaining Member(s) will have power to fill the vacancies or call a members' meeting - but will not be able to take any other valid decisions.
- The chair of the Partnership Board should act as chairperson of each Board Meeting.
- If the chair of the Partnership Board is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson), the Members present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.
- Except for Project Staffs, every Member of the Partnership Board has one vote, which must be given personally.
- All decisions at Board Meetings will be made by majority vote. Members will seek to achieve consensus wherever possible.
- If there is an equal number of votes for and against any resolution, the chairperson of the meeting will be entitled to a second (casting) vote.
- The Board may, at its discretion, allow any person to attend and speak at a Board Meeting notwithstanding that they are not a Member - but on the basis that they must not participate in decision-making.
- A Member must not vote at a Board Meeting) on any resolution which relates to a matter in which they have a personal interest or duty which conflicts (or may conflict) with the interests of the organisation; they must declare an interest and withdraw from the meeting while an item of that nature is being dealt with.
- To facilitate the efficient running of the Board and the Girvan's Story Project, decisions can be made by Members in writing.
- A resolution agreed to in writing (or by e-mail) by a majority of the Members then in office, and entitled to vote on the resolution, will be as valid as if duly passed at a Board Meeting.

## **Frequency of Meetings**

As a guide, meetings will be held monthly but with flexibility to alter the frequency of meetings dependent on project activity and other circumstances. In addition, meetings of sub-groups will be called as required and agreed by the Members.

## **Minutes**

- The Board must ensure that proper minutes are kept in relation to all Board Meetings..
- Minutes will be taken and circulated by the Project Staff Team.
- The minutes must include the names of those present; and (so far as possible) should be signed by the chairperson of the meeting.
- The Board shall make available copies of the minutes to any member of the public requesting them.
- The Board may exclude from any copy minutes made available to a member of the public any material which the Board considers ought properly to be kept confidential - on the grounds that allowing access to such material could cause significant

prejudice to the interests of the organisation or on the basis that the material contains reference to employee or other matters which it would be inappropriate to divulge.

## Options Appraisal

The appraisal table is outlined below, showing the options of delivery vertically in column D and the success criteria horizontally at row 3.

A score is allocated to each option in how well it can achieve the success criteria. In this case, no weighting of scores is provided

## Success criteria

Options →	Girvan's Story	Girvan Youth Football Club Pavilion	Public Toilets and Biosphere Bikes Store
<b>Strategic Alignment</b>	The project fully aligns with Council and Scottish Government regeneration priorities, i.e., a place-based approach focusing on town centre regeneration and re-use of historic buildings, 20 minute neighbourhoods, active travel, social cohesion and economic activity.	The project aligns with Council priorities, i.e. investment supports play, sport, wellbeing, youth engagement and community cohesion as well as civic pride.	The project would see investment into public facilities and generally aligns with Council and Government priorities, e.g., supporting a valuable local social enterprise/business and valued community facilities, healthy living, climate resilience, etc.
<b>Score</b>	5	5	5
<b>Economic Impacts</b>	The project will support business directly through investment in key properties that will support job creation. There will also be business support through shopfront grants and indirect benefits through the footfall generation in the town centre aligned to priority project delivery.	Investment would support Girvan Youth Football Club, including employment potential through increased use of the pavilion. Despite being somewhat remote from the town centre, the site is within a 20 minute walk of it supporting other activities, including a variety of sports/uses.	Investment would support the viability of a local business catering to the visitor economy, enabling expansion of operations for the bicycle/outdoor adventure hub, including elements of employability and training. Additional toilets would support the visitor economy as well.
<b>Score</b>	5	2	4
<b>Viability</b>	The Council's contribution of circa £1M would leverage significant external funding, i.e., circa £4M, and investment into key buildings in the town centre, ensuring continuity for community facilities and amenities.	Council investment would demonstrate Council commitment aligned to external funding of circa £1.2M into a key community facility.	Costs for the construction of toilet facilities alone are understood to be at circa £650k. Costs for integrating storage facilities are not known as a brief is yet to be received. The Council would be solely responsible for the funding of the project.
<b>Score</b>	5	5	2
<b>Social &amp; Community Benefits</b>	Investment would support the facilitation of community engagement through heritage & training activities supporting employment prospects and community cohesion as well as investment in landmark buildings, which have evidenced significant amounts of community capital.	The project supports the facilitation of community engagement and cohesion through investment in a key hub in the town. The project also evidences significant health and wellbeing attributes.	Biosphere Bikes is a Community Bike Hub that uses cycling as a tool to have a social impact benefitting the area, creating local employment and training opportunities for all. BB provides activity and engagement which is not only beneficial to health and wellbeing but has positive environmental impacts, helping to cut carbon emissions and contributing to reducing carbon miles travelled.
<b>Score</b>	5	5	5
<b>Risk &amp; Uncertainty</b>	Projects are at development stage and have been provisionally approved by funders. They focus largely on historic buildings, thus potential for issues associated with planning, design, construction and maintenance. Grant funding will be made available to private owners but there is not guarantee of take-up.	The project is at development stage and subject to planning and external funding risks, as well as the Youth Football Club's operational sustainability.	The project has been notionally developed, with a number of locations still under consideration and would be subject to risks associated with planning, design, construction and maintenance. Vandalism would be an ongoing concern and the usage is subject to seasonal fluctuations.
<b>Score</b>	3	3	2
<b>Total Score</b>	23	20	18

## Score key

1: Little / no impact

2: Limited impact

3: Likely to achieve some impact

4: Confident the option will fulfill most of criteria

5: Option is near certain to maximise this criteria