

County Buildings
Wellington Square
AYR KA7 1DR
Tel. No. 01292 612169

19 June 2025

Dear Councillor

SOUTH AYRSHIRE COUNCIL

You are requested to participate in a meeting of South Ayrshire Council to be held **on Thursday 26 June 2025 at 10.00 a.m.** for the purpose of considering the undernoted business.

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

Yours sincerely

CATRIONA CAVES
Chief Governance Officer

B U S I N E S S

1. Provost.
2. Sederunt and Declarations of Interest.
3. Minutes of meetings of the Council and Panels.

(a) Minutes of previous meetings.

Submit for approval as a correct record and authorise to be signed: -

- (i) 1 May 2025;
 - (ii) 14 May 2025 (Special) (reconvened from 1 May 2025);
 - (iii) 20 May 2025 (Special); and
 - (iv) 23 May 2025 (Special).
- (copies herewith)

(b) Minutes of Panels.

The minutes (copies previously issued) of the undernoted meetings are for noting:-

- (i) Audit and Governance Panel of [26 March 2025](#) and [7 May 2025](#).
- (ii) Cabinet of [18 March 2025](#) and [29 April 2025](#)
- (iii) Local Review Body of [25 February 2025](#).
- (iv) Regulatory Panel – Licensing of [20 March 2025](#) and [30 April 2025](#).
- (v) Regulatory Panel – Planning of [27 March 2025](#) (Site Visit) and [15 May 2025](#).
- (vi) Service and Partnerships Performance Panel of [22 April 2025](#) and [21 May 2025](#).

4. Appointments to COSLA – Submit report by the Chief Governance Officer (copy herewith).
5. Appointments to Panel – Submit report by the Chief Governance Officer (copy herewith).
6. Representation on Outside Bodies – Submit report by the Chief Governance Officer (copy herewith).
7. Representation on Working Groups, Etc – Submit report by the Chief Governance Officer (copy herewith).
8. Schedule of Meetings – Submit report by the Chief Governance Officer (copy herewith).
9. South Ayrshire Charitable Trust – Submit report by the Chief Governance Officer (copy herewith).
10. Audit and Governance Panel – 2024/25 Annual Report – Submit joint report by the Chief Financial Officer and Chief Governance Officer (copy herewith).
11. Girvan Conservation Area Management Plan – Submit report by the Director or Housing, Operations and Development (copy herewith).
12. Local Development Plan 3 (LDP3) Public Engagement Framework – Submit report by the Director of Housing, Operations and Development (copy herewith).
13. Ayrshire Roads Alliance Service Plan 2025/26 and Performance Report 2024/25 – Submit report by Director of Housing, Operations and Development (copy herewith).
14. Integration Joint Board (IJB) Strategic Plan Refresh – Submit report by the Director of Health and Social Care (copy herewith).
15. International Ayr Show – Festival of Flight – Submit report by Director of Communities and Transformation (copy herewith).
16. Formal Questions.

For more information on any of the items on this agenda, please telephone Janice McClure, Committee Services on at 01292 612169, at Wellington Square, Ayr or e-mail: janice.mcclure@south-ayrshire.gov.uk www.south-ayrshire.gov.uk
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SOUTH AYRSHIRE COUNCIL.

Minutes of a hybrid webcast meeting
on 1 May 2025 at 10.00 a.m.

Present in County Buildings: Councillors Iain Campbell (Provost), Kenneth Bell, Laura Brennan-Whitefield, Ian Cavana, Alec Clark, Brian Connolly, Ian Davis, Julie Dettbarn, Mark Dixon, Stephen Ferry, William Grant, Hugh Hunter, Mary Kilpatrick, Alan Lamont, Craig Mackay, Brian McGinley, Bob Pollock, Cameron Ramsay, Philip Saxton, Bob Shields, Duncan Townson; and George Weir.

Present Remotely: Councillors Ian Cochrane, Chris Cullen, Martin Dowey, Martin Kilbride, Lee Lyons and Gavin Scott.

Attending in County Buildings: M. Newall, Chief Executive; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; J. Bradley, Director of Strategic Change and Communities; C. Cox, Assistant Director – Planning and Development; G. Hunter, Assistant Director – Communities; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; L. Reid, Assistant Director – Transformation; T. Simpson, Service Lead – Corporate Accounting; T. Burns, Service Lead - Asset Management and Community Asset Transfer; R. Jamieson, Co-ordinator (Asset Management); J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; J. Chapman, Committee Services Officer; and C. McCallum, Clerical Assistant.

Attending Remotely: C. McGhee, Chief Internal Auditor.

1. Provost.

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live; and
- (2) intimated that no apologies had been received.

Adjournment

The time being 10.05 a.m., the Council adjourned due to technical difficulties.

Resumption of Meeting

The Council resumed at 10.15 a.m.

2. Sederunt and Declarations of Interest.

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

Point of Order

Councillor Duncan Townson raised a point of order regarding a Member who had joined the meeting remotely still experiencing connectivity issues following the adjournment to rectify these issues and that the meeting should now commence; and the Chief Governance Officer advised that the Member was in the meeting remotely but was unable to unmute his microphone, however he could advise of his attendance in the meeting by telephone.

3. Minutes of previous meetings

(1) Minutes of Previous Meetings of the Council.

- (a) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the [Minutes](#) of South Ayrshire Council of 27 February 2025 as a correct record.

The Council

Decided: to approve the Minutes of 27 February 2025 and authorise these minutes to be signed as a correct record.

- (b) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the [Minutes](#) of South Ayrshire Council of 5 March 2025 as a correct record.

The Council

Decided: to approve the Minutes of 5 March 2025 and authorise these minutes to be signed as a correct record.

(2) Minutes of previous meetings of Panels.

The Minutes of the undernoted Panels were submitted for information:-

- (i) Audit and Governance Panel of [26 February 2025](#)
- (ii) Cabinet of [18 February 2025](#)
- (iii) Regulatory Panel – Licensing of [6 February 2025 \(Special\)](#) and [20 February 2025](#)
- (iv) Regulatory Panel – Planning of [11 December 2024](#), [6 February 2025](#) and [5 March 2025](#).
- (v) Service and Partnerships Performance Panel of [14 January 2025](#) and [11 March 2025](#).

Point of Order

Councillor Duncan Townson raised a point of order seeking clarification on whether Councillor Martin Dowey was currently Leader of South Ayrshire Council; and Provost advised that, to the best of his knowledge Councillor Dowey was Leader of the Council at this time.

Vote of No Confidence

Councillor Duncan Townson, seconded by Councillor Brian McGinley then advised that, in terms of Standing Order No. 21.1(5), they wished to suspend Standing Orders to Move a Vote of No Confidence in respect of Councillor Martin Dowey as Leader of the Council.

The Chief Governance Officer then outlined the procedure for considering this matter and advised that, as this was a procedural matter, there would be no discussion, that the Council would proceed immediately to the vote; and that a two thirds majority was required to then proceed to consider the Motion.

A Member requested a Roll Call Vote and the Chief Governance Officer took the vote by calling the roll to Agree or Disagree to Suspend Standing Orders as follows:-

Iain Campbell	Disagree
Mary Kilpatrick	Disagree
Kenneth Bell	Disagree
Laura Brennan-Whitefield	Agree
Ian Cavana	Agree
Alec Clark	Disagree
Ian Cochrane	Agree
Brian Connolly	Disagree
Chris Cullen	Agree
Ian Davis	Disagree
Julie Dettbarn	Agree
Mark Dixon	Disagree
Martin Dowey	Disagree
Stephen Ferry	Agree
William Grant	Abstain
Hugh Hunter	Disagree
Martin Kilbride	Disagree
Alan Lamont	Disagree
Lee Lyons	Disagree
Craig Mackay	Agree
Brian McGinley	Agree
Bob Pollock	Agree
Cameron Ramsay	Agree
Philip Saxton	Agree
Gavin Scott	Agree
Bob Shields	Disagree
Duncan Townson	Agree
George Weir	Agree

Fourteen Members voted to agree to Suspend Standing Orders, thirteen Members voted not to agree to this and one Member abstained, therefore, as the two thirds majority had not been achieved, the Council could not proceed with this Motion.

4. **Appointments to Panel.**

There was submitted a [report](#) (issued) of 25 April 2025 by the Chief Governance Officer seeking approval to make alterations to the membership of Panels, namely

- (1) that Councillor Brian Connolly replace Councillor Bob Pollock as the Depute Leader of the Council, as requested by the Conservative Group and Independent Members on the Cabinet; and
- (2) that Councillor Mark Dixon replace Councillor Lee Lyons on the South Ayrshire Integration Joint Board, as requested by the Conservative Group and Independent Members on Cabinet.

The Chief Governance Officer introduced the report.

Councillor Kenneth Bell, seconded by Councillor Ian Davis, moved the recommendations as outlined in the report.

By way of an Amendment to item (1) above, Councillor Julie Dettbarn, seconded by Councillor Duncan Townson, moved that the current Depute Leader, Councillor Bob Pollock be retained in the interests of stability as this was not the time to change the Depute Leader and Members and employees could rely on his experience to get through this difficult time for the Council.

Following the summing up, various Members intimated that they had not had the opportunity to raise questions or make comments and, following advice from the Chief Governance Officer, Provost then accepted questions and comments.

Comments were made and questions raised by Members in relation to:

- (a) there being a strong, successful and stable administration over the past three years with the Conservative Group working well with various Independent Members and that, following discussions it had been decided to put forward a proposal that an Independent Member be Depute Leader; and that Councillor Connolly was one of the most experienced Members of the Council;
- (b) that matters within the Council were being aired publicly in newspapers across the country and that any decisions being made by the current administration should be put on hold until matters were resolved with the Leader of the Council; and that he would not be supporting this Motion to enable the status quo to remain and provide stability to ensure that the Council's reputation was not further damaged;
- (c) that, as a Conservative member elected by constituents, he was in a difficult position as he did not agree with the behaviour of other members of the Conservative Group and was disappointed that the Conservative Party at national level had not intervened; that he agreed that Councillor Connolly was a man of integrity with many years of experience as an Elected Member and would be happy to work with him moving forward and agreed that an Independent Member as Depute Leader was beneficial, however, the status quo should remain for continuity and to restore the public's faith in the Council and the faith of officers; that a functioning Council was required with all Members working collegiately and that a position should be offered on Cabinet with voting rights to the two opposition parties; that he had lost faith in Councillor Dowey as a Leader of the Council but had not lost faith in the administration; that, if Councillor Dowey stepped aside as Leader, whoever was Depute Leader would then become de facto Leader and that Member would then require to request a Special Council meeting to appoint a Leader and Depute Leader;

- (d) whether the Conservative Group retained full confidence in Councillor Dowey as Leader of the Council following the serious allegations being investigated; and Councillor Lamont, as Group Whip advised that he could not answer that question on group matters at this time;
- (e) that, in terms of the current situation, the best outcome would be having a new Deputy Leader and that Councillor Connolly had been an Elected Member since 2007, worked with various Administrations since 2012 and was a man of character and trust who would bring stability to the position;
- (f) that it had been said that the Administration was great, however, Councillor Pollock had replaced Councillor Lyons as Deputy Leader only nine months ago;

Point of Order

Councillor Bell raised a point of order that he had been misquoted.

Provost then reminded all Members that they were here to serve the public, that people were viewing this meeting online, that Members should respect each other and, should behaviour not improve at this meeting, he would suspend the meeting.

- (g) that he had the utmost respect for Councillor Connolly, however, a change of direction was required; that he had constantly raised concerns over the last two or three years on how the Council was operating, however the Administration had not learned or changed; that the current Leader's position was untenable and that it was a matter of concern that he had not yet resigned; that this was not about individuals but was about trust and being able to represent the people of South Ayrshire and the best person being nominated for the post of Deputy Leader to have a cogent and respectable Administration; and that discussions were required going forward to ensure that the Administration had integrity, commanded respect and got the job done;
- (h) that, in terms of Standing Order No. 20.4(4) Councillor Pollock wished to speak again by way of personal explanation; and he advised that, should he be appointed Deputy Leader and, on consideration of the appointment of Leader and Deputy Leader at a future Council meeting, should there be a Member proposed who was better placed to replace him, he would happily stand down;

Move to Vote

In terms of Standing Order No. 21.1(2), Councillor Hugh Hunter, seconded by Councillor Alec Clark, moved that the question be now put. The Chief Governance Officer then took the vote and seventeen Members voted to move to the vote, nine Members voted against this and two Members abstained and the Council

Decided: to now move to the vote.

Following a request for a roll-call vote, the Chief Governance Officer then called the roll For or Against the Motion, firstly in relation to the removal of Councillor Bob Pollock from the role of Depute Leader of the Council and outlined that this decision required a majority of the Members in attendance:

Iain Campbell	For
Mary Kilpatrick	For
Kenneth Bell	For
Laura Brennan-Whitefield	Against
Ian Cavana	Against
Alec Clark	For
Ian Cochrane	Against
Brian Connolly	For
Chris Cullen	Against
Ian Davis	For
Julie Dettbarn	Against
Mark Dixon	For
Martin Dowe	For
Stephen Ferry	Against
William Grant	Abstain

Adjournment

Due to the use of inappropriate language during this roll-call the Council was adjourned at 10.45 a.m.

Resumption of Meeting

The Council resumed at 11.00 a.m.

Hugh Hunter	For
Martin Kilbride	For
Alan Lamont	For
Lee Lyons	For
Craig Mackay	Against
Brian McGinley	Against
Bob Pollock	Against
Cameron Ramsay	Against
Philip Saxton	Against
Gavin Scott	For
Bob Shields	For
Duncan Townson	Against
George Weir	Against

Fourteen Members voted For the Motion, thirteen Members voted against the Motion and one Member abstained and the Council

Decided: to agree that Councillor Bob Pollock be removed as Depute Leader of the Council.

The Chief Governance Officer then advised that the second part of this decision required to be taken, namely the Motion by Councillor Kenneth Bell and seconded by Councillor Ian Davis that Councillor Brian Connolly be appointed to the post of Deputy Leader of South Ayrshire Council.

Adjournment

The time being 11.05 a.m., the Council adjourned.

Resumption of Meeting

The Council resumed at 11.20 a.m.

Valedictory

Provost then made a statement outlining that he had been disgusted by the behaviour of certain individuals at today's Council meeting; that he had the misfortune of working with some despicable individuals within the Council and that he was glad this had occurred towards the end of his life or he would have a skewed view of humanity; that he could no longer tolerate those individuals with egos greater than their ability; that he entered politics to serve the people of South Ayrshire and was disgusted by the back stabbing and certain individuals using twisted means to attain positions of power; and that he was hereby resigning as Provost of South Ayrshire but would remain as a Councillor until the next local election; and as his last act as Provost he suspended this meeting until further notice.

The meeting ended at 11.25 a.m.

SOUTH AYRSHIRE COUNCIL (SPECIAL)

Minutes of a hybrid webcast reconvened meeting
on 14 May 2025 at 10.00 a.m.

Present in County Buildings: Councillors Mary Kilpatrick (Depute Provost), Kenneth Bell, Laura Brennan-Whitefield, Iain Campbell, Ian Cavana, Alec Clark, Brian Connolly, Ian Davis, Julie Dettbarn, Stephen Ferry, William Grant, Hugh Hunter, Martin Kilbride, Alan Lamont, Craig Mackay, Brian McGinley, Cameron Ramsay, Philip Saxton, Gavin Scott, Bob Shields, Duncan Townson; and George Weir.

Present Remotely: Councillors Ian Cochrane, Chris Cullen, Mark Dixon, Martin Dowe and Lee Lyons.

Apology: Councillor Bob Pollock.

Attending in County Buildings: M. Newall, Chief Executive; L. McRoberts, Depute Chief Executive and Director of Education; K. Braidwood, Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; C. Cox, Assistant Director – Planning and Development; D. Yuille, Service Lead – Special Property Projects; T. Burns, Service Lead - Asset Management and Community Asset Transfer; R. Jamieson, Co-ordinator (Asset Management); J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; J. Chapman, Committee Services Officer; and C. McCallum, Clerical Assistant.

Attending Remotely: C. McGhee, Chief Internal Auditor.

1. Depute Provost.

The Depute Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live; and
- (2) intimated that apologies had been received from Councillor Bob Pollock.

2. Sederunt and Declarations of Interest.

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

Member's Comment

Councillor Cavana referred to the recent sad death of an employee at Dalmilling Primary School while on duty; and Depute Provost outlined that all Members sent their condolences to the employee's family.

3. **Appointments to Panel.**

There was submitted a report (issued) of 25 April 2025 by the Chief Governance Officer seeking approval to make alterations to the membership of Panels.

The Chief Governance Officer introduced the report and advised

- (1) that the last meeting of South Ayrshire Council of 1 May 2025 had been suspended by the previous Provost during consideration of this item, therefore, this matter required to be completed;
- (2) that Standing Orders No. 28.1 and 28.3 required that any decision to remove the Deputy Leader from the post "required a majority of the Councillors present and voting thereon to do so" and that an Amendment had been proposed and seconded which had been the direct negative, namely not to remove the Deputy Leader, Councillor Bob Pollock;
- (3) that a vote had been taken on the proposed and seconded Motion and Amendment to establish whether the Deputy Leader was to be removed leaving a vacancy to be filled; and that the Council's decision had been to remove Councillor Pollock as Deputy Leader leaving a vacancy and that, in accordance with Standing Order No. 28.1 and the Motion which had been proposed by Councillor Kenneth Bell and seconded by Councillor Ian Davis, Members were therefore now required to take a vote on the recommendation to appoint Councillor Connolly; and
- (4) that Provost had previously agreed that a roll-call vote be undertaken on this matter, therefore, each Member should confirm if they were for or against the appointment of Councillor Connolly as Deputy Leader or abstaining.

The Chief Governance Officer then called the roll For or Against the Motion as follows:

Mary Kilpatrick	For
Kenneth Bell	For
Laura Brennan-Whitefield	Against
Iain Campbell	For
Ian Cavana	Against
Alec Clark	For
Ian Cochrane	Against
Brian Connolly	For
Chris Cullen	For
Ian Davis	For
Julie Dettbarn	Against
Mark Dixon	For
Martin Dowe	For
Stephen Ferry	Against
William Grant	For
Hugh Hunter	For
Martin Kilbride	For
Alan Lamont	For
Lee Lyons	For
Craig Mackay	Against
Brian McGinley	Against
Cameron Ramsay	Against
Philip Saxton	Against
Gavin Scott	For
Bob Shields	For
Duncan Townson	Against
George Weir	Against

Eleven Members voted against the Motion and sixteen Members voted for the Motion, therefore, the Council

Decided:

- (a) to agree that Councillor Brian Connolly be agreed as Depute Leader of South Ayrshire Council; and
- (b) to request that officers make the required amendments to the list of Panels to reflect this change.

4. Representation on Working Groups

There was submitted a report (issued) of 22 April 2025 by the Chief Governance Officer seeking approval to make alterations to the membership of Working Groups.

The Chief Governance Officer introduced the report.

Councillor Hugh Hunter, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

The Council, having thanked Councillor Clark for his work on the Community Planning Board and having considered any other amendments which might be required to membership of Working Groups

Decided: to agree by 19 votes to 8, the request by the Independent Members that Councillor Mark Dixon replace Councillor Alec Clark on the Community Planning Board.

5. Common Good Funds: Finance, Governance and Property Review

There was submitted a report (issued) of 22 April 2025 by the Director of Housing, Operations and Development seeking approval of proposed changes to South Ayrshire Council management of Common Good Funds.

The Assistant Director – Planning and Development introduced the report and advised

- (1) that the report set out the background of the pressures on the Common Good Fund and reserves in recent years and outlined line by line the review undertaken and identified the modest opportunities for income growth, previously identified and progressed through Cabinet decisions;
- (2) that, with the limitations on the charging levels and lack of surplus land and premises, a different transactional relationship between the Council and Common Good was required;
- (3) that the report set out the new transactional arrangement with reviewed management arrangements being recommended (as outlined in Appendix 5 to the report) with the most effective of these changes being a move to rental agreements between the Council and Common Good to being on a full insurance and repairing basis;

- (4) that it was also proposed that a review of ground maintenance charges be undertaken to reflect the cost of providing these services and that a report would be brought before Members in due course on this matter with a further report on the financial impact of these proposals being submitted in November 2025; and that a further report on the review of Common Good in relation to car parks would also be submitted; and
- (5) that this project had been a massive undertaking and that she would like to thank the officers involved for their work on this matter.

Councillor Ian Davis, seconded by Councillor Martin Kilbride, moved the recommendations as outlined in the report.

Comments were made and questions raised by Members in relation to:

- (a) Common Good being a very sensitive issue with a lot of rules and that it was important to get it right; that the Common Good Fund required a review to ensure long-term financial sustainability; that the Ayr Common Good Capital Reserves had depleted for more than a decade which could not be ignored; and that the recommendations within the report were the most sensible way forward, however, this came at a cost;
- (b) noting the Council's policy was to maximise income to maintain financial stability, particularly of Ayr Common Good Fund; and could assurances be provided that the policy regarding maximising income to maintain stability of Ayr Common Good would be reflected in future remuneration paid by the Council to the Common Good Fund for the use of Common Good land; and the Service Lead – Asset Management and Community Asset Transfer advised that independent valuations were carried out for major events and that the Council charged itself to the Common Good Fund for any Council events on the Low Green; and that the aim was to maximise income at all times;
- (c) that, as Common Good funds required to pay the Council for cutting the grass on the seafront areas, there was a case to be made that the Council was renting the seafronts from the Common Good and using it for the good of South Ayrshire, therefore, it should be considered when the report was submitted regarding grounds maintenance that there be a full repairing and maintenance lease to the Council for the seafront grassed areas. The Service Lead – Asset Management and Community Asset Transfer advised that this had not been considered as part of the report as officers had merely been instructed to review the ground maintenance costs as these had not been reviewed for some time. The Member further advised that, as these areas were of use to the whole of South Ayrshire, it was not unreasonable to examine the seafront areas being leased to the Council and the Common Good funds to receive income for this; and the Service Lead – Corporate Accounting advised that he could examine this from a financial point of view, however, there were legal requirements that would also require to be examined and he would discuss this with colleagues in the Legal Department; and
- (d) that the register of Common Good properties was to be welcomed; that this report did not solve all Common Good issues, however, it shone a spotlight on the Common Good Funds and it was hoped that this was the first of many reports until the funds were restored to doing a lot of good for the area.

The Council, having thanked the officers involved for their work on this matter,

Decided:

- (i) to note the long-term financial position of the Common Good Fund as set out in Appendix 1;
- (ii) to note the options available for managing the Common Good Fund as set out in Appendix 2;
- (iii) to note the heritable property assets (land, buildings, and structures) held in the Ayr Common Good, Prestwick Common Good, Troon Common Good, and Girvan Common Good Funds as per Appendix 3, and agree that further work would be undertaken to review the potential for car park charges for Common Good car parks and charging of events on Common Good land with a report coming back to Council in October 2025;
- (iv) to note the existing 'Management of Common Good Statement of Objectives, Management Principles and Governance Arrangements' set out in Appendix 4 and approve the 'Revised Management of Common Good Funds: Statement of Objectives, Management Principles and Governance Arrangements' outlined in Appendix 5 and the transition of all management agreements to Full Repairing and Insuring (FRI) terms for all Common Good properties;
- (v) to agree that property costs previously funded by Common Good Funds for properties used by the Council should be borne by the Council's General Fund on the basis of FRI terms, to be factored into future budget considerations;
- (vi) to agree that these arrangements should be introduced from 1 October 2025 and would be reviewed operationally and financially every three years and reported to Council accordingly; and
- (vii) to note the financial impact of these new arrangements in 2025-26 would be reported as part of the Budget Monitoring arrangements for Common Good and the Council during 2025-26.

6. Appointments to Panel.

The Chief Governance Officer advised that an omission had been made and a decision had not been taken on the second recommendation in the report at Item 3 above of this Minute moved by Councillor Kenneth Bell and seconded by Councillor Ian Davis, namely

- to note the request for the change in the representative intimated by the Conservative Group and Independent Members on Cabinet, that Councillor Lee Lyons be replaced by Councillor Mark Dixon on the South Ayrshire Integration Joint Board.

The Chief Governance Officer, having conducted a roll-call vote for the previous recommendation in this report then called the roll For or Against the Motion for the second recommendation as follows:

Mary Kilpatrick	For
Kenneth Bell	For
Laura Brennan-Whitefield	Against
Iain Campbell	For
Ian Cavana	Against
Alec Clark	For
Ian Cochrane	Against
Brian Connolly	For
Chris Cullen	For
Ian Davis	For
Julie Dettbarn	Against
Mark Dixon	For
Martin Dowe	For
Stephen Ferry	Against
William Grant	For
Hugh Hunter	For
Martin Kilbride	For
Alan Lamont	For
Lee Lyons	For
Craig Mackay	Against
Brian McGinley	Against
Cameron Ramsay	Against
Philip Saxton	Against
Gavin Scott	For
Bob Shields	For
Duncan Townson	Against
George Weir	Against

Eleven Members against the Motion and sixteen Members voted for the Motion, therefore, the Council, having considered any other amendments which might be required to membership of Panels

Decided:

- (1) to note the request for the change in the representative intimated by the Conservative Group and Independent Members on Cabinet that Councillor Mark Dixon replace Councillor Lee Lyons on the South Ayrshire Integration Joint Board; and
- (2) to request that officers make the required amendments to the list of Panels to reflect these changes.

Councillor Mark Dixon left the meeting at this point.

Exclusion of press and public.

Councillor Brian Connolly, seconded by Councillor Iain Campbell, moved that the remaining items of business on the agenda be considered in private; and following a vote, the Council

Decided: to agree to consider the following items of business in private.

The Council 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 1 and 9 of Part 1 of Schedule 7A of the Act.

7. Redevelopment of Y

There was submitted a report (Members only) of 25 April 2025 providing an update on the early work undertaken on the Burns Statue Square Project and seeking approval for the next steps.

The Assistant Director – Planning and Development introduced the report.

Councillor Bob Shields, seconded by Councillor Martin Kilbride, moved the recommendations as outlined in the report.

Following a full discussion and questions responded to by the Assistant Director – Planning and Development and the Service Lead – Special Property Projects, the Council

Decided:

- (1) to note the finalised traffic modelling for the proposed reconfiguration of roads through and around Burns Statue Square as set out in Appendix 1A;
- (2) to note the outline design proposals for the project by Ironside Farrar as set out in Appendix 2;
- (3) to note the approval of the realigned Levelling Up Fund (LUF) funding from the UK Government of £16M to cover the cost of the project;
- (4) to agree that, on the basis of 2.1.1 and 2.1.2 of the report, the project should progress to appointment of a main contractor and design team by Ayrshire Roads Alliance to carry out the design and construction of the project, with a further report to Cabinet prior to entering into the construction contract;
- (5) to agree that officers commence early public consultation on the traffic changes and concept design and agree that the finalised design would be subject of further public consultation; and
- (6) to note that a further report would be submitted to Council in October to approve the construction stage of the contract, following detailed design and outcome of public consultation.

8. **Review of Management Structure**

There was submitted a report (Members only) of 29 April 2025 outlining proposals for a revised Chief Officer structure.

The Chief Executive introduced the report.

Councillor William Grant, seconded by Councillor Brian Connolly, moved the recommendations as outlined in the report.

Following a full discussion and questions responded to by the Chief Executive and the Chief Governance Officer, including a request that an update report be submitted to South Ayrshire Council in one year, the Council

Decided: to approve the revised staffing and structural arrangements in respect of Chief Officers, namely:

- (1) to approve the change of post to Director of Education;
- (2) to approve the transfer of the Corporate Policy, Strategy and Performance service under the direct leadership of the Chief Executive;
- (3) to approve the arrangements for rotation of Deputy Chief Executive responsibilities; and
- (4) that an update report on the rotation arrangements be submitted to a meeting of South Ayrshire Council in twelve months time.

9. **Investigation**

The Chief Executive advised that, following the meeting of South Ayrshire Council of 1 May 2025 when the meeting had been suspended due to the use of inappropriate language by a Member, an investigation had been carried out and Councillor Scott who had used this language had apologised to the Member to whom the profanity had been directed and provided an unreserved apology to the Chief Executive and to all those who had joined the meeting. The Chief Executive confirmed he would arrange to have the apology published on the Council website; and that would conclude the matter for the Council.

Councillor Scott then thanked all Members for accepting his apology and outlined that he looked forward to working with all Members and Officers going forward.

10. **Consideration of Disclosure of the above Confidential Reports.**

The Council

Decided: to authorise the disclosure of this report under Standing Order 32.4 subject to the required redactions for GDPR issues:

- Redevelopment of Y

The Council

Decided: to authorise the disclosure of this report under Standing Order 32.4 subject to the required redactions for GDPR issues:

- Review of Management Structure

Depute Provost

Provost thanked everyone in attendance for their contribution.

The meeting ended at 11.10 a.m.

SOUTH AYRSHIRE COUNCIL (SPECIAL)

Minutes of a hybrid webcast meeting
on 20 May 2025 at 10.00 a.m.

Present in County Buildings: Councillors Iain Campbell (Provost), Kenneth Bell, Laura Brennan-Whitefield, Ian Cavana, Alec Clark, Brian Connolly, Ian Davis, Julie Dettbarn, Mark Dixon, Stephen Ferry, William Grant, Hugh Hunter, Martin Kilbride, Mary Kilpatrick, Alan Lamont, Brian McGinley, Bob Pollock, Cameron Ramsay, Philip Saxton, Gavin Scott, Bob Shields, Duncan Townson; and George Weir.

Present Remotely: Councillors Ian Cochrane, Chris Cullen, Martin Dowey, Lee Lyons and Craig Mackay.

Attending in County Buildings: M. Newall, Chief Executive; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; L. McRoberts, Depute Chief Executive and Director of Education; J. Bradley, Director of Strategic Change and Communities; K. Braidwood, Director of Housing, Operations and Development; J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; J. Chapman, Committee Services Officer; and C. McCallum, Clerical Assistant.

Attending Remotely: T. Eltringham, Director of Health and Social Care; M. Inglis, Head of Children's Health, Care and Justice Services; and C. McGhee, Chief Internal Auditor.

1. Depute Provost.

The Depute Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live;
- (2) intimated that no apologies had been received; and
- (3) advised that, in terms of Standing Order no. 13.1(2), she had agreed that, should there be a subsequent vacancy in the position of Depute Leader following the appointment of the Leader, this matter should be considered at this meeting, as this was a matter of urgency.

2. Sederunt and Declarations of Interest.

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

3. Appointment of Provost and Leader

There was submitted a [report](#) (issued) of 13 May 2025 by the Chief Governance Officer advising of the intimation of resignation by the Provost and the Leader from their appointed posts and inviting the Council to nominate and appoint replacement Members as Provost and Leader of the Council; and requesting officers to make appropriate changes to Elected Member remuneration.

The Chief Governance Officer introduced the report and advised that the posts of Provost and Leader required to be filled as soon as possible as these were key posts; and that a report seeking approval of any consequential vacancies would be considered at a Special Meeting of South Ayrshire Council of 23 May 2025.

Following a question from a Member, the Chief Governance Officer advised that nominations for Provost would be sought first and then for Leader of the Council.

Appointment of Provost

The Depute Provost invited nominations for the appointment of Provost of South Ayrshire Council.

Councillor Julie Dettbarn, seconded by Councillor Duncan Townson, moved that Councillor Ian Cavana be appointed Provost. Councillor Townson then spoke in support of Councillor Cavana.

By way of Amendment, Councillor Brian Connolly, seconded by Councillor Hugh Hunter, moved that Councillor Iain Campbell be appointed Provost. Councillor Hunter then spoke in support of Councillor Campbell.

Comments were made and questions raised by Members in relation to:

- (1) the former Provost resigning very publicly at the meeting of South Ayrshire Council of 1 May 2025 describing the Administration at that time in less than complimentary language and he was now being proposed as Provost again;
- (2) this being one of the most important decisions Members would ever take as the reputation of the Council was at stake; that Members should place their vote as a matter of principle and conscience; that the reputation of the Council was not good at present and there was an opportunity to rectify this; that this appointment was not about allegiances, the Provost was an all-Council post; and that this was an opportunity to send a message to the people of South Ayrshire that this Council was putting the people first;
- (3) the current Administration being on its knees, that the morale of staff was at its lowest and the general public were disgusted at the behaviour of some of the Members of the Administration; emails being received from disgruntled members of the public; outlining that Members should be mindful that they represented the people of South Ayrshire; and requesting that Members consider a change of Administration;
- (4) Councillor Cavana having a good record and had integrity, however, Councillor Campbell had done an excellent job as Provost over the past three years; and that Councillor Campbell had been under significant pressure at the meeting of 1 May 2025; and
- (5) requesting that Councillor Campbell explain what had changed in his position in the past three weeks since his public resignation for him to put himself forward as Provost again; and Councillor Campbell advised that he had now declared himself as an Independent Councillor and was at arms length from where he stood on 1 May 2025; that over the previous two weeks he had been approached by Members of the Administration and the Opposition urging him to stand as Provost and that, if Members were happy to nominate him, he was happy to carry out the role; and that, should he be re-elected as Provost, he hoped to carry this out as a non-political role and hoped that all Members could join together to do the best for the people of South Ayrshire.

Following a request for a roll-call vote, the Chief Governance Officer called the roll in terms of Standing Order No. 24.1, for the Motion or Amendment as follows:

Kenneth Bell	Amendment
Laura Brennan-Whitefield	Motion
Ian Campbell	Amendment
Ian Cavana	Motion
Alec Clark	Amendment
Ian Cochrane	Motion
Brian Connolly	Amendment
Chris Cullen	Amendment
Ian Davis	Amendment
Julie Dettbarn	Motion
Mark Dixon	Amendment
Martin Dowey	Amendment
Stephen Ferry	Motion
William Grant	Amendment
Hugh Hunter	Amendment
Martin Kilbride	Amendment
Mary Kilpatrick	Amendment
Alan Lamont	Amendment
Lee Lyons	Amendment
Craig Mackay	Motion
Brian McGinley	Motion
Bob Pollock	Motion
Cameron Ramsay	Motion
Philip Saxton	Motion
Gavin Scott	Amendment
Bob Shields	Amendment
Duncan Townson	Motion
George Weir	Motion

Sixteen Members voted for the Amendment and twelve Members voted for the Motion which was accordingly declared carried, therefore, the Council

Decided: to appoint Councillor Iain Campbell as Provost.

Provost Campbell then took the Chair.

Adjournment

The time being 10.20 a.m., the Council adjourned for five minutes.

Resumption of Meeting

The Council resumed at 10.25 a.m.

Acceptance of Office as Provost.

Councillor Campbell thanked Members for re-electing him as Provost.

Appointment of Leader

Provost invited nominations for the appointment of Leader of South Ayrshire Council.

Councillor William Grant, seconded by Councillor Bob Shields, moved that Councillor Brian Connolly be appointed Leader of South Ayrshire Council.

By way of Amendment, Councillor Duncan Townson, seconded by Councillor George Weir, moved that Councillor Julie Dettbarn be appointed Leader of South Ayrshire Council.

Comments were made and questions raised by Members in relation to:

- (1) should the Council not vote for change today, it was showing the public that there were no consequences to bringing the Council into disrepute; that Members were public servants who had been given the authority to guide this Council in the best direction for the residents of South Ayrshire and to secure its future for future Members; should the Council not vote for change today, it would be the continuation of what had come before and that there was the opportunity to restore the reputation of the Council with a single vote and rebuild the damaged reputation of the Council for Members in attendance and for those who followed them;
- (2) the position of Leader being an important one and it was important that the people of South Ayrshire realised that the Council was serious about representing them in a different way; that it was not credible to continue to support the previous Administration in any shape or form as it was clear it was the same Administration with Members in different positions with the same loyalties; and that Members should vote for change as the Council required stability;
- (3) over the previous year incidents had taken place that had gone beyond petty political bickering and were nothing short of an unedifying spectacle to watch chairs being rearranged and the same Members remaining within the Administration with different titles hoping the public would not notice; that the public had voted all Members in to Council and deserved better; and that it was hoped that better days were ahead for this Council moving ahead and a more conducive working environment for Members and Senior Officers;
- (4) should the same Members remain in the Administration the public would notice; that recent events had been very unsavoury; and that a roll call vote was requested to enable the public to see who was supporting the Administration;
- (5) the Administration had been brought into utter disrepute with the public by the actions of the former Leader and those who had supported him; that with regards to integrity, this proposed Administration was purported to be an Independent Administration, however, it was anything but Independent as the Provost, Depute Provost and Councillor Scott had all resigned from the Conservative Party to become Independent Councillors, however, they continued to vote with the Administration; and that certain Members were not facing up to the consequences of what they were doing and effect the changes desperately required;
- (6) in electing the new Leader, what looked better to the people of South Ayrshire, in this case, was better for the people of South Ayrshire;

- (7) certain members of the Council had brought the Council into disrepute; and that all Members could only work together to a certain extent, an opposition was always required in politics;
- (8) speaking in favour of Councillor Connolly being elected as Leader of the Council;
- (9) Councillor Connolly's integrity never being in question, however, should he be appointed Leader, his Administration colleagues were a concern;
- (10) the very lengthy debate for these appointments; supporting Councillor Connolly's nomination, however, all Members should work together in whatever position; that there were some Councillors in the Administration who had carried out good work but not all of them; and
- (11) as the Leader had a big responsibility in setting the tone and culture of the organisation, had any of the Members supporting him been promised positions to vote for him. Provost ruled this was not an appropriate question.

Following a request for a roll-call vote, the Chief Governance Officer called the roll in terms of Standing Order No. 24.1, for the Motion or Amendment as follows:

Kenneth Bell	Motion
Laura Brennan-Whitefield	Amendment
Ian Campbell	Motion
Ian Cavana	Amendment
Alec Clark	Motion
Ian Cochrane	Amendment
Brian Connolly	Motion
Chris Cullen	Motion
Ian Davis	Motion
Julie Dettbarn	Amendment
Mark Dixon	Motion
Martin Dowey	Motion
Stephen Ferry	Amendment
William Grant	Motion
Hugh Hunter	Motion
Martin Kilbride	Motion
Mary Kilpatrick	Motion
Alan Lamont	Motion
Lee Lyons	Motion
Craig Mackay	Amendment
Brian McGinley	Amendment
Bob Pollock	Amendment
Cameron Ramsay	Amendment
Philip Saxton	Amendment
Gavin Scott	Motion
Bob Shields	Motion
Duncan Townson	Amendment
George Weir	Amendment

Twelve Members voted for the Amendment and sixteen Members voted for the Motion. The Motion was accordingly declared carried, therefore, the Council

Decided: to appoint Councillor Brian Connolly as Leader of the Council.

Provost congratulated Councillor Connolly on his appointment.

Appointment of Depute Leader

Provost invited nominations for the appointment of Depute Leader of South Ayrshire Council.

Councillor Hugh Hunter, seconded by Councillor Bob Shields, moved that Councillor Alec Clark be appointed Depute Leader of South Ayrshire Council.

By way of Amendment, Councillor Julie Dettbarn, seconded by Councillor Ian Cavana, moved that Councillor Duncan Townson be appointed Depute Leader of South Ayrshire Council.

Following a request for a roll-call vote, the Chief Governance Officer called the roll in terms of Standing Order No. 24.1, for the Motion or Amendment as follows:

Kenneth Bell	Motion
Laura Brennan-Whitefield	Amendment
Ian Campbell	Motion
Ian Cavana	Amendment
Alec Clark	Motion
Ian Cochrane	Amendment
Brian Connolly	Motion
Chris Cullen	Motion
Ian Davis	Motion
Julie Dettbarn	Amendment
Mark Dixon	Motion
Martin Dowey	Motion
Stephen Ferry	Amendment
William Grant	Motion
Hugh Hunter	Motion
Martin Kilbride	Motion
Mary Kilpatrick	Motion
Alan Lamont	Motion
Lee Lyons	Motion
Craig Mackay	Amendment
Brian McGinley	Amendment
Bob Pollock	Amendment
Cameron Ramsay	Amendment
Philip Saxton	Amendment
Gavin Scott	Abstain
Bob Shields	Motion
Duncan Townson	Amendment
George Weir	Amendment

Twelve Members voted for the Amendment, fifteen Members voted for the Motion and one Member abstained. The Motion was accordingly declared carried, therefore, the Council

Decided: to appoint Councillor Alec Clark as Depute Leader of the Council.

Provost congratulated Councillor Clark on his appointment.

The meeting ended at 10.50 a.m.

SOUTH AYRSHIRE COUNCIL (SPECIAL)

Minutes of a hybrid webcast meeting
on 23 May 2025 at 10.00 a.m.

Present in County Buildings: Councillors Iain Campbell (Provost), Laura Brennan-Whitefield, Ian Cavana, Alec Clark, Brian Connolly, Ian Davis, Julie Dettbarn, Mark Dixon, Stephen Ferry, William Grant, Hugh Hunter, Martin Kilbride, Mary Kilpatrick, Alan Lamont, Brian McGinley, Bob Pollock, Cameron Ramsay, Philip Saxton, Gavin Scott and Bob Shields.

Present Remotely: Councillors Ian Cochrane, Chris Cullen, Martin Dowey, Lee Lyons, Craig Mackay and Duncan Townson

Apologies: Councillors Kenneth Bell and George Weir.

Attending in County Buildings: M. Newall, Chief Executive; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; J. Bradley, Director of Strategic Change and Communities; K. Braidwood, Director of Housing, Operations and Development; J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; and C. McCallum, Clerical Assistant.

1. Provost.

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live; and
- (2) intimated that apologies had been received from Councillors Bell and Weir.

2. Sederunt and Declarations of Interest.

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

3. Appointments to Panel and Representation on Outside Bodies, Working Groups and COSLA.

There was submitted a [report](#) (issued) of 22 May 2025 by the Chief Executive seeking approval to make alterations to the membership of Panels, Outside Bodies, Working Groups and COSLA.

The Chief Governance Officer introduced the report and advised that, following the appointment of Councillor Iain Campbell as Provost and Councillor Brian Connolly as Leader, this necessitated changes to the Panels, Outside Bodies, Working Groups and COSLA.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

Comments were made and questions raised by Members in relation to:

- (1) congratulating Councillor Connolly on his appointment as Leader and wishing him well in his efforts to take South Ayrshire forward in a positive direction focussing on the priorities of the Council Plan and on the priorities of the people of South Ayrshire, however, insisting on an immediate stop to the culture of bullying and intimidating behaviour which had been prevalent within the Council over the past few years of the previous administration; outlining that Portfolio Holders were not Directors of Departments as the Council employed highly skilled and qualified professionals as Directors but were in place for political and strategic guidance and to enable, support and empower Officers, to create a space for them to do their job and that it was hoped that all Members agreed on this going forward; that a Shadow Administration was being formed with twelve Members from outwith the Administration and that Shadow Portfolio Holders would be appointed with guidance from the Chief Governance Officer; and that they welcomed Councillor Saxton being reinstated as Chair of the Service and Partnerships Performance Panel and were heartened to note that Councillor Connolly would now be joining the Community Planning Partnership Board;
- (2) the Council having been in turbulent waters over the past year or so and there still being work to do, however, it was time to draw a line under what had gone before and move on; that Portfolio Holders under the new Leader required to show up to meetings, show their integrity and provide the direction and substance that had been lacking recently; that there were no significant changes to the Panel structure as the Leader was limited in the changes he could implement as the former Administration was obviously supporting him; that it had been outlined that this would be a new Independent Administration, however, some Conservative Members had retained their positions on Cabinet; that officers would not get 100% comfort from the proposed changes as they were seeking a complete change in direction to carry out their job without interference from Members; and that Councillor Connolly would bring his own leadership style to the Council and the opposition supported him in this, however, they would also be holding him to account;
- (3) whether Councillor Connolly would be offering two places on Cabinet in non-Portfolio roles but with voting rights to the opposition members; and Councillor Connolly advised that, following the Council meeting of 20 May 2025 when he had been appointed Leader, he had met with the Leaders of the SNP and Labour Groups and advised them that this offer was on the table;
- (4) whether the Leader was proposing to have a wider restructure of the Administration as a number of the Portfolios were not delivering the value for money that they could; and that there were now nine Portfolio Holders which had led to the maximum number of paying positions of Members; and the Chief Executive advised that he had met with the Leader to discuss opportunities for examining the Portfolio structure and that those conversations would continue and a report would be submitted to a future Council meeting for consideration;
- (5) whether a review of attendance of Members at meetings could be carried out; and the Chief Executive advised that he would liaise with colleagues to ascertain if this could be carried out and brought back to Council;
- (6) whether any of the Ayrshire Growth Deal Projects within Councillor Cullen's portfolio under the previous administration had come to fruition; and the Chief Executive advised that he would liaise with colleagues and respond in writing on this matter;

Point of Order

Following further comments regarding Councillor Cullen, Councillor Hunter raised a Point of Order that that he was unhappy regarding these slurs on Councillor Cullen. Provost advised that, as these comments were personal, they should cease as it was unfair to criticise a fellow Councillor in an open forum. The Chief Governance Officer further advised that, as many of these reports referred to would have been exempt papers, should any Member have a series of questions they wished responses to, these should be intimated to her in advance of the meeting to allow officers to prepare so they were able to do so. If officers were not given prior notice of these questions, responses would be provided in writing. The Member then advised that he had merely wished to raise his concerns regarding the appointment of Councillor Cullen as a Portfolio Holder.

- (7) whether the questions raised at (5) and (6) above would be responded to by the Chief Executive at the next meeting of South Ayrshire Council; and the Chief Governance Officer advised that responses would be provided prior to the next Council meeting;
- (8) a Portfolio Holder earning £7,657 more than a basic Councillor;
- (9) an investigation by the Standards Commission; and the Chief Governance Officer advised that any investigation was confidential and questions on these matters should not be raised in this Chamber; that any allegations would be examined by the appropriate body and any findings then submitted to the Investigating arm of the Standards Commission and if they, in consultation with the Standards Commission, decided to proceed it became a public matter, however, every Councillor was entitled to confidentiality in these processes. Provost further advised that he was very disappointed that a question on this matter had been raised in an open forum;
- (10) welcoming the creation of Shadow Portfolio Holders as this had worked well in the past, and noting that any joint briefings minimised officer time and kept all Members informed; and
- (11) that the opposition members were looking forward to working with the new administration; confirming that Councillor Philip Saxton would be the Labour Group's nomination as the Chair of Service and Partnerships Performance Panel; that having members of the opposition as Chairs of the Scrutiny Panels was welcomed; and requesting that Councillor Connolly examine the membership of the Regulatory Panel and make appropriate amendments.

Having heard various Members congratulate Councillor Connolly on his appointment as Leader of the Council, Councillor Connolly thanked everyone for their kind words; advised that he welcomed and encouraged scrutiny; that he was encouraged by his discussions with the SNP and Labour Group Leaders for the future of the Council; and outlined that there were lots of developments presently within the Council which should be promoted.

Point of Order

Councillor Ian Cavana raised a Point of Order regarding whether the Council was voting on all recommendations within the report or on each recommendation separately; and the Chief Governance Officer advised that the vote would be on the whole report.

The Council

Decided: by 15 votes to 11,

- (i) to approve the amendments outlined at 4.1 of the report, namely
 - (A) Cabinet
 - (I) that Councillor Chris Cullen replace Councillor Bob Pollock as the Portfolio Holder for Economic Development;
 - (II) that Councillor Mark Dixon replace Councillor Brian Connolly as the Portfolio Holder for Sport and Leisure; and
 - (III) that Councillor Brian Connolly, as Leader of the Council, become the Portfolio Holder for Corporate and Strategic;
 - (B) Service and Partnerships Performance Panel
 - (I) that the Chair of the Service and Partnerships Performance Panel be a Labour Group Member following the resignation of Councillor Chris Cullen as Chair; and
 - (II) the resignation of Councillor Mark Dixon from the Service and Partnerships Performance Panel;
 - (C) Audit and Governance Panel
 - (I) the resignation of Councillor Chris Cullen from the Audit and Governance Panel; and
 - (D) Chief Officers' Appointments/Appraisal Panel
 - (I) that Councillors Brian Connolly and Alec Clark, as Leader and Depute Leader of the Council, become members of the Chief Officers' Appointments/ Appraisal Panel;
- (ii) to request that the Labour Group Leader confirm the appointment of the Chair to the Service and Partnerships Performance Panel as outlined in 4.2 of the report (confirmed as Councillor Philip Saxton);
- (iii) to request that the Independents confirm the appointments to the Service and Partnerships Performance Panel and to the Audit and Governance Panel outlined in 4.3 of the report (confirmed following the meeting as Councillor Stephen Ferry and Councillor Bob Pollock respectively)
- (iv) to request that the Conservative Group Leader confirms the appointment to the Chief Officers' Appointments/Appraisal Panel outlined in 4.4 of the report (confirmed following the meeting as Councillor Kenneth Bell); and
- (v) to agree the changes to the representatives appointed to the Outside Bodies, Working Groups and COSLA outlined in [Appendix 1](#).

The meeting ended at 10.35 a.m.

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Appointments to Convention of Scottish Local Authorities

1. Purpose

- 1.1 The purpose of this report is to seek the Council's approval to make alterations to the list of representatives on the Convention of Scottish Local Authorities (COSLA).

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes the change in the representative nominated by members of the Administration identified in para 4.1 as the Council's representative on the COSLA Environment and Economy Policy Board;**
- 2.1.2 requests that the Conservative Group Leader confirms the appointment as Conservative representative to the Convention of Scottish Local Authorities identified in para 4.2; and**
- 2.1.3 considers any other amendments which might be required to COSLA representation.**

3. Background

- 3.1 The Council is currently represented on COSLA's Convention and has four places, with a named substitute for each member. The COSLA Constitution **requires** that delegations reflect the balance of party political representation within the Council.
- 3.2 At a special meeting on 23 May 2025, the Council agreed that Councillor Brian Connolly, as Leader of the Council, be appointed to the Convention of Scottish Local Authorities, and Councillor Alec Clark be appointed as substitute.

4. Proposals

- 4.1 Members of the Administration have requested that Councillor Chris Cullen replaces Councillor Bob Pollock as the Council's representative on the COSLA Environment and Economy Policy Board.
- 4.2 The Conservative Group Leader is requested to confirm to the Chief Executive the Conservative representative (currently vacant) on the Convention of Scottish Local Authorities.

- 4.3 Members may wish to consider any other amendments which might be required to representation on COSLA.

5. Legal and Procurement Implications

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

6. Financial Implications

- 6.1 Minimal costs for attending meetings, etc, can be met from existing budget.

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 will result in the Council not being represented on COSLA.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment as they relate to governance matters.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to enabling services through the delivery of sound decision making and governance.

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

- 13.1 Not applicable.

14. Results of Consultation

- 14.1 There has been no consultation on the contents of this report.
- 14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, 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 Chief Governance Officer 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 Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Notify COSLA of the change of representation on Convention/ Policy Boards	4 July 2025	Service Lead – Democratic Governance

Background Papers **Report to South Ayrshire Council (Special) of 23 May 2025 - [Appointments to Panel and Representation on Outside Bodies, Working Groups and COSLA](#)**

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

Date: **19 June 2025**

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Appointments to Panel

1. Purpose

- 1.1 The purpose of this report is to make alterations to the list of Panels.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes the change in the representative nominated by members of the Administration identified in para 4.2;**
- 2.1.2 notes the change in the representative nominated by the Labour Group identified in para 4.4 as the Labour member of the Chief Officers' Appointments/ Appraisal Panel;**
- 2.1.3 appoints a new member to the South Ayrshire Integration Joint Board;**
- 2.1.4 requests that officers make the required amendments to the list of Panels to reflect these changes; and**
- 2.1.5 considers any other amendments which might be required to membership of Panels.**

3. Background

- 3.1 In terms of para 11.2 of the Council's Scheme of Delegation, the selection and de-selection of Councillors and officers to serve on and/ or to represent the Council on Joint Committees, Joint Boards and other external bodies and organisations is reserved to Council.

4. Proposals

Ayrshire Shared Services Joint Committee

- 4.1 At its meeting on 1 March 2023, the Council approved the appointment of Councillor Bob Pollock as the Conservative member of the Ayrshire Shared Services Joint Committee.

4.2 Members of the Administration have requested that the Council notes and approves the following change:

- Councillor Martin Kilbride replaces Councillor Bob Pollock.

Chief Officers' Appointments/ Appraisal Panel

4.3 At a special meeting on 26 May 2022, the Council approved the membership of the Chief Officers' Appointments/ Appraisal Panel (with the Labour member subsequently agreed as Councillor Philip Saxton).

4.4 The Labour Group has requested that the Council notes and approves the following change:

- Councillor Duncan Townson replaces Councillor Philip Saxton.

South Ayrshire Integration Joint Board

4.5 At its meeting on 14 May 2025, the Council noted the request for the change in the representative intimated by the Conservative Group and Independent Members on Cabinet that Councillor Mark Dixon replace Councillor Lee Lyons on the South Ayrshire Integration Joint Board.

4.6 Councillor Mark Dixon has intimated that he does not wish to take up the appointment as member of the South Ayrshire Integration Joint Board.

4.7 Members are therefore requested to appoint another member to the South Ayrshire Integration Joint Board.

4.8 Members may wish to consider any other amendments which might be required to membership of Panels.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with rejecting the recommendations.

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

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment as they relate to governance matters.

10. **Sustainable Development Implications**

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

11. **Options Appraisal**

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

12. **Link to Council Plan**

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

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

13.1 Not applicable.

14. **Results of Consultation**

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

14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, 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 Chief Governance Officer 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 Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Publish updated details of membership of Panels	4 July 2025	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

[South Ayrshire Council \(Special\) - 26 May 202 – Minutes](#) (Item 3, Page 4)

Report to South Ayrshire Council of 1 March 2023 –
[Appointments to Panels, Working Groups, Etc](#)

Report to South Ayrshire Council of 14 May 2025 –
[Appointments to Panel](#)

Person to Contact Catriona Caves, Chief Governance Officer
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Phone 01292 612556
E-mail catriona.caves@south-ayrshire.gov.uk

Date: 20 June 2025

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Representation on Outside Bodies

1. Purpose

- 1.1 The purpose of this report is to seek approval to make alterations to the list of Outside Bodies.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 approves the appointment of Councillors Kenneth Bell and William Grant, as Trustees of C K Marr Educational Trust (as Governors);**
- 2.1.2 requests that officers make the required amendments to the list of Outside Bodies to reflect these changes; and**
- 2.1.3 considers any other amendments which might be required to representation on Outside Bodies.**

3. Background

- 3.1 In terms of para 11.2 of the Council's Scheme of Delegation, the selection and de-selection of Councillors and officers to serve on and/ or to represent the Council on Joint Committees, Joint Boards and other external bodies and organisations is reserved to Council.

4. Proposals

C K Marr Educational Trust

- 4.1 At its meeting on 18 May 2017, the Council approved the appointment of Councillors Craig Mackay and Philip Saxton as Trustees of C K Marr Educational Trust (as Governors).
- 4.2 Under the constitution of the Trust, a Trustee may only serve for a maximum of two terms of four years, and then is not eligible for reappointment for another twelve months. Councillors Mackay and Saxton will have completed eight years as Trustees on 17 May 2025 and 31 May 2025, respectively, and, accordingly, require to be replaced as representatives of the Council on the Board. Members are, therefore, asked to approve the appointment of Councillors Kenneth Bell and William Grant, as Trustees.

- 4.3 Members may wish to consider any other amendments which might be required to representation on Outside Bodies.

5. Legal and Procurement Implications

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

6. Financial Implications

- 6.1 Not applicable.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

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

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment as they relate to governance matters.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

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

- 13.1 Not applicable.

14. Results of Consultation

- 14.1 There has been no consultation on the contents of this report.
- 14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Chief Governance Officer 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Publish updated details of representation on Outside Bodies	4 July 2025	Service Lead – Democratic Governance
Notification of appointments to all relevant external groups	4 July 2025	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

[South Ayrshire Council – 18 May 2017 – Minutes \(Item 13, Page 11\)](#)

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Date: 19 June 2025

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Representation on Working Groups, Etc

1. Purpose

- 1.1 The purpose of this report is to seek approval to make alterations to the membership of Working Groups.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes the change in the representative nominated by members of the Administration identified at 4.1 as a member of the Best Value Member/ Officer Working Group;**
- 2.1.2 requests that officers make the required amendments to the list of Working Groups to reflect this change; and**
- 2.1.3 considers any other amendments which might be required to membership of Working Groups.**

3. Background

- 3.1 The Council is currently represented on a number of external Working Groups and has previously agreed to the formation of a number of internal Member/ Officer Working Groups.
- 3.2 At a special meeting on 23 May 2025, the Council agreed that Councillor Brian Connolly, as Leader of the Council, be appointed to the Best Value Member/ Officer Working Group. (Councillor Connolly was already a member of the Working Group.)

4. Proposals

Best Value Member/ Officer Working Group

- 4.1 Members of the Administration have requested that the Council notes and approves the following change:
- Councillor Alec Clark is appointed as a member of the Best Value Member/ Officer Working Group.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment as they relate to governance matters.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

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

- 13.1 Not applicable.

14. Results of Consultation

- 14.1 There has been no consultation on the contents of this report.
- 14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, 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 Chief Governance Officer 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Publish details of membership of Working Groups	4 July 2025	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

Report to South Ayrshire Council (Special) of 23 May 2025 - [Appointments to Panel and Representation on Outside Bodies, Working Groups and COSLA](#)

Person to Contact Catriona Caves, Chief Governance Officer
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Phone 01292 612556
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Date: 19 June 2025

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Schedule of Meetings

1. Purpose

- 1.1 The purpose of this report is to submit for approval a proposed timetable of meetings from August 2026 to April 2027.

2. Recommendation

- 2.1 It is recommended that the Council approves the timetable of Council, Cabinet and Panel meetings from August 2026 to April 2027 as detailed in [Appendix 1](#).

3. Background

- 3.1 The Council is required to set a timetable of meetings for itself, Cabinet and Panels.
- 3.2 The next Local Government Election is scheduled to take place on 6 May 2027. The final Council meeting – for approval of minutes – will require to be scheduled by 20 April 2027.

4. Proposals

- 4.1 The Council is asked to consider for approval the proposed timetable of meetings contained in [Appendix 1](#). This has been prepared in accordance with:
- 4.1.1 the current Scheme of Delegation;
- 4.1.2 previous practice in relation to frequency of meetings, and taking account of school holidays where appropriate; and
- 4.1.3 the next Local Government Election scheduled to take place on 6 May 2027.

5. Legal and Procurement Implications

- 5.1 The contents of this report are in compliance with the provision of the Local Government (Scotland) Act 1973, as amended.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 Minimal costs for attending meetings, etc, can be met from existing budget.

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 In the absence of an approved timetable, the Council will be unable to undertake its business efficiently.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

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

- 13.1 Not applicable.

14. Results of Consultation

- 14.1 There has been no public consultation on the contents of this report.
- 14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, 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 Chief Governance Officer 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:

Implementation	Due date	Managed by
Publish the meeting timetable	4 July 2025	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

Person to Contact Catriona Caves, Chief Governance Officer
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Date: 18 June 2025

Proposed Schedule of Meetings

August 2026 to April 2027

Recess <i>Schools Close on Tuesday 30 June 2026 and re-open on Tuesday 18 August 2026 (in-service day) Wednesday 19 August 2026 (in-service day) Thursday 20 August 2026 (pupils return)</i>			
2026			
Week 1			
Thursday 20 August	10.00 am	Licensing Board	
Week 2			
Tuesday 25 August	10.00 am	Cabinet	
Wednesday 26 August	10.00 am	Service and Partnerships Performance Panel	
Thursday 27 August	10.00 am	Regulatory Panel – Licensing	
Week 3			
Tuesday 1 September	2.00 pm	Local Review Body	
Wednesday 2 September	10.00 am	Audit and Governance Panel	
Week 4			
Tuesday 8 September	10.00 am	Appeals Panel	
Wednesday 9 September	10.00 am	Regulatory Panel - Planning	
Thursday 10 September	10.00 am	South Ayrshire Council	
Week 5			
Tuesday 15 September	10.00 am	Service and Partnerships Performance Panel	
Thursday 17 September	10.00 am	Licensing Board	
<i>Friday 18 and Monday 21 September 2026 - Public Holidays (subject to confirmation of Ayr Gold Cup date)</i>			
Week 6			
Tuesday 22 September	10.00 am	Cabinet (Education)	
Thursday 24 September	10.00 am	Regulatory Panel – Licensing	
Week 7			
Tuesday 29 September	2.00 pm	Local Review Body	
Wednesday 30 September	10.00 am	Audit and Governance Panel	

2026			
Week 8			
Tuesday 6 October	10.00 am	Appeals Panel	
Thursday 8 October	10.00 am	Regulatory Panel - Planning	
<i>Recess - Schools Close on Friday 9 October 2026 and re-open on Monday 19 October 2026 (in-service day) and Tuesday 20 October 2026 (pupils)</i>			
Week 1			
Tuesday 20 October	10.00 am	Service and Partnerships Performance Panel	
Thursday 22 October	10.00 am	Licensing Board	
Week 2			
Tuesday 27 October	10.00 am	Cabinet	
Wednesday 28 October	10.00 am	Regulatory Panel - Licensing	
Thursday 29 October	10.00 am	South Ayrshire Council	
Week 3			
Tuesday 3 November	2.00 pm	Local Review Body	
Wednesday 4 November	10.00 am	Audit and Governance Panel	
Week 4			
Wednesday 11 November	10.00 am	Appeals Panel	
Thursday 12 November	10.00 am	Regulatory Panel - Planning	
Week 5			
Tuesday 17 November	10.00 am	Service and Partnerships Performance Panel	
Thursday 19 November	10.00 am	Licensing Board	
Week 6			
Tuesday 24 November	10.00 am	Cabinet (Education)	
Thursday 26 November	10.00 am	Regulatory Panel – Licensing	
Week 7			
Tuesday 1 December	2.00 pm	Local Review Body	
Wednesday 2 December	10.00 am	Audit and Governance Panel	
Week 8			
Tuesday 8 December	10.00 am	Licensing Board	
Wednesday 9 December	10.00 am	Regulatory Panel (Planning)	
Thursday 10 December	10.00 am	South Ayrshire Council	
<i>Recess - Schools Close on Tuesday 22 December 2025 and re-open on Tuesday 5 January 2027</i>			

2027			
Week 1			
Tuesday 12 January	10.00 am	Service and Partnerships Performance Panel	
Thursday 14 January	10.00 am	Licensing Board	
Week 2			
Tuesday 19 January	10.00 am	Cabinet	
Thursday 21 January	10.00 am	Regulatory Panel – Licensing	
Week 3			
Tuesday 26 January	2.00 pm	Local Review Body	
Wednesday 27 January	10.00 am	Audit and Governance Panel	
Week 4			
Tuesday 2 February	10.00 am	Appeals Panel	
Wednesday 3 February	10.00 am	Regulatory Panel - Planning	
Thursday 4 February	10.00 am	South Ayrshire Council	
Week 5			
Tuesday 9 February	10.00 am	Service and Partnerships Performance Panel	
Thursday 11 February	10.00 am	Licensing Board	
<i>Schools Close on Thursday 11 February 2027 and re-open on Tuesday 16 February 2027 (in-service day), Wednesday 17 February 2027 (pupils return)</i>			
Week 6			
Wednesday 17 February	10.00 am	Cabinet (Education)	
Thursday 18 February	10.00 am	Regulatory Panel - Licensing	
Week 7			
Tuesday 23 February	2.00 pm	Local Review Body	
Wednesday 24 February	10.00 am	Audit and Governance Panel	
Thursday 25 February	10.00 am	South Ayrshire Council (Budget Setting)	
Week 8			
Tuesday 2 March	10.00 am	Appeals Panel	
Thursday 4 March	10.00 am	Regulatory Panel - Planning	
Week 1			
Tuesday 9 March	10.00 am	Service and Partnerships Performance Panel	
Thursday 11 March	10.00 am	Licensing Board	

2027			
Week 2			
Tuesday 16 March	10.00 am	Cabinet	
Thursday 18 March	10.00 am	Regulatory Panel – Licensing	
Week 3			
Tuesday 23 March	2.00 pm	Local Review Body	
Wednesday 24 March	10.00 am	Audit and Governance Panel	
Thursday 25 March	10.00 am	South Ayrshire Council	
<i>Recess - Schools close on Thursday 25 March 2027 and re-open on Monday 12 April 2027</i>			
<i>Friday 26 March 2027 – Public Holiday</i> <i>Monday 29 March 2027 – Public Holiday</i>			
Week 4			
Wednesday 14 April	10.00 am	Appeals Panel	
Thursday 15 April	10.00 am	Regulatory Panel - Planning	
Week 5			
Tuesday 20 April	10.00 am	Service and Partnerships Performance Panel	
Thursday 22 April	10.00 am	Licensing Board	
Week 6			
Tuesday 27 April	10.00 am	Regulatory Panel - Licensing	
Wednesday 28 April	9.30 am	Licensing Board (for approval of minutes only)	
Wednesday 28 April	10.00 am	Regulatory Panel - Planning	
Wednesday 28 April	2.00 pm	Local Review Body	
Thursday 29 April	10.00 am	South Ayrshire Council (for approval of minutes only)	
Monday 3 May 2027 – Public Holiday			
Thursday 6 May 2027 - Local Government Election			

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: South Ayrshire Charitable Trust

1. Purpose

- 1.1 The purpose of this report is to provide an annual update on the South Ayrshire Charitable Trust and approve the Trust Business Plan for the 2025/26 financial year.

2. Recommendation

- 2.1 It is recommended that the Members as Trustees of South Ayrshire Charitable Trust:**

- 2.1.1 note the summary of grant and donation funding made by the trust during 2024/25 detailed in [Appendix 1](#); and**
- 2.1.2 approve the business plan for the running of the trust for the year 2025/26 detailed in [Appendix 2](#).**

3. Background

- 3.1 At the Council meeting of 18 December 2014, Members considered a report concerning the consolidation of sixteen charitable and seven non-charitable trusts into a new trust. The Members were trustees of these historic trusts which were administered by the Council. Members agreed to set up the South Ayrshire Charitable Trust, and to seek charitable status for that trust from the Office of the Scottish Charity Regulator (OSCR). At the Council meeting of 25 June 2015, Members were advised that the South Ayrshire Charitable Trust had been established and given charitable status by OSCR. The purposes of the South Ayrshire Charitable Trust are (a) the prevention and relief of poverty and (b) the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage.
- 3.2 Transfers of the sixteen charitable and seven non charitable trusts to South Ayrshire Charitable Trust took place on 1 April 2016. The assets transferred remained ring fenced for the geographic area of the trust from which they came. The consolidation of the charitable and non-charitable trusts operated by South Ayrshire Council into the South Ayrshire Charitable Trust has allowed for a simpler management process of the trusts and meaningful disbursement to those in need in South Ayrshire as envisaged by the original benefactors.

3.3/

- 3.3 The trustees approved a Business Plan on 17 December 2015 for the operation of the South Ayrshire Charitable Trust. In terms of that Business Plan decisions for disbursement of trust funds were delegated to Committees of Trustees who comprised the Councillors for the areas of Ayr; Prestwick and Monkton; Troon; Coylton; Maybole; Barr and Girvan. The Business Plan has been amended in each subsequent year to take account of changes in the amounts held by the trust.
- 3.4 Applications have been invited for grant funding for the last eight years. Funds for Maybole were fully utilised in 2016/17; for Troon and Barr in 2017/18; for Prestwick and Monkton in 2020/21 and for Coylton in 2022/23. Funds for Girvan include external investments in the name of predecessor Trusts and Trustees which are currently inaccessible. Officers in Finance are working to resolve these access issues. The Committee of Trustees for Ayr met to determine grant applications for the year 2024/25. A summary of the grant awards made by the Committee is found in [Appendix 1](#). Grants were awarded with a total value of £8,860. The trustees decide to donate the sums remaining in the Ayr fund to organisations who meet the trust purposes. A grant sum paid by the Prestwick and Monkton fund in 2019/20 was repaid by the grantee as it had not been spent. Applications for grants were invited but none were forthcoming. The Committee of Trustees for Prestwick and Monkton met and made donations to organisations who meet the trust purposes. The Committee of Trustees for Girvan also had a small sum available and agreed to make donations to organisations who meet the trust purposes. A summary of donations made in 2024/25 can be found in [Appendix 1](#). In the last eight years grants and donations of over £700,000 have been made from the trust.
- 3.5 A sum of £50,000 was set aside in the 2025-26 Council budget for a 'Small Grants Scheme to replace Trust Grants'. Officers are considering options for the use of these funds, which could involve utilising the existing grants fund process through Thriving Communities, or adding funds to the SACT fund. An update will be provided to elected members in due course.

4. Proposals

- 4.1 The only funds remaining are those held external investments in the name of predecessor Trusts and Trustees for Girvan which are currently inaccessible. Until these funds are accessible no grants or donations can be made from South Ayrshire Charitable Trust. Should funds become available in the coming financial year then the advertising process and application administration is undertaken by Thriving Communities with support from Legal Services. The business plan in [Appendix 2](#) sets out the limits for grant spending in each area.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements. Legal advice will continue to be provided as required.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 In the year 2025/26 there will be no funds available to be spent in Ayr, Barr, Troon, Maybole, Coylton and Prestwick and Monkton. The remaining Girvan funds (£13,000) are tied up in external investments and other restricted funds which are held in the name of predecessor Trusts and Trustees. Finance officers' efforts to have these assets legally transferred to the Trust were previously delayed by the

impact of Covid-19 and although this work resumed, the number of separate entities involved in the resolution process and the impact of competing priorities on the ability to pursue them has resulted in further delays. However, until that issue is resolved it may be that no or very limited funds are available for that area.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 If the recommendations are not approved, trust resources will not be best utilised for the benefit of residents of South Ayrshire in the coming year.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposal is in relation to day-to-day operations or maintenance of existing assets 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.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council Priority One of 'Spaces and Places' (outcome 'Play, sport and recreation'); Priority Two 'Live, work learn' (outcome 'work and economy') and Priority Three Civic and Community Pride' (outcome 'community engagement')

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

13.1 Not applicable.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor 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 Chief Governance Officer 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 'Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Advertising for grant applications for South Ayrshire Charitable Trust for the year 2025/26 should funds become available	31 October 2025	Service Lead - Thriving Communities

Background Papers **Report to South Ayrshire Council of 18 December 2014 – [Consolidation of Charitable and Non-Charitable Trust Funds Administered by South Ayrshire Council](#)**

Report to South Ayrshire Council of 25 June 2015 – [South Ayrshire Charitable Trust](#)

Person to Contact **Karen Briggs, Service Lead, Legal and Licensing
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Phone 01292 612416
E-mail Karen.briggs@south-ayrshire.gov.uk**

Date: 19 June 2025

GRANTS AND DONATIONS MADE BY SOUTH AYRSHIRE CHARITABLE TRUST 2024/25

GRANTS MADE BY AYR COMMITTEE

- (1) Harbour (Ayrshire) £1000
- (2) Ko-Nekt (Childcare) CIC £1000
- (3) Lochside Neighbourhood Group £1000
- (4) Oshay's Brain Domain £1000
- (5) Sensory Impaired Support Group £860
- (6) South Ayrshire Foodbank £1000
- (7) Ukrainian Community Group £1000
- (8) Vics in the Community £1000
- (9) Wallacetown EYC £1000

TOTAL - £8860

DONATIONS MADE BY AYR COMMITTEE

- (1) £1500 to Ayrshire Cancer Support - to support car service they provide to take cancer patients for treatment in hospitals
- (2) £1000 to Newton Primary School Food Bank- for provision of toiletries and food for those in need
- (3) £500 to Wallacetown EYC - to be used for provision of clothing and payment of trips for children in need
- (4) £500 to Compass Drop In Centre, James Street, Ayr – to support services provided to service users with addiction issues

TOTAL -£3500

DONATIONS MADE BY PRESTWICK AND MONKTON COMMITTEE

- (1) £500 to Monkton Community Council to support them to provide a Xmas Dinner for the elderly in Monkton and assist the support they provide in ensuring cosy spaces in Monkton.
- (2) £190 to VASA to support the Xmas dinner they provide to those nominated to them by social services who are alone on Xmas day. They had contacted community leaders advising they were supporting 19 people in Prestwick and Monkton and needed funds for a dessert and small gift.
- (3) £500 to The 65 Club/Age Concern Prestwick to support the Xmas lunch they provide for their service users. The broad aim of The 65 Club is to take action which will improve the quality of life of older people (50 years and older), their families and disabled people living in Prestwick and the surrounding area.
- (4) £500 to the Dementia Friendly Prestwick to subsidise the £15 attendance fee they charge per day for the meeting centre in Prestwick for residents of Prestwick and Monkton
- (5) £500 to Diamonds Lunch Club, New Life, 60 Monkton Road Prestwick South Ayrshire, KA9 2PA to support the Xmas lunch they provide for their service users.

- (6) £310 to the Night Before Xmas Campaign to support the gifts they give to children in need in Prestwick and Monkton at Xmas.

TOTAL £2500

DONATIONS BY GIRVAN COMMITTEE

- (1) £500 to CAN who provide a car service for cancer patients who require to attend hospital out with Girvan for treatment.
- (2) £500 to Ayrshire Hospice Shop in Girvan which supports the Ayrshire Hospice.
- (3) £250 to OIR Girvan. The Opportunities In Retirement Girvan assist the elderly in retirement in providing activities and social interaction.
- (4) £250 to Cosy Spaces Girvan run by VASA meets in The Town House in Knockcushan Street, Girvan to provide a free hot drink and light lunch in a warm space for those in need of socialisation every Wednesday.
- (5) £250 to Men's Sheds Girvan is a facility set up for local men to socialise and take part in various activities.
- (6) £250 to Duff Street Kitchen, 32 Glendoune Street, Girvan provides a safe space for all ages to socialise and enjoy a home cooked meal. They provide soup kitchens all provided by volunteers.

TOTAL -£2000

TOTAL GRANTS AND DONATIONS IN 2024/25= £16,860

South Ayrshire Charitable Trust – Business Plan 2025/26

1.The Trust

The South Ayrshire Charitable Trust was established in 2015. The following comments are made regarding the trust deed:

- (a) The trustees are the Councillors of South Ayrshire Council and their statutory successors in office. All trustees will be appointed on an *ex officio* basis.
- (b) The South Ayrshire Charitable Trust is designed to assist and improve the lives of those who are in need because of poverty, age, ill-health, disability, financial hardship or other disadvantage, and who are resident within the South Ayrshire area.
- (c) The funds which made up the initial trust fund came from trusts which were designed to benefit specific geographic areas within South Ayrshire. The funds which originated from these trusts remain ring fenced for these specific geographic areas. The trustees appointed from their number trustees who sit on Committees relative to each of these geographic areas who will decide grant applications for these areas. The trustees for each area can also make donations as they see fit from the funds ring fenced for their area. A minimum of three trustees was appointed for each Committee. The trustees for each Committee are detailed in Annex 1. A quorum of two is sufficient for all decisions regarding the awarding of grants and donations from the trust funds from the said Committees. (hereinafter referred to as 'the Committees').

2. Purposes of the South Ayrshire Charitable Trust

The purposes of the South Ayrshire Charitable Trust are :

- (a) the prevention or relief of poverty; and
- (b) relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage and who are resident in South Ayrshire.

3. Limitation of Value of Funding

The limitation on particular grants and donations is strictly at the discretion of the trustees. While grants agreed by the trustees will be subject to the grant conditions outlined in this Business Plan, there may also be occasions where the trustees decide to make specific donations to persons and organisations within the limits of the funds remaining to their trust area. The limitation on grants for the year 2025-2026 will be £1000 for Girvan. The limits on grants will be reviewed on an annual basis at a meeting of all the trustees.

4. Who can apply for Funding?

Groups, organisations and individuals provided they can demonstrate to the satisfaction of the trustees that the funding will be utilised for the trust purposes. Where the trust funds are ring fenced for a specific geographic area the applicants will require to show to the trustees that the funding will be utilised for the benefit of the residents of the specific geographical area.

5. The Use of Trust Funds

The revenue generated from the capital of the trust fund and where the trustees consider it reasonable the capital of the trust fund will be used to support and improve the lives of residents in South Ayrshire through grants and donations. Possible activities the trust may support could include but are not limited to:

- (a) providing grants and donations to local clubs or organisations which support the poor, the disadvantaged, the disabled, the elderly or the sick; and
- (b) providing grants and donations to purchase items for local hospitals and care homes for projects which will benefit patients and residents.

6. Application for Grants

The trust will be highlighted to groups, organisations and individuals once per annum via the South Ayrshire Council website and other appropriate methods of publication. Prospective applicants will be notified of the funding criteria and how to obtain application forms.

An application form will be completed by the applicant and returned to South Ayrshire Council.

Applications will then be examined by officers and if they are fully completed they will be passed before the relevant Committee of trustees at a meeting for consideration.

The Committees will meet at least on a yearly basis to consider the grant applications and award grants. The decisions on which applications are awarded funding will be at the discretion of the Committees of trustees.

Grants will be issued by South Ayrshire Council from the accounts they hold for the trust.

Applicants will be required to provide an evaluation form detailing how grant funds were spent and evidence of spending. If they fail to do so the Committees can decide not to fund future applications.

Annex 1

Ayr

The Committee of trustees will be the Members who represent Wards 3,4 and 5.

Girvan

The Committee of trustees will be the Members who represent Ward 8.

Coylton

The Committee of trustees will be the Members who represent Ward 7.

Prestwick and Monkton

The Committee of trustees will be the Members who represent Wards 2 and 6.

Troon

The Committee of trustees will be the Members who represent Ward 1

Maybole

The Committee of trustees will be the Members who represent Ward 7

South Ayrshire Council

**Joint Report by Chief Financial Officer and Chief Governance Officer
to South Ayrshire Council
of 26 June 2025**

Subject: Audit and Governance Panel – 2024/25 Annual Report

1. Purpose

- 1.1 The purpose of this report is to provide the Council with the Audit and Governance Panel annual report for 2024/25.

2. Recommendation

- 2.1 It is recommended that the Council considers and approves the Audit and Governance Panel annual report for 2024/25 (attached as [Appendix 1](#)).

3. Background

- 3.1 At its meeting on 6 December 2023, as part of its consideration of the report entitled 'Audit and Governance Panel – 2023 Annual Self-Assessment Outcome', the Panel agreed to receive an annual joint report by the Chief Governance Officer and the Chief Financial Officer outlining the work of the Audit and Governance Panel for the previous financial year; and thereafter to remit the report to Council for consideration.
- 3.2 At its meeting on 4 June 2025, the Audit and Governance Panel considered the Annual Report for 2024/25 and requested that the report be submitted to Council on 26 June 2025 for consideration.

4. Proposals

- 4.1 The Audit and Governance Panel (AGP) annual report for 2024/25 is attached as [Appendix 1](#) and contains information on the following:
- 4.1.1 AGP membership and meetings held during the year;
 - 4.1.2 summary information on AGP activity and decisions during the year; and
 - 4.1.3 an annual assurance statement by the Chair of the AGP.
- 4.2 The Council is asked to consider and approve the Audit and Governance Panel annual report for 2024/25.

5. Legal and Procurement Implications

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

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

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

13.1 Not applicable.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor 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 Chief Financial Officer 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
No action required	Not applicable	Not applicable

Background Papers **Report to Audit and Governance Panel of 6 December 2023 – [Audit and Governance Panel – 2023 Annual Self-Assessment Outcome](#)**

Report to Audit and Governance Panel of 4 June 2025 – [Audit and Governance Panel – 2024/25 Annual Report](#)

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Date: 18 June 2025

Audit and Governance Panel Annual Report 2024/25

Draft for Approval

Contents

1. Introduction
2. Audit and Governance Panel (AGP) Terms of Reference and Delegations
3. AGP Membership and Meetings
4. AGP Activity and Performance
5. AGP Assurance Statement

1. Introduction

The Chartered Institute of Public Finance and Accountancy (CIPFA) published recommended best-practice guidance for the operation of Audit Committees in local authorities across the United Kingdom in its publication entitled 'Audit Committees: Practical Guidance for Local Authorities and Police (2013)' (the 'guidance'); and in its subsequent 'Position Statement: Audit Committees in Local Authorities and Police (2022)' (the 'position statement').

The guidance and position statement are seen as an integral element of the corporate governance framework.

A key element of the guidance is that an Audit Committee should be held to account on a regular basis. In practice within South Ayrshire Council this means accountability to full Council. The guidance recommends that the preparation of an annual report by the Audit Committee can be a helpful way to enable the Committee to demonstrate its accountability to the Council.

Within South Ayrshire Council, the Audit and Governance Panel undertakes the 'Audit Committee' role alongside its wider governance remit.

2. Audit and Governance Panel Terms of Reference and Delegations

The terms of reference and delegations to the Audit and Governance Panel derive from the decision made by South Ayrshire Council to establish an Audit and Governance Panel and to delegate specific powers to the Panel rather than to reserve those powers to itself.

The current terms of reference and delegations to the Audit and Governance Panel are set out in detail in Section 3 ('Terms of Reference and Delegations to Scrutiny Panels') of the Council's Scheme of Delegation, effective December 2024.

The core remit of the Audit and Governance Panel is to provide independent assurance on the adequacy of the Council's arrangements for risk management, corporate governance, and internal control.

This Annual Report has been prepared to:

- meet the requirements of the CIPFA guidance and position statement;
- meet the requirements of the Council's Scheme of Delegation;
- ensure that the Panel clearly reports to the Council on the adequacy of the Council's risk management, corporate governance, and internal control arrangements; and
- inform the Council about the Audit and Governance Panel's activity and performance for the 2024/25 financial year.

3. Audit and Governance Panel Membership and Meetings

Panel Membership

The following elected members served on the Audit and Governance Panel during 2024/25:

- Councillor Julie Dettbarn (Chair);
- Councillor Brian McGinley (Vice-Chair);
- Councillor Kenneth Bell

- Councillor Chris Cullen;
- Councillor Mary Kilpatrick;
- Councillor Alan Lamont;
- Councillor Cameron Ramsey; and
- Councillor George Weir.

Quorum for the Audit and Governance Panel is three Members.

Meeting schedule

The Audit and Governance Panel met on 11 occasions during 2024/25:

29 May 2024	26 June 2024	4 September 2024
26 September 2024 (Special)	2 October 2024	6 November 2024
4 December 2024	29 January 2025	26 February 2025
26 March 2025	7 May 2025	

All Panel meetings took place in compliance with the Council's Scheme of Delegation and Standing Orders. Since August 2020 meetings have been held using the Council's hybrid meeting platform to allow remote and physical participation. From June 2022, meetings have been live-streamed and made available publicly on the Council's live streaming website.

Overall, an 82% Panel Member attendance at meetings was achieved during the year, either in person or remotely, as shown in the table below. This is a deterioration from the 86% achieved in 2023/24.

Date of meeting	In Person	Remote	Apologies	% achieved
29 May 2024	4	2	2	75.0%
26 June 2024	4	2	2	75.0%
4 September 2024	5	2	1	87.5%
26 September 2024	5	2	1	87.5%
2 October 2024	4	3	1	87.5%
6 November 2024	5	2	1	87.5%
4 December 2024	5	2	1	87.5%
29 January 2025	4	2	2	75.0%
26 February 2025	6	2	-	100.0%
26 March 2025	5	2	1	87.5%
7 May 2025	3	1	4	50.0%
			Ave	82%

4. Audit and Governance Panel Activity and Performance

The Audit and Governance Panel Annual Report enables the Panel to clearly demonstrate delivery of its key responsibilities and accountabilities for providing the Council with independent assurance on the adequacy of arrangements for risk management, governance, and internal control.

Scrutiny Activity

The Panel performed its scrutiny work during 2024/25 by receiving a total of 39 reports (35 in 2023/24) in relation to, considering, scrutinising, and following up the outcomes from reports from various assurance providers, including:

- Internal Audit and Corporate Fraud;
- Corporate Finance;
- External Audit;
- Risk Management;
- External Regulatory or Assurance bodies; and
- Other Governance and Scrutiny reporting.

Detailed information on the reports received and action taken in relation to the above is shown in [Annex A](#) (pages 8 to 18 of this appendix).

Copies of the AGP agenda papers for the current meeting cycle and approved Minutes of meetings of the Audit and Governance Panel are available to the public on the Council's website.

Training Activity

A number of Members briefing sessions took place during 2024/25 to ensure the continued development of Members knowledge, skills and experience. Details of all the sessions that were held during the year are provided in the table below. Some of the sessions, as described in the table, had a specific relevance for Members of the AGP.

Date	Title of training session	Specific relevance to AGP
20 Mar 2024	A roadmap to a Trauma Responsive South Ayrshire	No
17 April 2024	Place Planning Framework – Community consultation	No
8 May 2024	Music Services – Work behind the scenes	No
8 May 2024	Citadel project update	No
5 June 2024	2025/26 Budget seminar	No
4 Sept 2024	Anti-Social behaviour	No

Date	Title of training session	Specific relevance to AGP
18 Sept 2024	The Promise Plan 2024-2030	No
18 Sept 2024	Managing Capital Budgets	Yes
2 Oct 2024	Connect South Ayrshire	No
6 Nov 2024	Integrated Impact Assessment	Yes
6 Nov 2024	Ayrshire Growth Deal	No
4 Dec 2024	Generative Artificial Intelligence opportunities	No
4 Dec 2024	Corton Development	No
9 Dec 2024	Galloway National Park	No
15 Jan 2025	Kilwinning battery recycling fire	No
12 Feb 2025	United Nations Convention on the Rights of the Child	No
12 Feb 2025	Local heat and energy efficiency strategy	No
12 Mar 2025	Council data plan	No
12 Mar 2025	Technology Transformation – The digital worker	No
23 Apr 2025	Common Good governance and financial viability	No

Annual Survey – Feedback

Members - Twenty Elected Members were asked for anonymous feedback on their interaction with the Panel during the year. Eight responses were received and are presented below.

Rating	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %
Quality of Panel Reports	25	50	25	0
Interaction During Meeting	0	88	12	0
Effective Role of Panel in Decision Making Structure	12	88	0	0

The information above reflects that the vast majority of members are satisfied (strongly agree or agree) with the quality of reports at Panel and the manner in which the Panel conducts its business as part of the Council's decision-making structure.

Officers - Sixteen officers, who regularly interact with the Panel were asked for feedback on their interaction with the Panel during the year. Ten responses were received and are presented below.

Rating	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %
Panel's Understanding of Tabled Reports	30	70	0	0
Effective Role in Decision Making Structures Relative to Service Requirements	40	60	0	0

The information above similarly reflects officers' satisfaction in relation to the Panel's understanding of reports and its effective decision making relative to individual services..

Self-Assessment Performance

In line with the CIPFA document 'Audit Committees: Practical Guidance for Local Authorities and Police – 2022 Edition', with particular reference to the 'Self-Assessment of Good Practice – Checklist' provided within that document, the Audit and Governance Panel undertook its annual self-assessment in October 2024, with the results being reported to the Panel in December 2024.

In general terms, the outcome of the self-assessment, as evidenced by the score of 192 out of 200, is an improvement on the self-assessment undertaken in 2023 (159 out of 200), with Members being satisfied with the effectiveness of the Panel in undertaking its role and discharging its functions within the Council's decision-making arrangements in most respects.

Notwithstanding the considered overall general effectiveness of the Panel, a small number of important matters were raised relative to which actions for improvement were required. A summary of the agreed actions is provided in the table below along with an assessed status update on progress to date.

Proposed action	Responsible Officer	Due Date	Status
Improved administrative arrangements to be introduced to co-ordinate meetings with External Audit.	Chief Financial Officer	June 2025	Complete - Informal meeting with Audit Scotland arranged for September 2025.
Reassess Members training needs during 2024 and develop a new training programme as required.	Service Lead – Democratic Governance	June 2025	Complete - Panel members contacted during March 2025 with no specific requirements identified. Additional training will be provided on an ongoing basis when a specific requirement is identified by Panel members

Proposed action	Responsible Officer	Due Date	Status
Consider Year 2 Self-Assessment outcome and Annual Report remitted to Council for approval.	Chief Financial Officer	Oct 2025	In progress – will be assessed following annual report process and discussed during Year 3 self- assessment activity.

5. Audit and Governance Panel Assurance Statements

The work of the Audit and Governance Panel during and in relation to 2024/25 is detailed at Section 4. This work was supported by reports, information and assurance statements from various sources including internal and external auditors, council management and regulatory or inspection bodies.

I have taken account of the breadth and depth of work performed by the Panel during the year to enable the Panel to provide the Council with independent assurance on the adequacy of its arrangements for risk management, governance, and control.

I can, therefore, provide the Council with reasonable assurance on the adequacy of the arrangements for risk management, governance, and control, based on the work undertaken by the Panel.

I can also confirm, in relation to its terms of reference, delegations and performance that during the year the Panel:

- operated in accordance with the Council's Scheme of Delegation which sets out the approved remit and delegations to the Audit and Governance Panel;
- operated in accordance with the requirements of the CIPFA 'Audit Committees Practical Guidance for Local Authorities and Police (2013)' and 'Position Statement: Audit Committees in Local Authorities and Police (2022)';
- received and took assurance from updates for Internal Audit reviews and assignments, sought any necessary clarification from council management on audit findings and assurance from management that agreed improvement actions to internal control, risk management and corporate governance arrangements would be implemented as agreed;
- satisfied itself that, for all improvement actions set out in Internal Audit reports, appropriate systems are in place to follow-up, monitor, evidence and report their implementation;
- noted the Internal Audit Annual Reports for 2023/24 and the Chief Internal Auditor's 'Audit Opinions for the Annual Governance Statement'. The Reports provided the Panel with reasonable assurance from the Chief Internal Auditor on the adequacy and effectiveness of the Council's internal control, risk management and corporate governance arrangements, based on the work of Internal Audit during the respective year;
- noted reports from the Council's external auditor, Audit Scotland, including the Annual Reports to Members and the Controller of Audit for the financial year ended 31 March 2024. The Panel sought any necessary clarification from management on audit findings and assurance that any agreed improvement actions to internal control, risk management and corporate governance arrangements would be implemented as agreed;
- noted and took assurance from risk management reports to fulfil its delegated function to monitor the effective development and operation of arrangements for the

management of risk in the Council. The Panel undertook regular review and scrutiny of the development of the Strategic Risk Register and corporate risk management arrangements;

- noted corporate fraud reports on actual and potential frauds, losses, thefts, or financial irregularities reported or identified from counter fraud work and the Council's participation in the National Fraud Initiative exercise. This enabled the Panel to fulfil its delegated function to monitor the effective development and operation of arrangements for the prevention and investigation of fraud and irregularity. The Panel scrutinised and monitored the Council's counter fraud activity and compliance with best practice and any legal requirements;
- noted the audited Annual Accounts for the Council and for the Council's Common Goods Funds and Charitable Trusts for 2023/24 and considered the draft, unaudited Annual Accounts for 2023/24 prior to submission to the external auditor; and
- approved the minutes of meetings held by the Panel as a record of attendance, its proceedings and the decisions made by the Panel.

In terms of the statutory requirements and timescales set out in the Local Authority Accounts (Scotland) Regulations 2014 I can also confirm that the Audit and Governance Panel undertook the following activities in relation to the Council's annual accounts during the year (as those related specifically to the 2023/24 annual accounts process):

- received and noted the Council's draft, unaudited Annual Accounts for 2023/24 by the statutory deadline of 30 June and considered the draft, unaudited Annual Accounts prior to submission to the external auditor;
- received and noted the draft Annual Governance Statement for 2023/24 included within the draft Annual Accounts by the statutory deadline of 30 June; and
- received and took assurance from the Internal Audit report on the annual review of the effectiveness of the Council's risk management, corporate governance and internal control arrangements and compliance with the Council's Code of Corporate Governance, which informed the Panel's consideration of the Annual Governance Statement for 2023/24.

Councillor Julie Dettbarn
Chair of the Audit and Governance Panel

June 2025

Internal Audit and Corporate Fraud

The Panel received 10 reports from the Chief Internal Auditor in relation to planned and unplanned audits, other annual assurance work and counter-fraud activity.

This enabled the Panel to oversee the work of Internal Audit and Corporate Fraud in relation to the provision of assurance on the Council's framework of arrangements for risk management, corporate governance, and internal control and in terms of corporate counter-fraud arrangements. Details of the Internal Audit and Corporate Fraud reports and other outputs considered during, or in relation to, 2024/25 are set out in Table 1 below.

Table 1

Report	Panel Date	Purpose	Panel Action
Corporate Fraud – Activity report and update on 2022/23 National Fraud Initiative	29 May 2024	to advise Members of the Corporate Fraud Team's (CFT) activity from 1 October 2023 to 31 March 2024 and to provide an update on the progress of the 2022/23 National Fraud Initiative exercise	- considered the CFT activity for the six-month period to 31 March 2024 - noted the update on the 2022/23 National Fraud Initiative (NFI) - noted that the 2024/25 NFI exercise was due to commence in October 2024 and updates on the exercise will be included within future CFT activity reports
External Review of Internal Audit Compliance with Public Sector Internal Audit Standards	29 May 2024	to update Members on the outcome of the external assessment of the Internal Audit Service's compliance with the Public Sector Internal Audit Standards (PSIAS).	- noted the contents of the external assessment report and resultant action plan - agreed that the Chief Internal Auditor provided an update on progress of the actions to the meeting of 4 September 2024 and every six months thereafter until the action plan is fully implemented.

Report	Panel Date	Purpose	Panel Action
Internal Audit annual Report 2023/24	26 June 2024	to report on the internal audit activity during 2023/24 and to provide an independent opinion on the adequacy and effectiveness of the Council's governance, risk management and internal control systems	noted the Internal Annual Audit report and assurance statement
Internal Audit Annual Update Report – Integration Joint Board (IJB)	4 Sept 2024	to provide an annual report for information to the Panel on internal audit work carried out for the Integration Joint Board (IJB) by the South Ayrshire Council for the year ended 31 March 2023	considered the content of the report and noted the changes to the format and contents from the previous progress reports to reflect the improvement actions from the External Quality Assessment.
Internal Audit – Progress Report (Quarter 1 2024/25)	4 Sept 2024	to advise Members of progress of the 2023/24 internal audit plan, progress of the 2024/25 internal audit plan, directorates' progress against implementation of internal audit action plans and the status of the current Quality Assurance and Improvement Programme.	considered the content of the report
Internal Audit – Progress Report	6 Nov 2024	to advise Members of progress of the 2023/24 internal audit plan, progress of the 2024/25 internal audit plan, directorates' progress against implementation of internal audit action plans and the status of the current Quality Assurance and Improvement Programme	considered the content of the report

Report	Panel Date	Purpose	Panel Action
Internal Audit Plan 2024/25 – Midyear Review	6 Nov 2024	to seek approval for a revision to the 2024/25 Internal audit plan	approved the revised 2024/25 Internal Audit plan
Corporate Fraud Team – Activity Report and National Fraud Initiative Update	4 Dec 2024	to advise Members of the Corporate Fraud Team's (CFT) activity from 1 April 2024 to 30 September 2024 and to provide an update on the National Fraud Initiative exercise to date	- considered the CFT activity for the six-month period to 30 September 2023 - noted the conclusion of the 2022/23 National Fraud Initiative and the start of the 2024/25 NFI exercise and that updates on the 2024/25 exercise will be included within future CFT activity reports
Internal Audit – Progress Report (Quarter 3 2024/25)	26 Feb 2025	to advise Members of progress of the 2023/24 and the 2024/25 internal audit plans, directorates' progress against implementation of internal audit action plans and the status of the current Quality Assurance and Improvement Programme	considered the content of the report
Proposed Internal Audit Plan 2025/26 (including Annual Review of Internal Audit Charter)	26 March 2025	to submit, for approval, the proposed Internal Audit Strategy and Audit Plan and reserve list for 2025/26. Approval also being sought for the revised Internal Audit Charter. The report also sets out a summary of changes relevant to the audit planning process resulting from the new Global Internal Audit Standards (GIAS) in the UK Public Sector for noting.	- noted the summary of changes relevant to the annual planning process resulting from the new Global Internal Audit Standards (GIAS) in the UK Public Sector (Paras 3.3 and 4.1) and agrees that a report outlining all requirements and responsibilities of the new standards be brought to a future Audit and Governance Panel - approved the Audit Strategy - approved Annual audit plan and reserve list for 2025/26 - approved the revised Internal Audit Charter

Corporate Finance

The Panel received various reports from the Council's Chief Financial Officer. This allowed the Panel to oversee the annual accounts process for the Council, for Common Good Funds and for the charitable trusts of which the Council is a trustee. The Panel also oversaw the Treasury Management activity through consideration of quarterly and annual update reports. Details of the 9 reports considered are set out in Table 2.

Table 2

Report	Panel Date	Purpose	Panel Action
Annual Accounts 2023/24	26 June 2024	to present unaudited Annual Accounts for the year ended 31 March 2024	- approved the accounting policies contained in the unaudited accounts - considered the unaudited South Ayrshire Council and unaudited charitable trust accounts prior to submission to the External Auditor
External Audit Reports – Progress to 31 May 2024	26 June 2024	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	scrutinised the progress against the Council's external audit improvement actions as presented in the report
Treasury Management Annual Report 2023/24	26 June 2024	to present, in line with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, the annual report of treasury management activities for 2023/24	- considered the Annual Treasury Management Report 2023/24 - remitted the Annual Treasury Management Report to the next Cabinet meeting on 10 October for approval
Treasury Management and Investment Strategy Quarter 1 Update Report 2024/25	4 Sept 2024	to provide Members with an update on the 2024/25 treasury prudential indicators for the period April-June 2024 (Quarter 1) and provide an update on the latest wider economic position	- scrutinised the contents of the report - remitted the Quarter 1 Update Report to the next Cabinet meeting on 56 September for approval

Report	Panel Date	Purpose	Panel Action
Treasury Management and Investment Strategy Mid-Year Report 2024/25	4 Dec 2024	to provide Members with a mid-year treasury management update for the financial year 2023/24	• scrutinised the contents of this report • remitted the report to the Council meeting of 6 March 2025 for approval
External Audit Reports – Progress to 31 December 2024	29 Jan 2025	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	• scrutinised the progress against the Council's external audit improvement actions as presented in the report
International Financial Reporting Standard 16 – Update to Accounting for Lease Contracts	26 Feb 2025	to inform Members of the upcoming changes to the reporting of leases due to the mandatory implementation of International Financial Reporting Standard (IFRS) 16 and to seek approval to add a new accounting policy in advance of the 2024/25 financial year end	• notes the mandatory implementation of IFRS16 for 2024/25 • approves the introduction of a new draft IFRS16 Accounting Policies
Treasury Management and Investment Strategy Quarter 3 Update Report 2024/25	26 Feb 2025	to provide Members with an update on the 2024/25 treasury prudential indicators for the period October-December 2024 (Quarter 3) and provide an update on the latest wider economic position	• scrutinised the contents of this report • remitted the Quarter 3 Update Report to the next Cabinet meeting on 18 March 2025 for approval
External Audit Reports – Progress to 31 March 2025	7 May 2025	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	• scrutinised the progress against the Council's external audit improvement actions as presented in the report

External Audit

The Panel received reports from the Council's appointed external auditor, Audit Scotland.

The reports from Audit Scotland provided independent assurance and opinions *'to those charged with governance'* on the Council's annual financial statements, annual governance statements, governance arrangements, 'best value' arrangements and service performance. Details of the 4 reports considered are set out in Table 3.

Table 3

Report	Panel Date	Purpose	Panel Action
Final Report on the 2023/24 Audit	26 Sept 2024 (Special)	to submit the Annual Accounts for the financial year ended 31 March 2024 and the proposed independent auditor's report to Members of the Council, and to allow the auditor to communicate the matters raised during the audit to the Panel	- noted the contents of the Audit Scotland audit completion letter - accepted the proposed 2023/24 Annual Audit Report by Audit Scotland, and noted that the Annual Accounts and Charitable Trust Accounts have an unmodified audit opinion - approved the Council's audited Annual Accounts for signature and their subsequent issue by 30 September 2024 - approved the Charitable Trusts' audited Annual Accounts for signature and their subsequent issue by 30 September 2024
South Ayrshire IJB External Annual Audit Report 2023- 24	6 Nov 2024	to present Audit Scotland's Annual Audit Report on South Ayrshire IJB's Annual Accounts for the period 2023-24.	- considered the Annual Audit report of South Ayrshire IJB for period 2023-24 - noted the contents of the Annual Audit report for 2023-24
Audit Scotland: Annual Audit Plan 2024/25	26 March 2025	to provide background to the presentation by Audit Scotland of their Annual Audit Plan 2024/25	agreed the attached Annual Audit Plan 2024/25 (Appendix 1)

Report	Panel Date	Purpose	Panel Action
Audit Scotland: Integration Joint Boards – Finance Bulletin 2023/24	7 May 2025	to present the findings of the Audit Scotland report entitled 'Integration Joint Boards – Finance Bulletin 2023/24', published in March 2025.	- notes the findings of the Audit Scotland report (attached as Appendix 1) - notes the local arrangements in place

Risk Management

The Panel received reports from the Chief Governance Officer in relation to risk management. This enabled the Panel to oversee the Council's risk management arrangements. Details of the 2 reports considered are set out in table 4.

Table 4

Report	Panel Date	Purpose	Panel Action
Strategic Risk Management	4 Sept 2024	to update Members on the reviewed Strategic Risk Register in line with the agreed reporting framework.	- considered the reviewed Strategic Risk Register (Appendix 1) updated by Chief Officers - noted the 15 key risks and endorses the work currently being undertaken or proposed by risk owners to mitigate these risks
Strategic Risk Management	26 March 2025	to update Members on the reviewed Strategic Risk Register in line with the agreed reporting framework	- considered the reviewed Strategic Risk Register (Appendix 1) updated by Chief Officers - noted the 16 key risks and endorses the work currently being undertaken or proposed by risk owners to mitigate these risks

External Regulatory Bodies or Assurance Providers

The Panel received other reports provided or published by external regulatory bodies and assurance providers, primarily Audit Scotland. These included 'thematic' reports on national issues that the Chief Governance Officer and the Chief Financial Officer considered to be relevant to the Audit and Governance Panel's terms of reference and delegations, as set out in the Council's Scheme of Delegation. Details of the 4 reports considered are set out in Table 5.

Table 5

Report	Panel Date	Purpose	Panel Action
Audit Scotland – Integration Joint Boards – Finance and Performance 2024	4 Sept 2024	to present the findings and recommendations included in the Accounts Commission's report prepared by Audit Scotland on IJB's Finance and Performance 2024 published in July 2024.	- noted the findings and recommendations from the Audit Commissions report (attached as Appendix 1) - noted the actions that have taken place or will be progressed in line with the recommendations
Accounts Commission Annual Report 2023/24	2 Oct 2024	to advise the Panel of the Accounts Commission Annual Report 2023/24	considered the findings outlined in the Accounts Commission Annual Report 2023/24 (attached as Appendix 1)
Accounts Commission: Transformation in Councils - Sector-Led Change and Collaboration to Achieve Financial Sustainability	29 Jan 2025	to advise Members of the Accounts Commission publication 'Transformation in Councils - Sector-led Change and Collaboration to achieve Financial Sustainability', and; to note the outcome of the self-assessment exercise undertaken by South Ayrshire Council's Corporate Leadership Team to benchmark the Council's approach to transformation against the five principles for transformation, as set out in the publication	- considered the findings outlined in the Accounts Commission publication 'Transformation in Councils - Sector-led Change and Collaboration to Achieve Financial Sustainability' (attached as Appendix 1) - noted the outcome of the self-assessment exercise undertaken by South Ayrshire Council's Corporate Leadership Team to benchmark the Council's approach to transformation against the five principles for transformation, as noted in the report and at Appendix 2, including the actions being progressed by officers

Report	Panel Date	Purpose	Panel Action
Audit Scotland: A Review of Housing Benefit Overpayments 2018/19 to 2021/22	7 May 2025	to present the findings and recommendations included in the Audit Scotland report 'A Review of Housing Benefit Overpayments 2018/19 to 2021/22), published in February 2025	- noted the findings and recommendations from the Audit Scotland report (attached as Appendix 1) - noted the local arrangements in place

Other Governance and Scrutiny reporting

In fulfilling its wider Governance and Scrutiny role the Panel considered a number of other reports. These included 'call-in' reports from Cabinet, Best Value progress reports, the Annual Good Governance assurance report and other update reports that the Chief Governance Officer considered to be relevant to the Audit and Governance Panel's terms of reference and delegations, as set out in the Council's Scheme of Delegation. Details of the 10 reports considered are set out in Table 6.

Table 6

Report	Panel Date	Purpose	Panel Action
Best Value Action Plan – Progress Update	29 May 2024	to update members on the progress toward delivering the Council's Best Value Action Plan	- scrutinised the content of the Best Value Action Plan update report - considered the progress through the narrative set out within Appendix 1 to the report - noted the additional actions added following the 2023/24 thematic audit on Workforce Innovation.
Audit and Governance Panel – 2023/24 Annual Report	29 May 2024	to provide the Panel with the Audit and Governance Panel annual report for 2023/24.	- considered the Audit and Governance Panel annual report for 2023/34 (attached as Appendix 1) - remitted the report to Council on 27 June 2024 for consideration.

Report	Panel Date	Purpose	Panel Action
Corporate Lets	26 June 2024	to provide an annual update in relation to requests for discretion to be applied to let charges from 1 April 2023 to 31 March 2024.	reviewed the information in the report
Delivering Good Governance – 2023/24 Assessment	26 June 2024	to invite Members to review the 2023/24 year-end assessment against the Council's Delivering Good Governance Framework	reviewed and agreed the 2023/24 year-end assessment
Best Value Action Plan 2024 – Progress update	2 Oct 2024	to update Members on the progress toward delivering the Council's Best Value Action Plan	- scrutinised the content of the Best Value Action Plan update report - considered the progress through the narrative set out within Appendix 1
Call in - Cabinet – 29 Oct 2024	6 Nov 2024	to consider the decision take by Cabinet – 29 Oct 2024 Item 4 - Community Councils - Amendments to the Scheme for Establishment of Community Councils	to approve the recommendation for the report of 29 October 2024 to be brought back to Cabinet and the word “Council” to be substituted for the word “Cabinet” where it occurred in the report in relation to any proposed dissolution of a Community Council; and that corresponding changes to the Council’s governance documents reflect this change
Audit and Governance Panel – 2024 Annual Self-Assessment Outcome	4 Dec 2024	to confirm the outcome of the Audit and Governance Panel Self-Assessment for 2024, which was undertaken on 7 October 2024; and to seek agreement of the resulting updated action plan	- noted the outcome of the 2024 self-assessment - approved the updated action plan for improvement

Report	Panel Date	Purpose	Panel Action
Best Value Action Plan – Progress Update	26 Feb 2025	to update members on the progress toward delivering the Council's Best Value Action Plan	• scrutinised the content of the Best Value Action Plan update report • considered the progress through the narrative set out within Appendix 1
Call in - Cabinet – 18 March 2025	26 March 2025	to consider the decision take by Cabinet – 18 March 2025 Item 4a – Ayr parking consultation and general parking review	• that the requested report be referred to full Council for determinations within six months • that a members' briefing be held within four weeks to discuss the strategic and political direction of the parking strategy across South Ayrshire, which would inform the requested report.
Transformation - Best Value Thematic Work in South Ayrshire Council 2024/25	26 March 2025	to present Members with Audit Scotland's thematic report on transformation in South Ayrshire	• scrutinised the content of Audit Scotland's thematic report on transformation in South Ayrshire • notes the improvement actions identified in Appendix 1 of the report • agrees for these actions to be incorporated within the existing Best Value Action Plan and reported quarterly to the Audit and Governance Panel and the Best Value Working Group

South Ayrshire Council

**Report by Director of Housing, Operations and Development
to South Ayrshire Council
of 26 June 2025**

Subject: Girvan Conservation Area Management Plan

1. Purpose

- 1.1 The purpose of this report is to seek approval to hold a public consultation on the Girvan Draft Conservation Area Management Plan (CMP).

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 agrees to public consultation on the draft Girvan Conservation Area Management Plan set out in Appendix 1, and that delegation be given to make appropriate typographical changes, if required; and**
- 2.1.2 agrees that a further report will come back to Cabinet on 28 October 2025 which will detail the consultation findings and seek Cabinet approval to adopt the finalised and potentially modified Girvan Conservation Area Management Plan.**

3. Background

- 3.1 Conservation areas are defined by the Scottish Government as ‘areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.’ Section 61 of the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 requires planning authorities to determine the parts of an area which are of special architectural or historic interest, the character or appearance which it is desirable to preserve or enhance, and designate such areas as conservation areas. Girvan Conservation Area was designated in July 1988.
- 3.2 A Conservation Area Appraisal for Girvan was undertaken in 2024 as a management tool to identify the special interest and changing needs of the area. It also supported the ongoing work for the Girvan’s Story project to regenerate Girvan town centre. The Appraisal recommended a number of extensions to the boundaries of the conservation area. Following a public consultation, Cabinet of 21st May 2024 approved the finalised Girvan Conservation Area Appraisal, including the boundary revisions. These came into effect on 18th June 2024.
- 3.3 Cabinet of 21 May 2024 also agreed to the preparation of a draft Conservation Area Management Plan to support the implementation of priorities outlined in the

Appraisal and the Girvan's Story funding application. In particular, it is intended to help define priority buildings for funding and repairs and make recommendations for any training and learning opportunities necessary to sustain a conservation-led approach to managing the area over a longer term. A draft of the Management Plan has been prepared by consultants for the Council and is set out in Appendix 1.

3.4 The aim of the Conservation Area Management Plan is to provide a viable guidance strategy for the conservation of the Girvan Conservation Area. The document aims to:

- understand the heritage of the town and why it is important;
- assess how it is currently managed;
- identify risks to the heritage;
- Decide on the management and maintenance aims;
- Make a maintenance plan;
- Identify costs and resources.

3.5 The Management Plan will set out guidance and strategies, which will guide the conservation of the core town centre buildings, and will help inform all subsequent conservation decisions.

3.6 The document initially provides an analysis of the Conservation Area to understand the heritage, including the preparation of a survey of all the buildings in the Conservation Area and a Materials Audit. This examined the detail of all the buildings in the Girvan's Story Area - an area slightly beyond the boundaries of the Conservation Area. This section also provides a summary of historical research on the development of the town.

3.7 The Management Plan then provides a brief townscape analysis primarily looking at Streetscape and building character, architectural characteristics, materials, and the public realm.

3.8 A comprehensive overview of statutory controls and guidance is also provided. This includes existing planning policies and legislation that apply to the conservation area, to understand the context for making decisions within the area.

3.9 The analysis then moves on to identifying key risks and challenges for the conservation area, including buildings at risk, areas of dilapidation or requiring improvement works. Longer term threats to the character of the area are also highlighted, such as poor maintenance of some buildings, inappropriate alterations and loss or original features. Eight key buildings are noted as being at risk or of current concern, including the Former Post Office at 22 - 24 Dalrymple Street, the Former Royal Bank at 14 - 18 Dalrymple Street, and the former Davidson Cottage Hospital.

4. Proposals

4.1 It is recommended that the Council approves the Draft Girvan Conservation Management Plan set out in Appendix 1 as the basis for public consultation. Council is asked to note the following key aspects of the Plan.

- 4.1.1 The Conservation Strategy, which sets out a range of conservation objectives, including a list of priority repairs to buildings around the town centre. These are designed to align with the intended work of the Girvan's Story project to direct the allocation of the funding being sought, and include repairs and restoration work to Stumpy Tower, McKechnie Institute, and 14- 18 Dalrymple Street. Other potential areas noted for improvement include public lighting, signage, and public realm.
- 4.1.2 A Maintenance Plan, to ensure the successful ongoing management and maintenance of properties in the conservation area. This Plan highlights areas for focus, for example maintenance of roofs, gutters, use of appropriate, sympathetic materials and products for repairs and alterations. It also sets out steps to work with and raise awareness within the local community, residents, retailers, and property owners. Suggestions for small grant schemes and further advice and guidance to owners are set out; again, to align with the 5-year programme of Traditional Skills Training and Heritage Activities also being developed as part of the Girvan's Story project.

5. Legal and Procurement Implications

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

6. Financial Implications

- 6.1 The cost of procuring consultants to prepare the Conservation Area Management Plan was £4000, which was jointly funded from the existing budgets of the Planning Service and Special Property Projects. The Conservation Area Management Plan sets out priorities for improvements to Girvan town centre which will have financial implications. Another report to Council on 26 June 2025 relates to recommendations for Girvan Regeneration projects that include some of the projects identified in the Girvan Story project. The projects may also be dependent on a successful bid for national funding by the Girvan's Story project. Other recommendations in the Management Plan for maintenance and enhanced management of the conservation area will be dependent on sufficient resources being available within service budgets, or additional funding awards from other bodies.

7. Human Resources Implications

- 7.1 There are no human resources implications arising directly from the recommendations in this report. Any additional work arising from the recommendations of the Conservation Area Management Plan will be met via external funding should the Girvan's Story funding application be successful, with ongoing maintenance of the Conservation Area managed within existing staff resources.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks associated with adopting the recommendations. However, some actions are dependent on sufficient resources and budgets being available with Services, as noted in the Management Plan.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The risks associated with rejecting the recommendations are that the draft Management Plan could not be approved, and as this document is an essential requirement for the Girvan's Story project funding application, the funding bid would likely fail, and the project not progress. Without the Management Plan, it would also be more difficult for the Council to identify and prioritise buildings and areas of the Girvan conservation area for repairs and regeneration, and there would be no additional guidance to inform the determination of planning applications.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An IIA has not been undertaken as the proposal is in relation to recommendations for future actions and building repair projects, and for the maintenance of the conservation area. The findings and feedback from the proposed consultation may feed into potential IIA(s) if required, for finalised projects.

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. This is because the only alternative to the proposals is to not take forward a Conservation Area Management Plan, which would risk the failure of the Girvan's Story project funding application.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority One: Spaces and Places and Priority Three: Civic and Community Pride of the South Ayrshire Council Plan 2023-28

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

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

14. Results of Consultation

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

- 14.2 Consultation has taken place with Councillor Chris Cullen, Portfolio Holder for Economic Development, and Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, 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 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Consult on the draft Conservation Area Management Plan	Summer 2025	Service Lead – Planning and Building Standards
Report to Cabinet the consultation findings and seek agreement to adopt the finalised Conservation Area Management Plan, with any modifications.	28 October 2025	Service Lead – Planning and Building Standards

Background Papers [Planning \(Listed Buildings and Conservation Areas\) \(Scotland\) Act 1997](#)

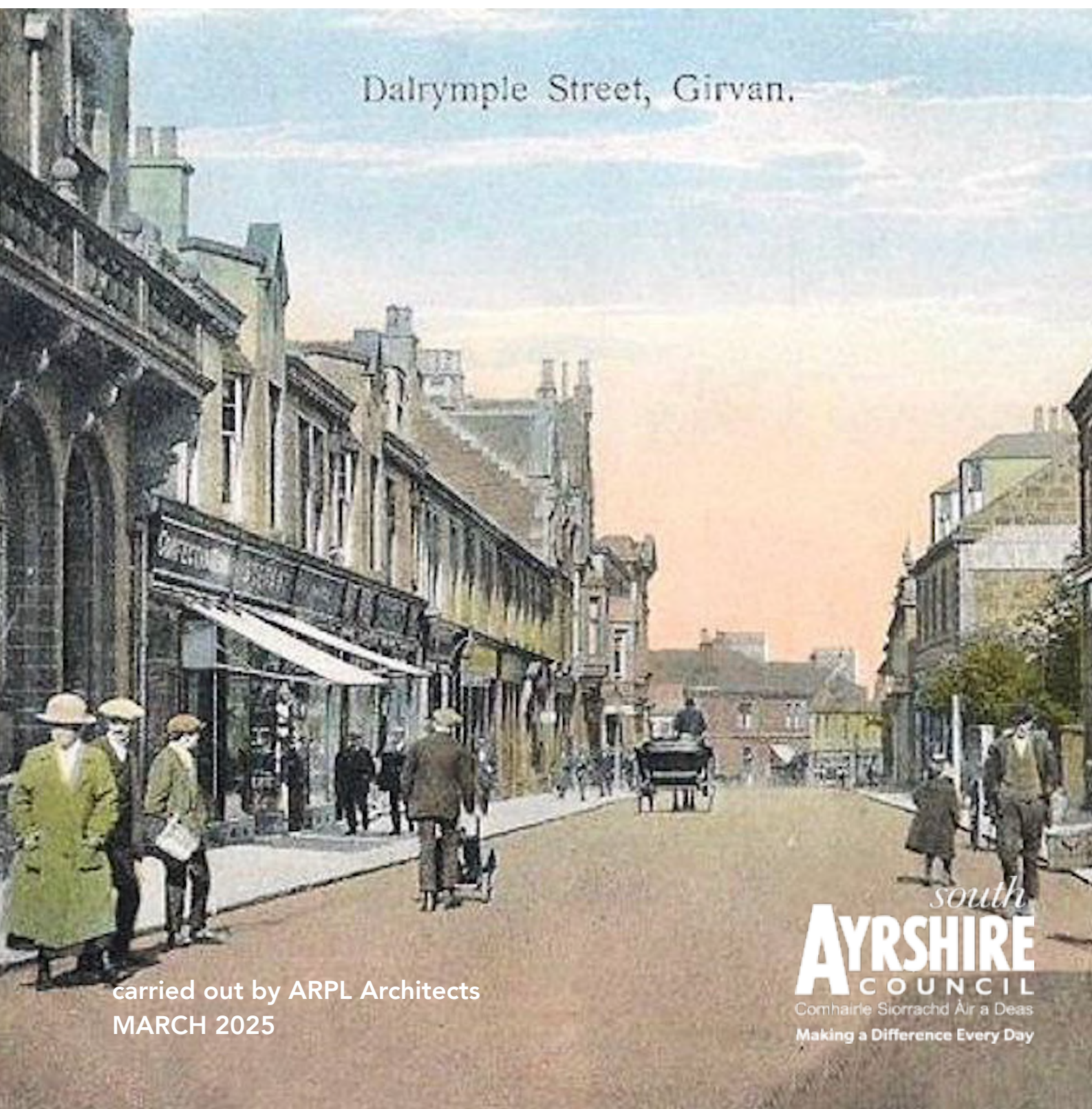
[PAN71 \(www.gov.scot\)](#)

Person to Contact **Craig Iles, Service Lead – Planning and Building Standards**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616 417
Email craig.iles@south-ayrshire.gov.uk

Date: 18 June 2025

GIRVAN CONSERVATION AREA MANAGEMENT PLAN

for South Ayrshire Council



carried out by ARPL Architects
MARCH 2025

- 1.0 Introduction and Objectives
- 2.0 Methodology
- 3.0 Understanding the heritage
- 4.0 Statement of Significance
- 5.0 Statutory Guidance and Controls
- 6.0 Risks
- 7.0 Management Strategy
- 8.0 Management and Maintenance Plan
- 9.0 Bibliography
- 10.0 Appendices

- A Listed Building Map
- B Townscape Analysis
- C Shopfront Exemplars
- D Window Exemplars
- E Gazetteer

1.0 INTRODUCTION



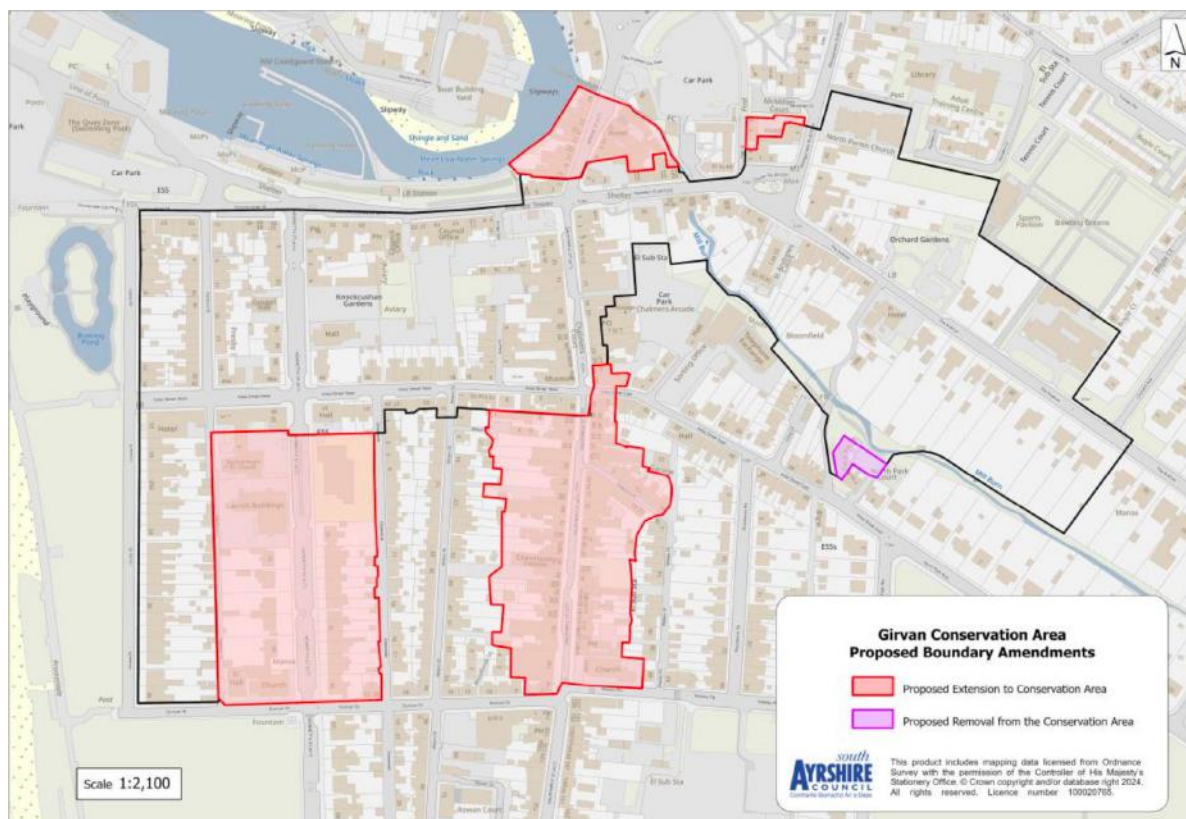
1.0 Introduction and Objectives

- 1.1 ARPL Architects were commissioned to prepare a Conservation Area Management Plan for the Girvan Conservation area by South Ayrshire Council. This was part of a range studies aimed at supporting grant applications for the town centre regeneration project in Girvan. Girvan's Story is a Community Led Regeneration Project developed by South Ayrshire Council in partnership with the local community. The project is a Heritage and Place project funded through Historic Environment Scotland's and the National Lottery Heritage Fund to develop a regeneration scheme.

The Heritage and Place programme aims to contribute to the development of a vibrant and sustainable place in Girvan, through this community-led regeneration of the historic environment. Decisions on how best to care for the built heritage need to be based on a full understanding of its historical, architectural, and wider value. This Management Plan is therefore underpinned by South Ayrshire Council's Conservation Area Appraisal of 2024. The appraisal explored issues including historic development, street pattern, architecture, and building materials.

The programme has a number of key aims

- Enable the Girvan community to prioritise investment in their local historic environment assets
- Renew their appreciation of their local historic environment and its sense of place.
- Strengthen the resilience of historic environment assets in Girvan



- build some capacity of communities to continue to maintain the conservation area assets.
- Build a sustainable base of traditional skills for the local area

Alongside the Conservation Area Management Plan and Maintenance Action Plan an Architectural Gazetteer have been prepared to provide detailed guidance on the regeneration project. A Materials Audit has been developed examining the detail of the buildings in the Girvan's Story area.

- 1.2 The project has received first stage approval from Historic Environment Scotland's Heritage & Place Programme and the National Lottery Heritage Fund to develop a Regeneration Scheme involving conservation work to a range of significant buildings in Girvan, and a programme of activities & training to encourage engagement with the heritage and the development of traditional skills.
- 1.3 Girvan's Story is a heritage - led regeneration scheme providing property owners, within the Girvan Conservation Area, with the opportunity to apply for grant funding for building repairs, re-instatement of architectural detail and shop front improvements.

The careful repair and improvement to historic buildings is of fundamental importance in the maintenance of the quality and character in the town.

The restoration of the key priority buildings combined with a small grants scheme is hoped to enhance and maximise the cultural and heritage assets in the town and aid the development of the economic and human potential of the town centre.

The Conservation Area Management Plan (CAMP) is intended to establish a planning and management framework for maintaining the special character of Girvan Conservation Area, and for taking forward enhancement proposals within the constraints of available resources. The Management Plan draws on the Girvan Conservation Area Appraisal, which identified the key elements that contribute to the special historic and architectural character of the area.

1.4 Conservation Philosophy

The aim of the current study is to implement a viable guidance strategy for the conservation of the town centre Conservation Area. By enhancing building exteriors and condition to a high standard within the framework of the South Ayrshire Council policies, the safeguarding of the heritage of Girvan's historic centre to align with National guidelines of PAN71 can hopefully be achieved.

The conservation repair works identified for the priority buildings in the core,, will be implemented according to internationally recognised conservation policies and practices identified for Scotland through the Stirling Charter and the Burra Charter, as formulated by the International Council on Monuments and Sites and the British Standard BS7913

Guide to the Principles of Conservation of Historic Buildings. These documents are widely accepted and adopted as the standard for heritage conservation practice.

This document is to identify the overall policies and strategies, which will guide the conservation of the core town centre buildings, and will form the basis for all subsequent conservation decisions.

This will address the following points:-

- Define a management structure through which the conservation policy is capable of being implemented for the long-term care of the buildings in the town centre
- Identify the most appropriate way of caring for the fabric of the townscape and character.
- Identify a strategy for prioritising and administering a small grants scheme for the care and appropriate upgrade of shops, business premises and dwellings in the Conservation Area. To be delivered on a rolling programme
- Set guidelines for future proposals.
- Identify and develop opportunities for traditional building skills and heritage and cultural education.

1.5 Process

The process for preparing a Management Plan is broadly as follows:

- Understand the heritage and why it is important
- Assess how it is currently managed;
- Identify risks to the heritage;
- Decide on the management and maintenance aims;
- Make an maintenance plan
- Identify costs and resources.

The aim of this is then to

- adopt proven traditional building techniques based on analysis of the causes of defects and an understanding of the historic development of the building.
- avoid unnecessary damage and avoid replacement of sound historic fabric.
- restore architectural detail and heritage features based on appropriate evidence.
- safeguard the future of the building with regular maintenance.

2.0 METHODOLOGY

PAN
71



SCOTTISH EXECUTIVE
Development Department

preserve

enhance

appraisal

manage



Planning Advice Note

conservation

Area Management

2.0 Methodology

Preparation of the Conservation Area Management Plan developed in a step by step process.

2.1 Review and Survey Work

- The initial work centred around an analysis of the Conservation Area and the preparation of a survey of all the buildings in the Conservation Area and a Materials Audit .This examined the detail of all the buildings in the Girvan Story Area - an area slightly beyond the boundaries of the Conservation Area.
- Historical research on the development of the town
- Alongside the work on the Materials Audit the Gazetteer, which forms part of the CAMP, was developed and recorded. This consisted of a detailed survey of the buildings in the Central portion of the Conservation Area. This primarily focussed on Dalrymple Street, Bridge Street Hamilton Street and Knockcushan Street. Following the survey work on the preparatory documents ARPL carried out a townscape analysis primarily looking at

Streetscape and building character

Architectural Characteristics

Public realm



2.2 Review of current documentation and guidance

A review was carried out of the current statutory guidance on the management of Conservation Areas and a Review of the Girvan Conservation Area Appraisal (2024)

This examined the current statutory controls, implementation of these and the effectiveness in the successful management of the area.

Planning Permission
Listed Building Consent
Article 4 Directive

2.3 Assessment of Risks and Opportunities

An overview was taken of the risks to the qualities of the Conservation Area and the buildings within it. ARPL looked to identify the factors which impact on the character of the CA, the nature of the risks involved in this and the potential for these to be addressed.

The future of the Conservation Area is dependant on the successful management of these risks.

2.4 Establishing of Management Strategy

The approach of solely relying on statutory control of the conservation area will not be sufficient to maintain the character of the CA. The current condition and decline in standards demonstrates that a wider ranging approach is required engaging more fully with the local community and building owners through a process of support and information.

The approach suggested involves engaging at three levels

- STATUTORY MANAGEMENT
- COMMUNITY BASED GROUP MANAGEMENT
- INDIVIDUAL OWNER MANAGEMENT

By suggesting an approach to all three of these management tools the maintenance of the conservation area can be managed in a more successful and comprehensive way.

3.0

UNDERSTANDING THE HERITAGE



3.0 Understanding the Heritage

3.1 Conservation Area boundary

The Girvan Conservation Area boundary encompasses three key character areas in the town centre

- the historic centre originally around Bridge Street, Hamilton Street and High Street
- the Georgian new town planning to the South West
- the Victorian villas along the Avenue

This brings together the key character and amenity areas of the town

- the town centre
- harbourfront
- promenade frontage and park and
- the villas area to the east

The area includes the main areas of the town developed through the 18th and 19th centuries which define the character of Girvan today.



Fig. 2 Dalrymple Street 19th C

3.2 History and development of Girvan

The town of Girvan lies in the South-West of Scotland, 21 miles south of Ayr and 12 miles north of Ballantrae. The town sits at the mouth of the Water of Girvan, one of the few safe anchorages on the Carrick coast, the original basis for a settlement in this location.

The early village originally known as Invergarven developed on higher ground to the east above one of the curves in the river in the location of the current old churchyard and High Street. A Burgh charter originally granted to Robert Boyd of Ballochdoul in 1668 was only put into execution in 1785 by which time the superiors were the Dalrymples of Bargany.



Fig. 3 George Taylor and Andrew Skinner 1776

They imagined a new town with a roughly grid plan on lands to the south-west of the old town. This was populated by weavers and seafarers and provides the main identity and character of the town today, a small regional town of approximately 6,400 people and the principal town of South Carrick.

The town is laid out predominately to the south of the river. This layout was primarily developed throughout the 19th Century with the Georgian gridded layout providing the

foundation for what is still the current street pattern for the 19th and 20th century buildings.

The major development of buildings through the 19th century and early 20th century provide the basis for the conservation area buildings.



Fig. 4 William Johnson 1802- 1840

3.3 Historic Development

There is evidence of early prehistoric and Roman activity in the region around Girvan with Scheduled sites recorded at Gallow Hill settlement and Girvan Mains enclosure to the north; Houdston Hill enclosure to the east; and Mote Hill burial site, Dow Hill Fort and Shalloch Hill enclosure to the south of the present town.

The actual settlement of Girvan however most likely dates from the medieval period. The parish church, dedicated to St Cuthbert, was situated in the graveyard on Old Street, was referred to in 1296, confining the medieval basis for the town.

Girvan remained a small village up until the end of the 18th Century, and start of the 19th Century , primarily based on it's fishing, tanning, weaving and as a local market. The village at this time was based around the Flushes, between Old Street and High Street,

The new superiors, the Dalrymples of Bargany, had plans to lay out a new town, on a broadly grid pattern, on the lands of Doune to the south of the old village. This substantial expansion of Girvan commenced in the last years of the 18th century.

The new town largely developed around the streets of what is now the conservation area, with Louisa Drive, Henrietta Street and Dalrymple Street the principal north-south streets; and Knockcushan Street, Hamilton Street, Ailsa Street and Duncan Street running east-west. Hamilton Street and Ailsa Street had eastward extensions at The Avenue and Ailsa Street East (formerly Plum Street) respectively.

The layout of the new town first appears in maps of the early 19th Century

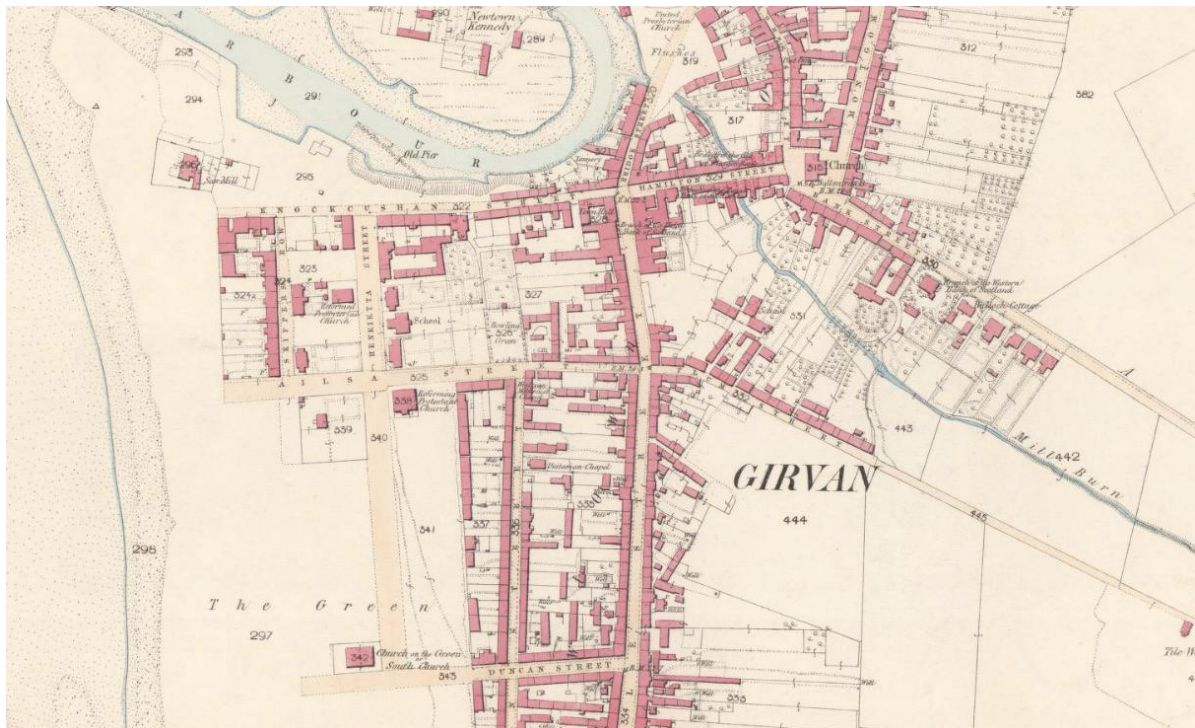


Fig. 5 Ordnance Survey 1856- 7

The development of the various streets has resulted in clear distinction between the character of different areas. Dalrymple Street became the main commercial street in the town, while Knockcushan Street provided access to the harbour. Louisa Drive and Henrietta Street became the location for Victorian townhouses and semi detached homes while the Avenue to the East provided a location for Girvan's best 19th century villas. In the areas between the main streets, the lesser streets, such as Harbour Street, Greenside and Wilson Street, established a strong identity as a cottage community that still exists with a recognisable character, separate from the rest of the town.

The coming of the railway to Girvan in 1860 marked the start of the town's new identity as a seaside resort. The original passenger terminus was situated adjacent to the goods

station at Bridge Street but, as it was not possible to extend the line from the original station towards Stranraer, a second station was opened at the site of the current station in October 1877 by the Girvan and Portpatrick Junction Railway (G&PJR). Girvan was also connected to Glasgow by weekly steamer sailings.

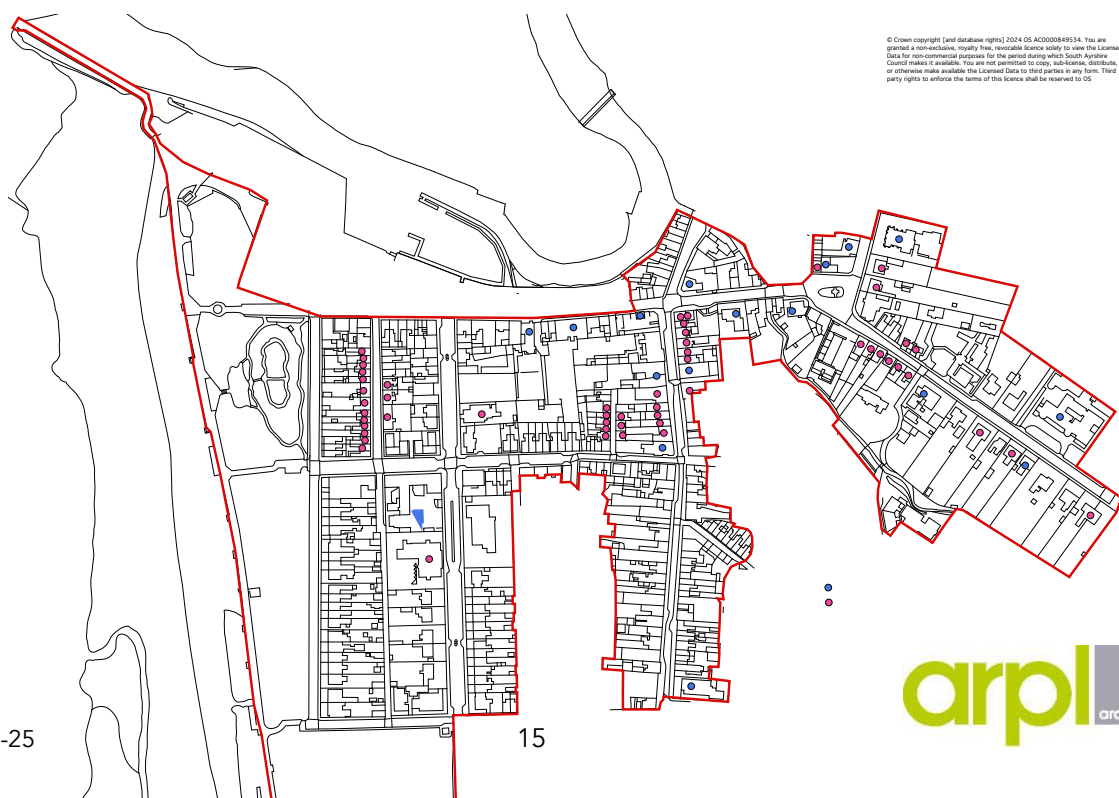
The second half of the 19th century saw continued improvements to the town's community infrastructure with the formation of Stair Park, local merchant Thomas McKechnie funded the McKechnie Institute in 1888. The parish church was rebuilt on Montgomerie Street between 1882 and 1884, replacing the old kirk at Church Square. By the time of the Ordnance Survey mapping of 1904 the town had taken the form which is visible today. The original old town to the east of the river has mostly disappeared with the town centre now formed around the gridded Georgian plan on the flat fields to the south-west. This is the street pattern which gives the character and quality of the town today with a range of buildings from the modest early 19th-century cottages through to the formally composed commercial and cultural buildings of the latter half of the 19th century.

The development of the town from its modest beginnings to a significant regional resort is reflected in the changing the use of materials and in particular the predominant but varied types Sandstone used to build the streets of Girvan.

Girvan has been a safe anchorage, a fishing port, a market town, a weaving town, and a Victorian seaside resort. Although no longer a mass holiday destination for urban west of Scotland, Girvan remains a significant town of some character.

The town now contains 51 Listed Buildings of grade B and C comprising 69 properties. These generally date from the 19th century with the exception of the Davidson Hospital from 1919 - 22 and the late 18th century farmhouse at 11- 17 the Avenues.

There are no A listed buildings in Girvan.



4.0

STATEMENT OF SIGNIFICANCE



4.0 STATEMENT OF SIGNIFICANCE

The significance of Girvan Conservation Area primarily relates to the overall qualities of the townscape and how this reflects the historical development of this coastal town.

The area of the core conservation area has been identified as being most significant as it reflects the development of the town, as evidenced by the historic maps that have been examined. Whilst some of the buildings may have been replaced over the centuries the area still reflects the historic development of the town centre.

Increasing the significance of the core area is the high concentration of listed buildings within the area. While the buildings are Category B or C(S) they present a unified frontage together to form a distinctive character to the core area. This is particularly evident in Dalrymple street and the cross at Stumpy Tower

Further increasing the significance of the core area is its relative completeness regarding intact street frontages and well-defined boundaries. There are very few gap sites and SAC may consider respectful infill developments for these sites. Any new infill development should be carefully controlled to ensure it sits harmoniously within the make-up of the core area.

In addition to the Core Area the surrounding streetscapes are significant contributors to the character of the conservation Area.

4.1 Townscape and Street Pattern

The conservation area consists of three main character areas

- the original historic core focussed Bridge Street, Hamilton Street and the original High Street
- The Georgian New Town planned at the end of the 18th century to the South West of the town centre
- the Victorian suburb of the Avenue with its fine villas

The buildings and structures within these areas predominately still reflect this pattern of Georgian and Victorian development overlaid onto the weaving and fishing town.

The street patterns of the loose topographical streets of the original core, the gridded Georgian town planning and the generous Victorian avenue are all a clearly visible setting for the town buildings



fig. 6 Ordnance Survey map 1904

4.2 Architectural Features.

Within this overall street pattern a range of architecture features help define the town centre character.

The landmark qualities of Stumpy Tower and the McKechnie Institute mark the key points of the main commercial thoroughfare, Dalrymple Street. The North Parish and Methodist churches provide key wider context markers on the journey through the town. The residential and commercial building then provide clear range of street frontage buildings defining the public realm of the predominately 19th century town.

4.3 Open Space

The Conservation Area is then bounded by the major open spaces of the River Girvan, the beach frontage and the two major parks, Stair Park and Victory Park. This open outlook completes the special qualities of the town and its Coastal Character

4.4 Conservation Area Management Objectives

The principle aims of the conservation area management will be to ensure the preservation and enhancement of this historic townscape and the buildings which contribute to this.



County Buildings Wellington Square Ayr KA7 1DR Tel: 01292 616 107 Email: planning.development@south-ayrshire.gov.uk

Applications cannot be validated until all the necessary documentation has been submitted and the required fee has been paid.

Thank you for completing this application form:

ONLINE REFERENCE

The online reference is the unique reference for your online form only. The Planning Authority will allocate an Application Number when your form is validated. Please quote this reference if you need to contact the planning Authority about this application.

Type of Application

What is this application for? Please select one of the following: *

- ☒ Application for planning permission (including changes of use and surface mineral working).
- ☐ Application for planning permission in principle.
- ☐ Further application, (including renewal of planning permission, modification, variation or removal of a planning condition etc)
- ☐ Application for Approval of Matters specified in conditions.

Description of Proposal

Please describe the proposal including any change of use: * (Max 500 characters)

5.0 Statutory Guidance and Controls

5.1 Conservation Areas

Conservation Areas were introduced by the Civic Amenities Act 1967. The Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 sets out current legislative framework for the designation of conservation areas, defining Conservation Areas

“as an area of special architectural or historical interest, the character or appearance of which it is desirable to preserve or enhance.”

Planning authorities are required to periodically determine which parts of their district merit designation as a Conservation Area. Designation offers statutory protection of conservation areas in order to protect their special character.

There are twenty three designated conservation areas in the South Ayrshire Council area of varying character.

The designation of a conservation area also provides control with current legislation dictating that Conservation Area designation automatically brings the following works under planning control:

- Demolition of buildings
- Removal of, or work to, trees
- Development involving house extensions, roof alterations, windows, stone cleaning or painting of the exterior, satellite dishes, provision of hard surfaces, the erection or alteration of gates, fences and walls, and;
- Additional control over ancillary buildings (such as sheds/garages) and raised decking/platforms.

These controls are outlined within the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 (As amended). Updated Guidance is given in Planning circular 1/2024 regarding permitted development including in Conservation Areas.

Amendments to permitted development rights regarding window replacement is of significant importance in the context of the Girvan Conservation Area.

The designation of a Conservation area does not preclude any change or development , but seeks to ensure that any new development is handled with care and will not

“harm the character or appearance of the area. ”

Additional guidance is included in Scottish Government’s Planning Advice Note *PAN71 - Conservation Area Management* which complements national policy supplying further advice on the management of conservation areas.

5.2 Listed Buildings and Listed Building Consent

Buildings or structures which are deemed to be of special architectural or historical interest may be listed by Historic Environment Scotland under one of three categories, noted below. They are classified according to their relative importance in order to provide additional statutory protection.

Listing applies to both the interior and exterior of the building.

Category A listed buildings are considered to be of national or international importance, or fine little altered examples of some particular period, style or building type.

Category B listed buildings are of regional or more than local importance, or major examples of some particular period, style or building type which may have been altered.

Category C(S) listed buildings are of local importance, lesser examples of any period, style, or building type, as originally constructed, or moderately altered; and simple traditional buildings which group well with others in categories A and B.

Any work to Listed Buildings either internal or external – other than basic maintenance on a 'like for like' basis – will typically require Listed Building Consent, even where Planning Consent may not be required.

There are currently 15 Category B Listed Buildings and 35 Category C(S) Listed Building in Girvan. There are no Category A listed buildings.

Refer to Appendix A for the locations of these buildings.

5.3 Article 4 Directions

Additional controls may be applied to changes within Conservation Areas through Article 4 Directions. The purpose of an Article 4 Direction is to provide protection for certain types of development within a Conservation Area – usually relatively minor works - that would otherwise not require planning permission. This may include the replacement of doors and windows, the erection of fences or the installation of satellite antennae, or other such works that could threaten the character of the area. Article 4 directions are location specific.

In order to safeguard and enhance the qualities of the conservation area, restrictions to the following classes of permitted development rights in Girvan Conservation Area apply by means of an Article 4 Direction:

Class 1 Enlargement, improvement or other alterations to a dwellinghouse.

Class 3 Provision or alteration of buildings or enclosures within the curtilage of a dwellinghouse.

Class 7 Construction or alteration of gates, fences, walls or other means of enclosure.

Class 8 Formation, laying out and construction of a means of access.

Class 14 Provision on land of buildings, moveable structures, works, plant or machinery required temporarily in connection with the duration of operation being carried out on land adjoining that land.

Class 15 The use of land (other than a building or land within the curtilage of a building) for any purpose, except as a caravan site or an open air market, on not more than 28 days in total in any calendar year, and the erection or placing of moveable structures on the land for the purposes of that use.

Class 30 The erection or construction and the maintenance, improvement or other alteration by a local authority of any building not exceeding 4 metres in height or 200 cubic metres in capacity; and lamp standards, refuse bins, public shelters and similar structures.

Class 39(1) Development for the purposes by a gas supplier.

Class 40(1) Development by statutory undertakers for the generation, transmission or supply of electricity.

Class 41(1) Development required for the purposes of any road transport undertaking.

Class 43 Development required for the purposes of the Post Office.

Class 67(1) Development by a telecommunications code system operator.

Any of the above items within the Conservation Area will require consent applications to be submitted once the Article 4 proposal is approved.

5.4 Tree Preservation Orders

A Tree Preservation Order (TPO) is made by the local authority, and its purpose is to protect individual tree(s), groups of tree(s) or woodlands which have particular amenity value, historic or cultural significance as well as tree(s) which make a significant contribution to the landscape or townscape or because there may be a potential threat to the trees.

There are currently no Tree Preservation Orders applicable to Girvan

5.5 Planning Guidance

Local Councils are required to produce Local Development Plans (LDP) which are the starting point for making decisions on planning applications. Development plans should be up to date, succinct and map-based, reflecting the unique characteristics of the places and communities they cover and enabling planning authorities to deliver the right development in the right place. South Ayrshire Council's Local Development Plan (LDP) can be accessed at <https://www.south-ayrshire.gov.uk/article/28782/Local-development-plan-2>

Planning permission is usually required for any new building works or major changes such as extensions to existing properties, or changes of use to a building. In certain situations small building works may be classed as 'permitted development' and not require planning consent, however, permitted development is restricted in Conservation Areas, and can be further controlled by Article 4, see below. General maintenance work does not usually require planning permission if carried out on a 'like for like' basis

Planning permission is not required for internal work to an unlisted building.
Planning guidance relevant to Girvan Conservation Area is available on the following topics:

Planning Policy No.7 – Dormer Windows (1994)

Planning Policy No.12 – Sunshades & Canopies on Commercial Frontages (1981)

Planning Policy No.13 – Advertisement Signs General (1982)

Planning Policy No.14 – Velux Rooflights (1982)

Planning Policy No.19 – Satellite Receiver Dishes (1987)

Planning Policy No.24 – Shopfront Security (1994)

Planning Guidance: Open Space and Designing New Residential Developments (2010)
(provides detailed guidance in respect of public and private amenity spaces when considering proposals for residential development).

Planning Guidance: Historic Environment (2015) (provides detailed guidance on principles of development affecting built heritage resources, conservation area appraisals and management plans and policies giving guidance on specific types of development).

Design Guidelines for Advertisements and Commercial Signage (2014)

6.0 RISKS



6.0 Risks

The risks to the character of the conservation area generally fall into three main categories

- loss or deterioration of key buildings at risk
- the general overall degradation which occurs through multiple smaller scale poor quality changes to the historic buildings.
- gradual degradation due to lack of maintenance of building fabric

6.1 Buildings at Risk

There are currently three buildings in Girvan town centre which are on the Buildings at Risk register.

- The Davidson Cottage Hospital , the Avenue, grade B listed from 1921
- Nos. 6- 8 High Street grade B listed early 19th century stables building
- Church Hall , Wilson Street an unlisted former Methodist Chapel from 1823



The three buildings are on the periphery of the core town centre.

In addition there are a number of significant buildings on Dalrymple Street whose condition is of increasing concern.

- Former Post Office 22 - 24 Dalrymple Street, mid 19th century commercial building
- Former Royal Bank 14 - 18 Dalrymple Street, three storey mixed use building
- 48 Dalrymple Street, two storey 19th century building now a roof less shell as a result of a fire.
- 91 - 95 Dalrymple Street, two and a half storey mid 19th century building showing significant distress

- 13 Ailsa Place, a single storey cottage in a street of listed buildings

All these buildings are at risk of significant deterioration without timely intervention.



6.2 Degradation through small scale alterations

The biggest overall risk to the character of the conservation area lies in the gradual deterioration as a result of multiple small scale changes to the street frontage buildings. This will eventually lead to an overall major decline in the historical quality of the area.

This is a process which has already significantly impacted on the conservation area through multiple unauthorised alterations to the building in the conservation area. Approximately 80% of the windows in the conservation area have been replaced with mixed modern style windows.

The use of modern and inappropriate shopfronts and commercial signage has a similar debilitating impact.

Further decline of this nature will result in a poor quality environment. In particular if any of the buildings at key locations, such as the cross at Knockcushan Street / Dalrymple Street are altered this will have a heightened impact on the perception of the town centre.

An approach to management which reduces the incidence of inappropriate unauthorised alterations is an important step



6.3 Degradation through lack of maintenance

In a similar way to the decline of the conservation through small scale alterations , the cumulative impact of poorly maintained buildings has a significant effect on the perception of the conservation area.

Typical elements of the building which are visually degrading are

- leaking and poorly maintained rainwater goods,
- deteriorating stonework
- poorly decoration windows and doors
- chimney stacks in need to repair
- vegetation growth



Putting a regime for regular maintenance in place would bring a significant improvement to the street frontages. This is primarily an issue with the commercial buildings in the Conservation area. The solely residential buildings are generally looked after to a better degree.

6.4 Typical areas of concern

Key risks to the heritage were identified as:

- Loss of traditional features – particularly original windows and doors

- Deteriorating shop frontages

- Deteriorating stonework to facades

- Vacant shop units.

- Inappropriate commercial signage.

- Modern inappropriate shopfronts

- Low quality pavements in a poor state of repair.

- Lack of public / green spaces & outdoor seating.

The aim of the Maintenance plan is to try to address these concerns and suggest a strategy which will deliver improvements to the approach of building owners.

7.0

MANAGEMENT STRATEGY



7.0 Management Strategy

The management of conservation areas involves a wide range of issues (planning, economic development, transport, street maintenance etc.) and people (local and national public authorities and agencies, voluntary and amenity bodies, businesses and individuals etc.). The Appraisal attempts to identify particular issues that currently impact adversely on the condition or character of the Conservation Area, and to suggest possible means of improvement.

Management within the context of this document includes 'all of the activities that can keep heritage in a good condition'

The principal approach to a future management strategy involves recognising that the management and maintenance of the conservation area cannot be left solely to the use of statutory controls

The approach suggested involves engaging at three levels

- STATUTORY MANAGEMENT
- COMMUNITY BASED GROUP MANAGEMENT
- INDIVIDUAL OWNER MANAGEMENT

By suggesting a strategy which engages with all three of these management tools the maintenance of the conservation area can be managed in a more successful and comprehensive way.

7.1 Conservation strategy

The conservation strategy set out below has been designed to preserve, maintain and enhance the cultural, economic, historic and architectural values of Girvan Conservation Area.

STRATEGY 1 - PRIORITY BUILDINGS

The principal objective of the conservation and repair of the buildings within the conservation area is to ensure the most significant buildings are in a structurally secure condition and to slow the rate of future deterioration. Work to the priority buildings is a key major step.

STRATEGY 2 - STATUTORY CONTROLS

The designation of the conservation area provides additional controls over development in the area. In addition to the more generic requirement for planning permission consent, via an Article 4 direction, is also required for

- Demolition of buildings
- Removal of, or work to, trees
- Development involving house extensions, roof alterations, windows, stone cleaning or painting of the exterior, satellite dishes, provision of hard surfaces, the erection or alteration of gates, fences and walls, and;
- Additional control over ancillary buildings (such as sheds/garages) and raised decking/platforms.

Engagement with the local community as to the benefits of protecting the conservation area through these statutory controls will help develop a higher standard of development particularly with regard to smaller scale alterations.

A positive approach to supporting appropriate development through the use of this process will help in establishing a consistently high standard of work within the area.

This would be especially beneficial for control over advertising and commercial signage, replacement of rainwater goods, doors and windows, through the withdrawal of permitted development rights for dwellinghouses.

STRATEGY 3 - SMALL GRANTS SCHEME

Through the Small Grants Scheme there is an opportunity to help fund improvement of the building detail, signage and shopfronts and implement the detailed design guidance set out.

STRATEGY 4 - OWNER ENGAGEMENT

Engagement with individual owners to encourage maintenance as a visual and value benefit is a key issue.

Extensive vegetation growth is evident in eaves gutters, chimneys and wallheads throughout the conservation area. Many of the buildings will benefit from the removal of this vegetation and if carried out as a single exercise along a section of street the costs are likely to reduce due to the economies of scale. High-level access available while removing vegetation will also provide an opportunity for consultants to carry out close inspections of high-level fabric and prepare detailed proposals based on the results of these inspections.

Successful engagement over the longer term can be delivered through this process being led by community based groups such as Girvan's Story or the local business association.

STRATEGY 5 - CONSTRUCTION STANDARDS

Encourage through education and engagement the use of best practice in construction, maintenance and alteration works. Development of local skills to ensure availability of suitable tradesmen knowledgeable in historic buildings materials and work.

Best practice conservation techniques should be employed to ensure robust and sympathetic detailing of repair work. This will assist in securing the long-term viability of the historic fabric.

STRATEGY 6 - PUBLIC REALM

Inappropriate street furniture and signage detract from the setting of the conservation area. This should be extended throughout the conservation area. Careful consideration should be given to design and placing of street furniture and signage.

STRATEGY 7 - PUBLIC LIGHTING

Following on from inappropriate street furniture, lighting is another issue that would benefit from careful consideration and rationalisation. Careful selection of a number of fitting styles, for various situations, should be implemented. The use of feature lighting on the priority buildings can add significantly to the nighttime quality of the conservation area and identity of the town.

The feature lighting to the Stumpy Tower landscaped area is the first example of this to be implemented.

STRATEGY 8 - INFILL DEVELOPMENT

Although there are few gap sites within the conservation area where these do existing consideration can be given to promoting infill developments. Sites where development should be encouraged include

- the shell at 48 Dalrymple Street
- the gap site at 89 Dalrymple Street currently planned as a small park by SAC
- the gap site at 8- 10 Hamilton Street
- undeveloped frontage on Louisa Drive
- gap site at 11 Henrietta Street

Infill development in these locations will provide a continuing regeneration of the town centre avoiding sites developing into major eyesores.

8.0

MANAGEMENT PLAN

8.0 Maintenance Plan

8.1 Management principles in Conservation

Maintaining quality is a key aim of good stewardship and involves the following considerations:

- proper repair and maintenance of the historic environment is generally the most sustainable course of action;
- management, and any proposed alteration or change of use, should be appropriate and follow best conservation practice;
- to retain historic character and future performance of older buildings it will be important to use appropriate and compatible materials and construction techniques;
- it is important that new developments are sensitive to historic character and attain high standards in design and construction, while recognising the portfolio of original building materials;

It is recognised that some conflict can arise between the sustainable management of the historic environment and actions that are considered sustainable in other respects. Replacement high performance windows is a typical example of this. It is also possible that the impact of proposed actions on the historic environment will be uncertain. In these cases the risk of potentially damaging actions should be minimised by following these key principles:

- ensure that existing and intended management or use is appropriate and based on best available knowledge;
- ensure that any proposed change is necessary;
- use appropriate assessment methodologies to determine the full impact of any proposed management, use or development;
- avoid change wherever its effects cannot be adequately assessed;
- where change is to proceed, adopt strategies to mitigate its impact and keep any interventions to a minimum;
- ensure that management or alteration, including remedial work, is sympathetic to historic character, using compatible materials and construction techniques.

8.2 Approach

To deliver the successful management of the conservation area cannot rely on just statutory management by the South Ayrshire Council planning department. The current position on unauthorised alterations suggests the statutory approach requires additional support through initiatives involving grant support and a voluntary approach to building and conservation area management.

Local residents and property owners also have a major role to play in protecting and enhancing the character and appearance of the conservation area by ensuring that properties are regularly maintained and original features retained or reinstated.

This secondary approach will require a range of additional initiatives alongside the enforcement of statutory controls

Opportunities to protect and enhance the heritage suggested are :

- Tighten implementation of current regulations to offer more protection to the Conservation Area ,and to disseminate this guidance.
- Provide grant assistance for reinstatement and repair to historic fabric and detailing
- Target the buildings with remaining historic architectural features and target the building owners by making them aware of the grant opportunity.
- Provide education regarding building maintenance.
- Encourage local events around improvements to buildings
- Build upon the community interest by encouraging engagement with the process, and ongoing responsibilities
- Provide support to community group joint action on maintenance e.g. gutter cleaning
- Provide guidance on window replacements including exemplars
- Provide specific guidance on shopfront replacement covering proportions, signage, materials , security

8.3 Conservation, Maintenance and development strategy

The implementation of a town regeneration strategy will be carried out over a number of years and works will be carried out in a number of headings. The recommendations are

Heading 1 Priority buildings

Work with owners/ occupiers of buildings identified as Priority buildings and implement comprehensive repairs. These buildings are the most significant within the core conservation area.

Building currently identified as priority buildings are

Stumpy Tower
McKechnie Institute
14- 18 Dalrymple Street

with potential back up buildings of
Former Post Office 22 - 24 Dalrymple Street
Former Bank 17 Dalrymple Street
Townhouse, formerly Knockcushan House, 25 Knockcushan Street

Heading 2 Small grants / shopfronts

Identify buildings which have shopfronts which would benefit from upgrade and renewal using historical models. In the initial stage focus could be on the stretch of Dalrymple Street between Stumpy Tower and the McKechnie Institute to provide a focussed approach

Heading 3 Repair and Maintenance

Target owners/ occupiers of buildings identified as needing assistance with external repairs decoration, minor repair works, window repairs, gutter upgrades and clearing .

This may include an overall street wide programme of gutter clearing and high-level vegetation removal to the core conservation area as a whole, to benefit from the economies of scale

8.4 Specific issues identified affecting condition of buildings

The surveying has highlighted a series of specific issues that are having a detrimental impact on the character and quality of the buildings. Many of these are due to lack of maintenance, poor design and lack of awareness of the significance of the buildings value to the historic character. Quite a few of the unacceptable alterations can be reversed with substitution of replacement elements that are more appropriate in colour, design and traditional detail . Particular problems identified may be improved on with financial assistance of a Small Grants Scheme.

ROOF LEVEL PROBLEMS

Slipped and missing slates, blockages and vegetation growth in gutters, skews and parapets, missing ridge tiles, decayed chimneys, moss growth on slates are all recurring problems within the Conservation Area.

LONG TERM NEGLECT AND DECAY

Cracks and missing pointing, spalling masonry, flaking paint, damage and graffiti, weather staining and moss, leaking gutters and downpipes, are all symptoms of long-term neglect, which can lead to serious problems of rot and decay.

INAPPROPRIATE FABRIC REPAIRS AND MATERIALS

The use of modern materials like non-breathable paints, cement mortars or concrete can accelerate decay of stonework. Pieced in odd slates or replacement concrete tiles can add stress to old structures.

VACANCY OR MULTIPLE OCCUPANCY

Without occupants a building can quickly develop problems and no general maintenance is carried out, placing some Buildings at Risk. Co-ordinating multiple tenants and owners can make full repair difficult to achieve.

Boarded up buildings attract further vandalism and theft of materials.

UNSYMPATHETIC TO CONSERVATION AREA

Widespread use of upvc rainwater goods and replacement windows is unsympathetic to historic and traditional buildings. Many shopfronts have poorly sized and positioned fascias and signage and many are crudely made or temporary

DEVELOPMENT WITHOUT PLANNING CONSENT

In a number of situations unlawful development has taken place with extensions, dormer windows, change of materials, replacement of windows and doors, erection of additional of "clip-on" technology.

It may be that some building owners in the Conservation Area are not aware of the planning controls and permitted development ground rules, and enforcement action to correct this has often not been feasible or practical. This can partly addressed by promotion through summary guidance pamphlets, public meetings etc that may be associated with the launch of a Small Grants Scheme.

COMMERCIAL INFLUENCE TO IMPROVEMENT OF THE CONSERVATION AREA

There are some good examples of well thought out and responsive shopfront and commercial designs in the Conservation Area.

Good business promotion should be encouraging a clean and tidy shopfront. Carefully selected use of lettering styles and colour help with commercial identity – it is possible for large chain stores and national businesses to modify their branding to suit local identity. Use of the buildings own features to set up a framework for the shopfront design can produce a high quality of design. The positioning and sizing of fascias and signs, with discrete lighting and integrated security shutter should be considered.

A Town Centre Design Guide could make detailed and useful comments.

8.5 Action

The actions proposed to manage the improvement upgrade and maintenance of the conservation area are set out in the following table

Heading	Action	lead party	
Timescale	Ongoing throughout period		
1 STATUTORY			
1.1	Local information exchange on Conservation Standards and statutory requirements.	SAC	
1.2	Development control review application against aims of Conservation Area management	SAC development control	
Timescale	Year 1 - Initial grant start up period		
2 GRANTS			
2.1	Inaugurate small grant scheme	grant officer	
2.2	Promote Grant scheme through - social media - local events - community group meetings - business groups - individual targeting	grant officer, Girvan Story small grants steering group	
2.3	Exemplars/ Pilot Projects Identify key properties in core area which would benefit from intervention and seek to engage with owners to bring project forward. Promote exemplars as best practice	grant officer, Girvan Story small grants steering group	
2.4	Quick wins Identify properties where improvement works required are limited but impact would be significant. Engage with owners to seek early implementation of upgrade scheme.	grant officer, Girvan Story small grants steering group	
Timescale	Annual		
3 MANAGED REPAIRS			

3.1	Work with local business groups to establish combined approach to maintenance. This is particularly applicable to high level repairs- chimneys and gutters 1st visit to carry out gutter repairs and replacements- high level work. Ongoing visits to carry out annual gutter cleaning	Local business group	
Timescale	Year 1		
4 GUIDANCE			
4.1	Raise awareness of need for maintenance through local events/ talks Emphasise financial benefits of well maintained buildings	grant officer	
4.2	Experts Roadshow Organise advice days when free advice on repairs and maintenance is given to local residents. Possible attendance by acceptable suppliers	SAC architects builders window suppliers?	
4.3	Guidance information Publish and deliver guidance notes to building owners Simpler version of HES Inform guide for example	SAC conservation specialists	
4.4	Advice web page Provide web page giving simple guidance to building owners as to best practice approach to building maintenance.	SAC	
Timescale	Year 1		
5 SKILLS			
5.1	Skills training workshops on key building tasks - joinery - stonework - roofing - sign writing - tiles		

9.0 Bibliography

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- Girvan Conservation Area Appraisal, South Ayrshire Council

10.0 Appendices

Listed Building Map

Townscape Analysis

Shopfront Exemplars

Window Exemplars

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South Ayrshire Council

**Report by Director of Housing, Operations and Development
to South Ayrshire Council
of 26 June 2025**

Subject: Local Development Plan 3 (LDP3) Public Engagement Framework

1. Purpose

- 1.1 The purpose of this report is to seek approval to implement the Public Engagement Framework for Local Development Plan 3.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 **approves the LDP3 Public Engagement Framework set out in [Appendix 1](#) for implementation as the framework for defining how the Council will consult with various groups and communities in developing the South Ayrshire Local Development Plan 3;**
- 2.1.2 **notes that, once dates for public consultations with Community Councils have been established, as set out in Annex 2 to [Appendix 1](#), an Information Bulletin will be issued to all Elected Members for awareness.**

3. Background

- 3.1 Planning legislation requires a Development Plan Scheme (DPS) to be published annually. The Development Plan Scheme 2025 was published in March 2025, following approval by Council of 6 March. The DPS also contains a Participation Statement, which explains how, when and who the Council will engage and consult with throughout the development of LDP3.
- 3.2 The report to Council of 6 March 2025 for the Development Plan Scheme also committed to preparing a Public Engagement Framework to inform actions at each stage of LDP3 preparation and to co-ordinate engagement work with other Council services, and to report the proposed Public Engagement Framework to Council.
- 3.3 The Public Engagement Framework ([Appendix 1](#)) involves consultation arrangements beyond those required by planning legislation in a Participation Statement. The PEF is part of the Council's dedication to community and stakeholder engagement. In particular, it sets out the legislative requirements with regards to public engagement, how the Council will meet these requirements and

identifies key stakeholders and at what stages of the LDP3 development process they will be consulted.

- 3.4 The Public Engagement Framework is intended to be a 'live' document that will be incorporated into the DPS and updated throughout the development plan process. The final intention of the Public Engagement Framework is to form part of the Participation Report required by legislation (section 16B(4) of the Town and Country Planning (Scotland) Act 1997) to be published along with the Evidence Report at DPEA Gatecheck.
- 3.5 As set out in the Public Engagement Framework ([Appendix 1](#)) the Council is required to engage with the public during the Local Development Plan 3 development process. The relevant primary legislation relating to local development plans is the Town and Country Planning (Scotland) Act 1997 as amended by the Planning (Scotland) Act 2019. The legislation sets out the different groups that are required to be consulted, such as statutory consultees, as well as children and young people, and minority groups such as Gypsy and Travellers.
- 3.6 The Public Engagement Framework sets out the different methods of engagement the Council will use to consult the public. This includes publicity methods such as press releases, social media and targeted emails to stakeholders; circulation/distribution of documents via the planning hub and council offices; consultation tools such as surveys and the place standard tool; events such as exhibitions, drop-in sessions and targeted meetings with stakeholders; and additional activities such as use of the existing consultations with council place plans.
- 3.7 The Framework also sets out how the Council will meet the legislative requirements with regards to public engagement by setting out the Council's plans with regards to engaging the different groups identified in the regulations. It also contains information on who will be consulted and at what stage of the LDP3 development process.

4. Proposals

- 4.1 It is recommended that the Council approves the Public Engagement Framework set out in [Appendix 1](#). This has been gathered into a clear and user-friendly table, as set out in Annex 2 of the Public Engagement Framework. The table, whilst not exhaustive, includes groups such as all Community Councils, South Ayrshire schools, South Ayrshire Youth Council, disability groups and the Local Access Forum. Business groups include Homes for Scotland, housing associations, NHS and Ayrshire Chamber of Commerce.
- 4.2 As mentioned in Section 3 of this report, the Public Engagement Framework is considered a live document that will be updated and populated as engagements and consultations take place. It should be noted that Annex 2 lists a range of community groups and Community Councils that will be consulted on the LDP. Arrangements have not yet been developed as to when these consultations will take place. Members are asked to note an Information Bulletin will be forwarded to all Elected Members to advise of these consultations once arrangements are finalised.

5. Legal and Procurement Implications

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

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 There are no anticipated financial implications, and any costs arising will be met from existing budgets.

7. Human Resources Implications

7.1 The range of work set out in the Public Engagement Framework will be largely met within the existing resources of the Planning Strategy Team. The assistance of resources within Thriving Communities and Education Services will also be required in undertaking the Public Engagement Framework and liaising with communities and young people.

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 The risks associated with rejecting the recommendations include delays to the Council's programme for making the next Local Development Plan and opportunities for stakeholders to be involved in the process.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 An IIA has not been carried out as this proposal is in relation to an engagement framework for the LDP3. Findings from the engagement framework will be used to inform the completion of the IIA for the LDP3 (the IIA process has commenced for this).

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. This was because the only alternative option to the Proposal is to not prepare a Public Engagement Framework. As the Planning Service has already committed to preparing a Framework, and reporting this to Council, it was not considered to be a viable option.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority Three of the Council Plan: Civic and Community Pride (Outcome Community Engagement).

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): delivery model and will deliver qualitative benefits.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Chris Cullen, Portfolio Holder for Economic Development, 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 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:

Implementation	Due date	Managed by
Implementation of the Public Engagement Framework	June 2025	Assistant Director – Planning and Development

Background Papers [Town and Country Planning \(Scotland\) Act 1997](#)

[The Town and Country Planning \(Development Planning\) \(Scotland\) Regulations 2023](#)

[Planning \(Scotland\) Act 2019](#)

[The Town and Country Planning \(Grounds for Declining to Follow Recommendations\) \(Scotland\) Regulations 2009](#)

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Date: 18 June 2025

South Ayrshire Council
LDP3 Public Engagement Framework

1. Purpose

South Ayrshire Council publishes a Development Plan Scheme annually, as required by Section 20B of the Town and Country Planning (Scotland) Act 1997 (as amended). The Development Plan Scheme includes the proposed timings of the various stages of local development plan preparation, details of what is involved in each stage of preparation, and a participation statement which outlines when consultation is likely to take place, with whom and its likely form (see Section 3 – Consultation and Engagement). The latest Development Plan Scheme was approved in March 2025.

Under Section 16B(4) of the Town and Country Planning (Scotland) Act 1997 (see section 2 – Statutory Requirements) a participation report is required be presented with the Evidence Report at DPEA Gate check stage.

This Engagement Framework therefore goes beyond the statutory requirements set out in the legislation (see section 2 -Statutory Requirements) and is a marker of the Council's commitment to engage meaningfully with all groups and stakeholders during the LDP process. This Framework will be incorporated into the Development Plan Scheme (DPS), and is a 'live' document which will be updated as the Council progresses through each stage of the preparation of LDP3. As part of the DPS, the Engagement Framework will be available for comment annually during the DPS consultation.

This Engagement Framework sets out the Council's public engagement plans as part of preparation of the Local Development Plan 3 (LDP3). It sets out how the relevant statutory requirements for engagement and stakeholder involvement relating to the different stages in the Local Development Plan preparation will be met. The document is composed of the following sections: Section 2 sets out the statutory requirements of the Council with regards to public engagement; Section 3 sets out the methods through which the Council will engage stakeholders; Section 4 includes the different stages of the LDP3 development process and an indicator of engagement activities at each stage; Appendix 1 sets out how the Council will meet the statutory Requirements; and Appendix 2 sets out who will be consulted and at what stage of the LDP3 development process.

As mentioned above, this is a 'live' document, and in particular Appendix 2 will be populated with dates and engagement methods as the Council progresses through the development of LDP3. The content of this engagement Framework will also form part of the Participation Report, which will be published at the Evidence Report Gate Check, and which will contain the results from the engagement activities carried out to date.

The methods of engagement and consultation are resource dependent, with the Planning Service currently operating at a resource deficit, and are subject to change as the LDP3 development process moves forward.

2. Statutory Requirements

The relevant primary legislation relating to local development plans is the Town and Country Planning (Scotland) Act 1997, as amended by the Planning (Scotland) Act 2019. The relevant secondary legislation are the Town and Country Planning (Development Planning) (Scotland) Regulations 2023, the Planning (Scotland) Act 2019 (Commencement No. 12 and Saving Transitional Provisions) Regulations 2023 and the Town and Country Planning (Grounds for Declining to Follow Recommendations) (Scotland) Regulations 2009.

Town and Country Planning (Scotland) Act 1997 (amended)

Section 37A of the Town and Country Planning (Scotland) Act 1997, as amended by the Planning (Scotland) Act 2019 sets out that the purpose of planning is to manage the development and use of land in the long-term public interest. Section 15 covers the form and content of local development plans. The spatial Framework included in the plan must take account of the following matters:

- The principal physical, cultural, economic, social built heritage and environmental characteristics of the district;
- The principal purposes for which the land is used;
- The size, composition, health and distribution of the population of the district;
- The housing needs of the population of the area, including, in particular, the needs of persons undertaking further and higher education, older people and disabled people;
- The desirability of allocation land for the purposes of resettlement;
- The health needs of the population of the district and the likely effects of development and use of land on those health needs;
- The education needs of the population of the district and the likely effects of development and use of land on those education needs;
- The extent to which there are rural areas within the district in relation to which there has been a substantial decline in populations;
- The capacity of education services in the district;
- The desirability of maintained an appropriate number and range of cultural venues and facilities (including in particular, but no limited to, live music venues) in the district;
- The infrastructure of the district (including communications, transport and drainage systems, systems for the supply of water and energy, and health care and education facilities);
- How that infrastructure is used; and
- Any change which the planning authority think may occur in relation to any of the matters mentioned above.

Prior to the preparation of a local development plan, Section 15A requires planning authorities to issue an invitation to local communities to prepare Local Place Plans. Section 16 requires planning authorities to, when preparing a local development plan, take into account the National Planning Framework, and local outcomes improvement plan and any registered local place plan.

Section 16A requires planning authorities to make such arrangements as they consider appropriate to promote and facilitate participation by children and young people (aged 25 or under) in the preparation of the local development plan. Planning Authorities must publish information about its arrangements to promote and facilitate participation by children and young people and keep the published information up to date.

Section 16B requires planning authorities to prepare an evidence report before preparing a local development plan. In preparing the evidence report the planning authority are to seek the views of, and have regard to any views expressed by, the key agencies, children and young people, such other persons as may be prescribed, and the public at large.

The evidence report (as set out in section 16B(4) of the 1997 Act) is to include a statement on the steps taken by the planning authority in preparing the report to seek the views of the public at large, including in particular the views of disabled persons, Gypsies and Travellers, and children and young people, the steps

taken to seek the views of community councils, and the extent to which the views expressed have been taken into account in the report (the Evidence Report).

Under the Environmental Assessment (Scotland) Act 2005, the Council is required to undertake a Strategic Environmental Assessment (SEA) of the Local Development Plan. The purpose of the SEA is to assess the likely impacts of the plan on the environment and to seek ways to minimise any significant negative effects. The SEA process begins at the start of the LDP preparation process. During the preparation of the Evidence Report, environmental baseline information is collected for the SEA and a Scoping Report prepared and submitted to the Consultation Authorities for approval. The Consultation Authorities are SEPA, NatureScot and Historic Environment Scotland.

The Council is also required to undertake an Integrated Impact Assessment (IIA) of the local development plan. Once completed, the IIA of the LDP will ensure that the Council has met its legal requirements to:

- Undertake an impact assessment on equality, human rights, including the rights of children and young people;
- Assess against our Public Sector duties to advance equality, eliminate discrimination and foster good relations;
- Have due regard to reducing inequalities of outcome caused by socio-economic disadvantage when making strategic decisions (Fairer Scotland Duty); and • Ensure that public services and economic decisions promote human dignity for all.

During the preparation of the Evidence Report, an IIA steering group will be established to discuss potential evidence requirements, identify gaps in evidence, and consider how the plan will meet the needs of and impact on different groups of people including those with protected characteristics and those vulnerable to experiencing poverty and ill health.

3. Consultation and Engagement

How will we consult?

South Ayrshire Council is committed to encouraging participation from as wide a range of stakeholders as possible in all Local Development Plan related activities, such as masterplans, development briefs and other guidance published throughout the lifetime of the Plan. This Participation Framework outlines in general terms how communities and stakeholders will be engaged and have the opportunity to engage, shape and inform the Local Development Plan and associated documents. The Planning Service will work closely with the Council's Thriving Communities and Special Property Projects teams throughout the LDP process to ensure that a wide and diverse range of community voices are heard, and that engagement is coordinated to avoid duplication and 'consultation fatigue'. In particular, the well-advanced work with communities to prepare Community-led Action Plans will provide valuable feedback to inform the LDP process.

The Council aims to ensure that;

- All engagement events are inclusive, open and transparent, this will be reflected in the venues we use, the documents we produce and our methods of engagement;
- Representations are fully considered and help to shape our approach for the LDP process.
- We take the extra step to engage with as wide an audience as possible, reflecting the diverse nature of our community;
- Particular steps will be taken by the council including methods on reaching under-represented groups, promote inclusive participation at all stages of LDP process and ensure views effect and influence LDP creation.

Proposed methods for information sharing, engagement and consultation for the preparation of LDP3 may include:

Activity	Details of engagement methods may include the following: -
Publicity	• Press Notice • Press Releases • Social Media • Planning Hub • Information and updates on Council Website • Targeted e-mails to stakeholders and interested groups, including key agencies and Scottish Ministers, CSGN, adjoining local authorities, Community Councils, community associations and other local groups which may represent micro communities • Targeted communication with hard to reach groups including children and young people; older people; disabled people. Travellers and ethnic minority groups • Neighbour Notification • Mailings List
Circulation/Distribution of documents	• Planning Hub • Council Offices • Libraries and where appropriate: • Surgeries • Leisure centres • Secondary schools • Pharmacies • Community cafes and shops (in rural localities)
Consultation Tools	• Survey(s) • Online questionnaires/surveys and interactive mapping through the LDP3 Hub website. • In-person events • Place Standard Tool Including Place Standard Tool for Children and Young People • SP=EED Engagement Guide • Community engagement through Community-led Action Plans
Events	• Targeted meetings with landowners, developers, business sectors and key agencies • Events/exhibitions • Drop-in sessions and workshops in various locations across the Council area.
Additional activities	• Use of existing consultations for Council Place Plans • Engaging with under-represented groups; • Engagement with children and young people • Creative approaches to place making, including use of the Place Standard Tool; • Notifying neighbouring properties to sites that are being considered for inclusion within the Plan;

4. LDP3 Development Stages

The next steps of LDP3 preparation and how engagement will occur are listed below and further details are provided in the table.

- Call for Evidence
- Evidence Report preparation
- DPEA Gate Check of South Ayrshire Council Evidence Report.
- Call for Ideas.
- Engagement for preparation of Proposed Plan.
- Publication of Proposed Plan.
- Modification of Proposed Plan (if required).
- Examination into unresolved objections (if required); and
- Adoption of LDP3 by South Ayrshire Council.

	LDP3 Stage	What engagement activities do we plan?	Timescale
Evidence Report	Call for Evidence Topic Papers	• Online questionnaire and opportunity to comment on prepared evidence Topic Papers, and suggest further evidence the Council should take into account.	Q4 2024/25 – Q2 2025/26 February – September 2025
	Evidence Report Preparation	• Community Council meetings – series of meetings with Community Councils (and/or community associations/local groups) to discuss key community/place issues, and any evidence to take into account. • Housing Seminar – to discuss housing delivery issues for LDP, with private and affordable housebuilders and Council's Housing Services. • Key Agency meetings • Engagement with other stakeholders and infrastructure providers. • 20-minute neighbourhoods – a mapping tool is being developed to assess accessibility of neighbourhoods and local amenities -and feedback will be sought from communities on its use.	Q2 2025/26 – Q1 2026/27 August 2025 – April 2026
	Place Standard Tool Workshops	• Place Standard Tool Workshops will be held with South Ayrshire representatives of Scottish Youth Parliament and South Ayrshire's Youth Council. • Surveys based on the Place Standard Tool will be sent out to primary and secondary schools. • UWS Ayr Campus and Ayrshire College (Ayr) will be contacted to determine potential workshops with College/university students. • Minority groups - such as Gypsy and Traveller or Disability groups, South Ayrshire Access Panel (disability); Speech Therapy Team (NHS); third sector organisations focusing on neuro-diverse local groups (Spotty Zebras; Autism Support Ayrshire; South Ayrshire Autistic Society; Turning Point; etc) - will be contacted to determine potential workshops or surveys.	Q2 2025/26 – Q4 2025/26 September 2025 - March 2026

	LDP3 Stage	What engagement activities do we plan?	Timescale
		Community Councils will also be contacted to determine potential workshops.	
	Play Sufficiency Assessment	A new requirement for LDPs. We will consult with communities and young people to seek feedback on their use and rating of local play spaces/open space.	Q2 2025/26 – Q4 2025/26 July 2025 - March 2026
	DPEA Gate Check of South Ayrshire Council Evidence Report	This is not a time of engagement, unless the appointed Scottish Government Reporter(s) requests the Council submits further information that would require the Council to contact other parties. The engagement would be targeted and not open to all parties	Q1 2026/27 – Q2 2026/27 (June 2026 – September 2026)
Proposed Plan	Call for Ideas	- We will prepare information to help stimulate ideas. Invitations to contribute will be sent to all registered interested parties. - The Call for Ideas will be placed on the Council's website, in Council libraries, Council Customer Service Centres and publicised through Council social media. - The Planning Service will seek to identify other parties who may wish to contribute and extend invitations to contribute to them.	Q1 2026/27 (April – June 2026)
	Engagement for preparation of Proposed Plan	- Using the Evidence Report, Local Place Plans and information from the Call for Ideas, the Planning Service will prepare a spatial Framework and other early outlines of its Proposed Plan. This may also include reasonable alternatives as the content of the plan will still be emerging at this stage. - Notification of the engagement activities will be sent to all registered interested parties. Engagement will occur with Children and young People. - The Planning Service will notify schools, youth Councils and youth parliament representatives and colleges and youth clubs to discuss the emerging proposals in the Proposed Plan. - The Planning Service will hold engagement events in the main communities in South Ayrshire. - The Planning Service will seek to engage with identified communities of interest (for example the business community) and those identified in Planning legislation. - The Planning Service will seek to engage with South Ayrshire Community Councils /Associations/local groups on the emerging Proposed Plan.	Q3 2027/28 – Q4 2027/2028 (November 2027 – February 2028)

	LDP3 Stage	What engagement activities do we plan?	Timescale
	Publication of Proposed Plan	- This will be a minimum 12-week period in which to lodge formal representations on the published Proposed Plan. - This will be an opportunity to respond formally to the content of the Proposed Plan and the Strategic Environmental Assessment (SEA) Environmental Report. - The Proposed Plan will be published on the Council's website, placed in Council libraries, the Council's Customer Service Centres and publicised through Council social media channels. An advertisement will be placed in the local newspaper. Notification will be sent to registered interested parties, all South Ayrshire Community Councils and to Scottish Government identified Key Agencies, Scottish Ministers and adjoining planning authorities to the plan area. - The Planning Service will notify children and young people and representative organisations. - The Planning Service will also seek to notify further and higher education establishments, disabled persons representative group(s); and Gypsy & Travellers representative group(s).	Q3 2027/28 -Q4 2027/28 (November 2027 – February 2028)
	Examination into unresolved objections to Proposed Plan	- The form of the Examination will be led by the appointed DPEA Reporter but may include a hearing session. The Planning Service will advertise the Examination in a local newspaper, in Council libraries, Council Customer Service Centres and notification will be sent to registered interested parties who made representations to the Proposed Plan. - The Reporter will publish an Examination Report, including recommendations for modifications to the proposed Local Development Plan. This will inform those who have made representations of how these have been addressed at Examination and about the recommended further modifications to the Proposed Plan. - A modification Report will be issued by the Council to inform communities and interested parties of the modifications made in response to representations made on the Proposed Plan, or a Direction from Scottish Ministers on the content of the Proposed Plan.	Q4 2028/29 – Q1 2029 (Feb 2029 – April 2029)
ADOPTION	Adoption of LDP3	The Planning Service will publish Modified LDP3 and associated documents, and place them on the Council's website, at libraries and at the Council's Customer Service Centres. It will be publicised through all Council social media channels and through an advertisement in the local newspaper, the Ayrshire Post.	Q2 2029 (July 2029)

ANNEX 1 – Meeting Legislative Requirements

Requirements listed in the Town and Country Planning (Scotland) Act 1997 (as amended) and the Town and Country Planning (Development Planning) (Scotland) Regulations 2023	Section of the 1997 Act	How (and where demonstrably evidenced) 1997 Act requirements will be met
Set out the matters listed in s15(5) – principal characteristics – the principal physical, cultural economic, social, built heritage and environmental characteristics of the district; • the principal purposes for which the land is used; • the size, composition, health, and distribution of the population of the district; • the housing needs of the population of the area, including, in particular, the needs of persons undertaking further and higher education, older people and disabled people; • the availability of land in the district for housing, including for older people and disabled people; • the desirability of allocating land for the purposes of resettlement; • the health needs of the population of the district and the likely effects of development and use of land on those health needs; • the education needs of the population of the district and the likely effects of development and use of land on those education needs; • the extent to which there are rural areas within the district in relation to which there has been a substantial decline in population;	S 15(5)	Topic papers will be prepared on each policy within the National Planning Framework 4 and issued for consultation. These topic papers and consultation responses will then inform the Evidence Report which will then be issued for consultation, prior to DPEA Gate Check.

- the capacity of education services in the district; - the desirability of maintaining an appropriate number and range of cultural venues and facilities (including in particular, but not limited to, live music venues) in the district; - the infrastructure of the district (including communications, transport and drainage systems, systems for the supply of facilities); - how that infrastructure is used; and - any change which the planning authority thinks may occur in relation to any of the matters mentioned above.		
Seek the views of, and have regard to the views of: Key Agencies	S 16B(2) Reg. 25	Online questionnaire and opportunity to comment on prepared Topic Papers. Call for Ideas - invitations will be sent to key agencies. Engagement for preparation of Proposed Plan – notifications on engagement events will be sent out to Key agencies. Publication of proposed plan. Minimum 12-week consultation period with notification sent to key agencies. Examination into unresolved objections to Proposed Plan – notification will be sent to Key Agencies. Notification will also be sent for the publication of the Modification Report.
Children and Young People	S 16B(2)	Surveys will be sent out to primary, primary special schools and secondary schools. The Council will carry out workshops in South Ayrshire Secondary Schools and with representatives of the Scottish Youth Parliament and the South Ayrshire Youth Council. Surveys will also be sent to the various further education/tertiary education institutions in South Ayrshire. Potential workshops to be determined.
Others as prescribed	S 16B(2)	The Council will arrange Events/exhibitions, drop-in sessions and workshops in various locations across the Council area.

The public at large	S 16B(2)	The Council will arrange Events/exhibitions, drop-in sessions and workshops in various locations across the Council area.
Summarise the action taken to support and promote the construction and adaption of housing to meet the needs of older and disabled people and an analysis of the extent to which action has helped to meet those needs.	S 16B(3)(b)	This will be covered in the Topic Paper 16 – Quality Homes and in the Evidence Report. Consultations will be sent out to at both the topic paper stage and evidence Report stage, prior to DPEA Gate check We will contact disability groups, and older persons groups such as the OiR Ayr, RSLs, third section organisations such as Ayr Housing Aid, Richmond Foundation
Summarise the action taken to support and promote the construction and adaption of housing to meet the needs of Gypsies and Travellers and an analysis of the extent to which action has helped to meet those needs.	S 16B(3)(c)	This will be covered in the Topic Paper 16 – Quality Homes and in the Evidence Report. Consultations will be sent out to at both the topic paper stage and evidence Report stage, prior to DPEA Gate check. We will contact Gypsy and Traveller groups to determine potential workshops.
Set out how communities were invited to prepare Local Place Plans and the assistance given.	S 16B(3)(d)	Local Place Plan webpage as part of the LDP3 webpage, inviting Communities to produce Local Place Plans. The webpage also includes information on Local Place Plans along with a Local Place Plan Template. Community Councils/Associations have been invited to express an interest in creating a Local Place Plans. To date (date) 4 have expressed an interest. Further assistance will be provided in the course of the Evidence Gathering Process.
Provide a statement on the steps taken by the planning authority in preparing the report (the Evidence Report) to seek the views of the public at large, including in particular he views of: • disabled persons; • Gypsies and Travellers; • Children and young people; and • Steps taken in preparing the report to seek the views of community councils.	S 16B(4)	This report and future iterations constitute the 'statement'. As the preparation of the Evidence Report progresses and engagements with stakeholders take place, these will be logged in an Engagement Tracker which will be annexed to future reports.
Provide/take into account a Play Sufficiency Assessment	S16D(1)	Will be completed and submitted in support of the Evidence Report.
Provide/take into account an Open Space Framework	Reg. 9	South Ayrshire Council's Open Space Framework 2024 – 2029 was made (date?).

ANNEX 2 – Consultees and LDP3 Engagement Stages

* This list is not exhaustive and will be kept under review and updated as the LDP work progresses

Consultees	Call for Evidence <i>February – September 2025</i>	Evidence Report Stage September 2025 – March 2026	DPEA Gatecheck of SAC Evidence Report <i>June 2026 – September 2026</i>	Call for Ideas <i>April – June 2027</i>	Engagement for preparation of Proposed plan <i>November 2027 – February 2028</i>	Publication of Proposed plan <i>November 2027 – February 2028</i>	Modification of Proposed plan (if required) <i>February 2029 – April 2029</i>	Examination into unresolved objections (if required) <i>February 2029 – April 2029</i>	Adoption of LDP3 by SAC <i>July 2029</i>
The General Public	x	x		x	x	x	x	x	x
Alloway, Doonfoot and St Leonards Community Council	x	x		x	x	x	x	x	x
Annbank Community Association	x	x		x	x	x	x	x	x
Ballantrae Community Council	x	x		x	x	x	x	x	x
Barr Community Council	x	x		x	x	x	x	x	x
Barrhill Community Council	x	x		x	x	x	x	x	x
Belmont and Kincaidston Community council	x	x		x	x	x	x	x	x
Colmonell and Lendalfoot Community Council	x	x		x	x	x	x	x	x
Coylton Community Council	x	x		x	x	x	x	x	x
Craigie Village Community Council	x	x		x	x	x	x	x	x
Crosshill, Straiton and Kirkmichael Community council	x	x		x	x	x	x	x	x
Dailly Community Council	x	x		x	x	x	x	x	x
Dundonald Community Council	x	x		x	x	x	x	x	x

Consultees	Call for Evidence <i>February – September 2025</i>	Evidence Report Stage September 2025 – March 2026	DPEA Gatecheck of SAC Evidence Report <i>June 2026 – September 2026</i>	Call for Ideas <i>April – June 2027</i>	Engagement for preparation of Proposed plan <i>November 2027 – February 2028</i>	Publication of Proposed plan <i>November 2027 – February 2028</i>	Modification of Proposed plan (if required) <i>February 2029 – April 2029</i>	Examination into unresolved objections (if required) <i>February 2029 – April 2029</i>	Adoption of LDP3 by SAC <i>July 2029</i>
Dunure and Fisherton Community Council/ Dynamic Dunure	x	x		x	x	x	x	x	x
Fort, Seafield and Wallacetown Community Council	x	x		x	x	x	x	x	x
Forehill, Holmston and Masonhill Community Council	x	x		x	x	x	x	x	x
Girvan and District Community Council	x	x		x	x	x	x	x	x
Maidens Community Association	x	x		x	x	x	x	x	x
Loans Community Council	x	x		x	x	x	x	x	x
Maybole Community Council	x	x		x	x	x	x	x	x
Minishant Development Team	x	x		x	x	x	x	x	x
Monkton Community Council	x	x		x	x	x	x	x	x
Mossblown Matters	x	x		x	x	x	x	x	x
Newton and Heathfield micro community groups	x	x		x	x	x	x	x	x
North Ayr micro community groups	x	x		x	x	x	x	x	x
Pinwherry and Pinmore Community Council	x	x		x	x	x	x	x	x
Prestwick Community Council	x	x		x	x	x	x	x	x

Consultees	Call for Evidence <i>February – September 2025</i>	Evidence Report Stage September 2025 – March 2026	DPEA Gatecheck of SAC Evidence Report <i>June 2026 – September 2026</i>	Call for Ideas <i>April – June 2027</i>	Engagement for preparation of Proposed plan <i>November 2027 – February 2028</i>	Publication of Proposed plan <i>November 2027 – February 2028</i>	Modification of Proposed plan (if required) <i>February 2029 – April 2029</i>	Examination into unresolved objections (if required) <i>February 2029 – April 2029</i>	Adoption of LDP3 by SAC <i>July 2029</i>
Symington Community Council	x	x		x	x	x	x	x	x
Tarbolton Community Council	x	x		x	x	x	x	x	x
Troon Community Council	x	x		x	x	x	x	x	x
Disability Groups (such as Disability Equality Scotland and South Ayrshire Access Panel)	x	x		x	x	x	x	x	x
Gypsy and Traveller Groups	x	x		x	x	x	x	x	x
Primary Schools	x	x		x	x	x	x	x	x
Secondary Schools	x	x		x	x	x	x	x	x
South Ayrshire Representatives of the Scottish Youth Parliament	x	x		x	x	x	x	x	x
South Ayrshire Youth Council	x	x		x	x	x	x	x	x
Ayrshire Conservation Group	x	x		x	x	x	x	x	x
Dumfries and Galloway Council	x	x		x	x	x	x	x	x
East Ayrshire Council	x	x		x	x	x	x	x	x
North Ayrshire Council	x	x		x	x	x	x	x	x
Architecture and Design Scotland	x	x		x	x	x	x	x	x
Ayrshire Chamber of Commerce and Industry	x	x		x	x	x	x	x	x
Ayrshire Roads Alliance	x	x		x	x	x	x	x	x

Consultees	Call for Evidence <i>February – September 2025</i>	Evidence Report Stage September 2025 – March 2026	DPEA Gatecheck of SAC Evidence Report <i>June 2026 – September 2026</i>	Call for Ideas <i>April – June 2027</i>	Engagement for preparation of Proposed plan <i>November 2027 – February 2028</i>	Publication of Proposed plan <i>November 2027 – February 2028</i>	Modification of Proposed plan (if required) <i>February 2029 – April 2029</i>	Examination into unresolved objections (if required) <i>February 2029 – April 2029</i>	Adoption of LDP3 by SAC <i>July 2029</i>
British Geological Survey	x	x		x	x	x	x	x	x
Local Access Forum	x	x		x	x	x	x	x	x
Central Scotland Green Network	x	x		x	x	x	x	x	x
Historic Environment Scotland (HES)	x	x		x	x	x	x	x	x
Homes for Scotland	x	x		x	x	x	x	x	x
Improvement Service	x	x		x	x	x	x	x	x
Marine Scotland	x	x		x	x	x	x	x	x
Network Rail	x	x		x	x	x	x	x	x
NHS Ayrshire and Arran	x	x		x	x	x	x	x	x
Planning Aid Scotland	x	x		x	x	x	x	x	x
Scottish Enterprise	x	x		x	x	x	x	x	x
Scottish Forestry	x	x		x	x	x	x	x	x
Scottish Government	x	x	x	x	x	x	x	x	x
NatureScot	x	x		x	x	x	x	x	x
Scottish Water	x	x		x	x	x	x	x	x
South Ayrshire Council Environmental Health	x	x		x	x	x	x	x	x
South Ayrshire Health and Social Care Partnership	x	x		x	x	x	x	x	x
SportScotland	x	x		x	x	x	x	x	x
Strathclyde Partnership for Transport (SPT)	x	x		x	x	x	x	x	x
SUSTRANS	x	x		x	x	x	x	x	x

Consultees	Call for Evidence <i>February – September 2025</i>	Evidence Report Stage September 2025 – March 2026	DPEA Gatecheck of SAC Evidence Report <i>June 2026 – September 2026</i>	Call for Ideas <i>April – June 2027</i>	Engagement for preparation of Proposed plan <i>November 2027 – February 2028</i>	Publication of Proposed plan <i>November 2027 – February 2028</i>	Modification of Proposed plan (if required) <i>February 2029 – April 2029</i>	Examination into unresolved objections (if required) <i>February 2029 – April 2029</i>	Adoption of LDP3 by SAC <i>July 2029</i>
The Scottish Environment Protection Agency (SEPA)	x	x		x	x	x	x	x	x
Transport Scotland	x	x		x	x	x	x	x	x
Visit Scotland	x	x		x	x	x	x	x	x
<i>Other Community Groups</i>	x	x		x	x	x	x	x	x
<i>Developers/housebuilders</i>	x	x		x	x	x	x	x	x
<i>Energy network providers</i>	x	x		x	x	x	x	x	x
<i>Housing Associations</i>	x	x		x	x	x	x	x	x
<i>Landowners/land managers</i>	x	x		x	x	x	x	x	x
<i>Minority Groups</i>	x	x		x	x	x	x	x	x
<i>Relevant Amenity Bodies</i>	x	x		x	x	x	x	x	x
<i>Telecommunication Network Providers</i>	x	x		x	x	x	x	x	x
<i>Major Employers & any other infrastructure providers</i>	x	x		x	x	x	x	x	x
<i>Voluntary Organisations, Third Sector Interface-Voluntary Action South Ayrshire</i>	x	x		x	x	x	x	x	x

South Ayrshire Council

**Report by Director of Housing, Operations and
Development to South Ayrshire Council
of 26 June 2025**

**Subject: Ayrshire Roads Alliance Service Plan 2025/26 and
Performance Report 2024/25**

1. Purpose

- 1.1 The purpose of this report is to present the Ayrshire Roads Alliance Service Plan for 2025/26 and the Performance Report for 2024/25.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 **approves the Ayrshire Roads Alliance Service Plan for 2025/26 (Appendix 1);**
- 2.1.2 **notes that regular progress updates are provided to the Ayrshire Shared Service Joint Committee;**
- 2.1.3 **considers the performance scorecard for 2024/25 (Appendix 2) presented to the Service and Partnerships Performance Panel on 10 June 2025; and**
- 2.1.4 **otherwise notes the content of this report.**

3. Background

- 3.1 The Ayrshire Roads Alliance is a shared integrated roads and transportation service which was established on 1 April 2014 and provides a service for East Ayrshire Council and South Ayrshire Council. East Ayrshire Council acts as the lead authority for the Ayrshire Roads Alliance.
- 3.2 The first Service Plan for 2014/15 was approved by the Ayrshire Shared Service Ayrshire Roads Alliance Joint Committee on 23 May 2014. As part of the Service Planning process, it was agreed that the Service Plan would be approved prior to submission to both East Ayrshire Council and South Ayrshire Council. At its meeting on 6 June 2025, the Ayrshire Shared Service Joint Committee approved the 2025/26 Service Plan. East Ayrshire Council will be presented with the 2025/26 Service Plan at their Council meeting on 26 June 2025. A report is being presented to the Service and Partnerships Performance Panel on 10 June 2025 and a verbal update will be provided at Council on any issues raised at the Panel meeting.

- 3.3 The Service Plan provides detail on the Ayrshire Roads Alliance's current operating position and sets out the vision, challenges, aims and objectives for the 2025/26 financial year. The activities to be undertaken in support of these objectives comprise the following:
- the service ten-year review;
 - service performance through the Performance Management Framework;
 - the Risk Register and Report which has established a method of effective management of risk to ensure service improvement through better service delivery; increased certainty and fewer surprises; more effective and efficient management of resources; reduced waste; and better management at all levels through improved decision-making; and
 - through the Benefits Realisation Strategy and Plan which sets out how benefits will be tracked and controlled across the fully integrated Roads service.
- 3.4 The submitted Service Plan in Appendix 1 now reflects the settled position in terms of South Ayrshire Council and East Ayrshire Council 2025/26 budgets both approved on 27 February 2025.
- 3.5 In addition to revenue funding, the Ayrshire Roads Alliance receives funding from other sources including capital and grants from the Scottish Government, Strathclyde Partnership for Transport; and other locations including both external to the Council (for example, Sustrans) and internal Council Departments.
- 3.6 The Ayrshire Roads Alliance has been in operation for just over eleven years and has achieved a significant amount in that time. The new integrated operating model provides an excellent platform for service delivery and will continue to facilitate a number of continuous improvement initiatives.
- 3.7 Significant challenges lie ahead in terms of maintaining good performance, dealing with financial pressures and their impact on service delivery and delivering on the Benefits Realisation Strategy and Plan to ensure that all the revenue saving targets are met. The Benefits Realisation Strategy and Plan was approved by the Ayrshire Shared Services Joint Committee on 1 May 2015.
- 3.8 The Service Plan contains a change programme, which is complemented by the Business Realisation Strategy and Plan. This has been designed to enable the Ayrshire Roads Alliance to achieve the objectives of the detailed business case set out in June 2013.

Performance Information

- 3.9 A range of performance data is used by the Ayrshire Roads Alliance to measure performance in accordance with statutory requirements to ensure coherent and regular reporting to stakeholders, including service planning actions, budgetary control measures, absence management, customer complaints and risk management. The Ayrshire Roads Alliance benchmarks its activities with the Association for Public Sector Excellence (APSE) and the Society of Chief Officers of Transportation in Scotland (SCOTS) to identify areas for improvement and cost reductions.

Performance Detail

- 3.10 In addition to the statutory indicators the Ayrshire Roads Alliance has a number of other service performance targets. The performance report for 2023/24 is included in Appendix 2.
- 3.11 The performance management framework reflects the service's desire to place the Customer at the heart of service delivery, and the need to provide continuous improvement in the most important issues including the condition of the road; response to fix street lights; response to fill potholes and other emergencies; and response to correspondence received.

4. Proposals

- 4.1 Members are asked to approve the Ayrshire Roads Alliance Service Plan for 2025/26 (Appendix 1) and performance report for 2024/25 (Appendix 2) and otherwise note the contents of this report.

5. Legal and Procurement Implications

- 5.1 By virtue of the relevant statutory provisions principally detailed within the Roads (Scotland) Act 1984, the Council as local roads authority, is required to manage and maintain all publicly adopted roads within its geographical area other than those which are maintained and managed by the Scottish Ministers. Accordingly, the proposals detailed within this report are in compliance with the discharge of the statutory responsibilities which are incumbent upon the Council as local roads authority.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 There are no immediate financial implications arising from this report.

7. Human Resources Implications

- 7.1 There are no immediate human resource 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 The Ayrshire Roads Alliance Risk Register and performance report is presented to every meeting of the Shared Service Joint Committee.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The proposals in this report allow scrutiny of performance (Ayrshire Roads Alliance 2024/2025 Performance Report). 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.

- 9.2 In relation to the Ayrshire Roads Alliance 2025/2026 Service plan, this is a combination of both operational and strategic priorities and the equality impact assessment paperwork has been previously carried out as part of Cabinet papers and will be carried out in the future where appropriate.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

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

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

- 13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our assets; our delivery model and will deliver 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 Chris Cullen, Portfolio Holder for Economic Development, 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 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Continue to submit reports to the Ayrshire Shared Service Joint Committee	March 2026	Head of Roads – Ayrshire Roads Alliance

Background Papers **Report to Ayrshire Shared Services Joint Committee of 6 June 2025 - Service Plan 2025-26**

Report to Service and Partnerships Performance Panel of 10 June 2025 - [Ayrshire Roads Alliance Service Plan 2025/26 and Performance Report 2024/25](#)

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Date: 18 June 2025



Appendix 1

Service Plan 2025-2026

April 2025

A Partnership between East Ayrshire Council and South Ayrshire Council

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INTRODUCTION

The Ayrshire Roads Alliance is a shared integrated roads and transportation service which provides the roads service for East Ayrshire Council and South Ayrshire Council.

The Service is delivered with the overall objective of improving the road and transportation service in the East Ayrshire and South Ayrshire areas to move the Ayrshire Roads Alliance to a position that will deliver at least £8.634 million of savings by 2024.

The Ayrshire Roads Alliance is governed by the Ayrshire Shared Service Joint Committee. The Joint Committee has responsibility for all shared Council services in Ayrshire.

The Shared Services Minute of Agreement describes the functions of the Joint Committee as follows:

- making decisions within the confines of the service budget,
- developing and implementing a strategic policy framework,
- co-ordinating, monitoring and reviewing service performance,
- monitoring budget spend,
- considering and approving an annual Service Plan.

In addition, the "Joint Committee Arrangements for the Ayrshire Roads Alliance" document covers those issues that are specific to the Ayrshire Roads Alliance.

The two Councils involved in the Ayrshire Roads Alliance have each appointed four Elected Members to the Joint Committee. Meetings take place as often as required to conduct business, but at least twice per year in line with the terms of the Minute of Agreement.

The Alliance is responsible for all the roads and transportation activities listed in Appendix 2, split between strategic and local delivery, that are the responsibility of East Ayrshire Council and South Ayrshire Council. Both Authorities retain the role of Roads Authority under the Roads (Scotland) Act 1984 - Section 1.

East Ayrshire Council - Strategic Issues

The East Ayrshire Community Plan is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all local Partners. The Plan is the Council's Corporate Plan and covers the 15 years from 2015 to 2030.

The Vision contained within the Community Plan is shared by all Partners and states that:

“East Ayrshire is a place with strong, safe, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”

The Community Plan is implemented through three thematic Delivery Plans - Economy and Skills, Safer Communities and Wellbeing. The Plan is also implemented through the day to day work carried out by services across the Council.

East Ayrshire Council Strategic Plan 2022-2027

This plan sets out our priorities for the communities of East Ayrshire over the next five years and describes the context in which our services will work collaboratively with each other, our communities and our partners to drive forward the actions needed to achieve our aims. This will include prioritising the resources that are entrusted to us and continuing to find new and innovative ways of working, to ensure the delivery of services that are affordable, sustainable and which best meet the needs of those we serve. The Plan recognises the strengths and assets that exist within East Ayrshire and highlights the ambitions we have for our communities. However, it is written against a backdrop of what are unprecedented challenges for both our Council and for those we serve. These challenges include:

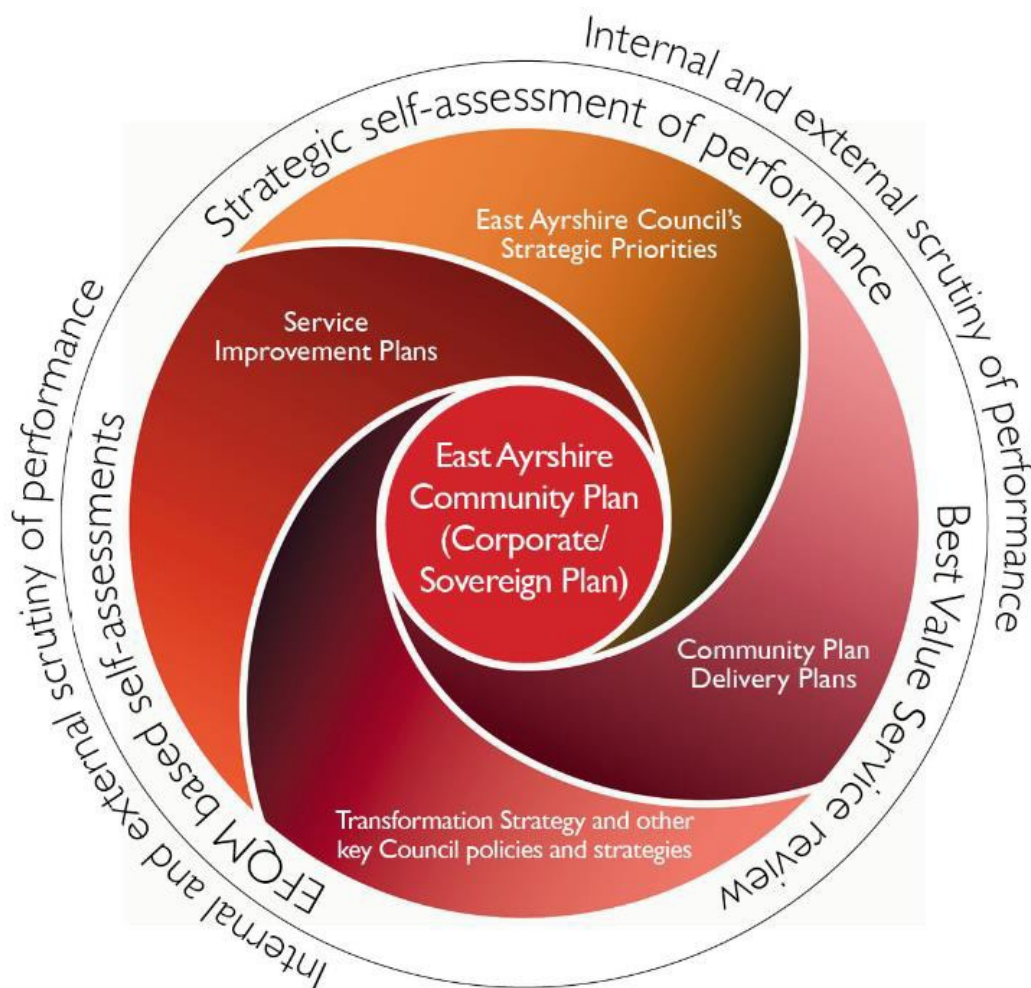
- Rising inflation and increases in the cost of living
- Increased demand for services
- Restrictions in funding
- Pandemic Recovery and Renewal
- Public Sector Reform
- The impact of EU Exit

The Strategic Plan priorities take account of the communities we serve, including local needs, circumstances and aspirations; the current internal and external context in which the Council operates; national and local drivers for change, including risks, challenges and opportunities; governance arrangements; programme management and performance measurement. Our priorities build on the work of our previous two Transformation Strategies and our Covid-19 Recovery and Renewal Dynamic Action Plan. It is important to recognise that there are commonalities and interdependencies across and between our priorities.

- Building a Fairer Economy
- Tackling Poverty and Inequality
- Improving Community Wellbeing
- Supporting Children and Young People
- Delivering a Clean, Green East Ayrshire
- Ensuring Financial Sustainability and Resilience

Service Improvement Plans are an essential element of the Council's performance management and improvement framework. They set out the key issues for delivering services in support of the Community Plan Vision and priorities, provide a focus on performance improvement aligned to the Single Outcome Agreement and describe the service specific risks that may impact on the delivery of the Service.

The diagram below provides a graphic representation of the Council's Policy Planning Framework and shows the strategic context within which the Service Improvement Plans sit. In addition it shows the wider Performance Management and Improvement Framework which the Council has adopted to ensure the rigorous scrutiny of performance and drive service improvement across the Council.



South Ayrshire Council - Strategic Issues

The Council Plan 2023-2028 sets out the Council's vision for the next five years, with a focus on **“Our Purpose”, “Our Vision”, “Our Values”**. The Plan details the high-level objectives and outcomes to be achieved by 2028.

The Council's priorities and outcomes place an emphasis on the connection between our places and the wellbeing of our communities and environment. The place-based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve. The priorities provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

- Priority One Spaces and Places
- Priority Two Live, Work, Learn
- Priority Three Civic and Community Pride

The Ayrshire Regional Growth Deal

The three Ayrshire Councils have worked in partnership with other agencies, communities and businesses to secure the first Regional Growth Deal in Scotland. This will see £251.5 million of investment in key assets and key sectors across Ayrshire, underpinned by an ambition to facilitate economic growth across the region. The projects within the Growth Deal offer the best opportunity to attract private sector investment into Ayrshire and to transform the area. It is considered that the various interventions in the Growth Deal will unlock £300 million of private investment and deliver around 7,000 new jobs across a wide range of sectors.

There are currently no transport projects within the Ayrshire Growth Deal proposed for East Ayrshire Council however the Ayrshire Roads Alliance recognise the strategic importance of Bellfield Interchange and will continue to work with colleagues to secure the improvements required.

South Ayrshire Cabinet approved the ARA recommendation to discard the historic 3 phased roads enabling projects associated with the Ayrshire Growth Deal (AGD) at the cabinet meeting of 29th August 2023. A STAG (Scottish Transport Appraisal Guidance) compliant process has been carried out to assess the roads enabling infrastructure requirements to allow the Ayrshire Growth Deal development to progress. The outcomes of the STAG will ensure that the most suitable solution is developed and that the AGD Roads project can progress to Outline Business Case (OBC) and subsequently Full Business Case (FBC).

By carrying out extensive modelling of the existing road network around Glasgow Prestwick Airport/Ayrshire Growth Deal cluster and building on the LDP2 no net detriment approach to the road network the Ayrshire Roads Alliance was able to stress-test the road network and identify the following improvements which will reduce peak congestion, build capacity into the network to facilitate future growth, improve road safety and journey time reliability :-

- 1.1 – Sandyford Toll Roundabout capacity improvements
- 1.2 – Dutch House Roundabout capacity improvements
- 1.3 – Monktonhead Roundabout capacity improvements
- 1.4 – A79/Station Road Roundabout capacity improvements
- 1.5 – Shawfarm Road Roundabout capacity improvements
- 1.6 – Shaw Road/Shawfarm Road junction re-alignment/improvements
- 1.7 – Active Travel links from existing network to AGD Commercial Build
- 1.8 – Public Transport Infrastructure improvements

Points 1.7 & 1.8 compliment the project currently being progressed under the de-carbonisation of the road network being developed by the Ayrshire Roads Alliance and funded by the successful Levelling Up Fund round 3 award.

At this stage no costs have been associated to each of the mitigation measures above with a high-level costing exercise undertaken as part of the OBC process. It is envisaged that the available funding from the AGD Roads Enabling project will not be sufficient to implement all of the above measures, should this be the case the projects will be ranked by a benefit to cost ratio and a report submitted to Cabinet for further approval.

A Case for Change has been submitted to Scottish & UK Governments seeking approval of the changes noted above, ASTAC and the Prestwick Proposition, the Ayrshire Roads Alliance will assist in the delivery of all of the Road Schemes and Prestwick Proposition projects for South Ayrshire Council.

STPR2

Ayrshire's key transport routes (road, rail, sea and air) are critical for businesses to enable goods to get to market, our communities to employment and for training opportunities. A number of key route improvements have been identified.

The new Strategic Transport Projects Review was published in December 2022 and included all modes of travel including active travel and public transport. In addition, this work will develop transport projects outputs at a national, regional and local level.

Due to Covid-19, Transport Scotland restructured the STPR2 into two phases. Phase 1 focussed on the short-term (up to 5 years) with a view to identifying interventions which can be accelerated to support a green economic recovery from Covid-19, and also those which embed, support and extend any increase in travel by sustainable travel modes, including positive behaviour change seen during the pandemic. Phase 2 completed the review and the report was published in December 2022, giving Scottish Ministers a programme of potential transport investment opportunities for the period 2022-2042.

STPR2 makes 45 recommendations that focus investment on sustainable transport options. Of those recommendations 28 provide benefits for individuals, families, communities and businesses across most parts of Scotland.

Of the 45 recommendations the following have a particular benefit to the Ayrshire and Arran Region:

- Supporting Integrated Journeys at Ferry Terminals
- Ferry Vessel Renewal and Replacement and Progressive Decarbonisation
- Investment in Port Infrastructure to Support Vessel Renewal and Replacement and Progressive Decarbonisation
- Rail Freight Terminals and Facilities

With recommendation 40 being Specific to the Ayrshire and Arran Region:

- Access to Stranraer and the Ports at Cairnryan

Levelling Up Fund

South Ayrshire Council successfully secured £20million of funding from the Leveling Up Fund (LUF) round 3, £16million of this funding will be utilised for the redevelopment of Y with the remaining £4million allocated to Active Travel. East Ayrshire Council were unsuccessful in securing funding in round 3 to improve the Bellfield Interchange.

The Re-development of Y is a key initiative emerging from the Town Centre Framework, it is a priority project to support placemaking and make the town a more successful place to live, work, visit and enjoy. The project's purpose is to reshape the southern entrance to the town centre as a new attractive and appealing gateway, involving rationalisation/realignment of road carriageways to create opportunity for more useable, connected, pedestrian friendly, high quality public realm space and arrival point. The project seeks to connect town centre to a new transport interchange, involving a reconfigured rail station and potential co-location of the town's bus station, support retention of the town's major cinema and kick-start regeneration south of the town centre to form a vibrant new southern Gateway to the Town. The Ayrshire Roads Alliance intend to utilise the SCAPE Framework to direct appoint Balfour Beattie to deliver the project on a Design & Build basis due to the fixed budget and completion deadline of 31st March 2027.

The Ayrshire Roads Alliance will construct a new Active Travel Route linking Dundonald to Barassie Station, £1.2million of LUF funding will be used to match-fund £2.8million of additional funding secured from the Active Travel Infrastructure Fund (ATIF). The remaining £2.8million of LUF funding will be allocated to improving the existing NCN7 from Prestwick to Barassie railway stations, these improvements will compliment further active travel routes which will be delivered as part of the Ayrshire Growth Deal. In addition a further application will be submitted to ATIF to further improve the NCN7 Prestwick to Barassie.

Our Current Service Resources**Table 1 – The Ayrshire Roads Alliance Assets (as at 31 March 2025)**

Asset Inventory Data as of 31st March 2025					
Asset Type	Units	East Ayrshire Council	South Ayrshire Council	Totals	
Carriageway	km	1,228	1,183	2,411	
Footways & Footpaths	km	1,028	945	1,973	
Street Lighting Columns	No.	21,457	20,488	41,945	
Illuminated Signs & Bollards	No.	1,425	1,296	2,721	
Structures	No.	618	371	989	
Retaining Walls	km	7	3	10	
Length of Sea Defences	km	0	24	24	
Piers and Harbours	No	0	1	1	
Cattle Grids	No.	11	34	45	
Traffic Signals	No. of Sets	99	92	191	
Zebra Crossings	No. of Sets	27	0	27	
Variable Message Signs	No.	123	45	168	
Vehicle Activated Signs	No.	156	60	216	
Real Time Passenger Information	No.	67	50	117	
Gullies	No.	27,455	26,633	54,088	
Grit Bins	No.	760	296	1056	
Weather Stations	No.	3	1	4	
EV Dual Chargers	No	63	36	99	
Depots	No	1	2	3	

Staff, Property and Fleet

The Ayrshire Roads Alliance has depots located at Gauchalland in Galston; Meadowhead in Coylton and Grangestone in Girvan. Offices are located in Kilmarnock, Ayr and at Girvan Harbour. We also have extensive vehicles, plant and equipment to allow our service to be delivered.

There will be an ongoing need for property and accommodation across the area for the Ayrshire Roads Alliance; for vehicle and equipment storage; and maintenance and staff facilities. It is important that property and accommodation is safe, secure, fit for purpose, and strategically placed to minimise the time spent travelling from depot to workplace to maintain the road asset, minimise the associated vehicle wear and tear, and emissions.

From April 2014, the following actions have been taken in relation to property and accommodation:

- Gauchalland Depot - Street lighting operations have moved from Munro Place in Kilmarnock to Galston.
- The street lighting technical team was located at the Johnnie Walker Bond in Kilmarnock which provided a more centralised service. Following a further review this team is now located at Galston depot
- The closure of the Underwood Depot in Cumnock saw staff re-located to the Gauchalland Depot in Galston.
- All salt for the Ayrshire Roads Alliance previously stored in the Underwood Depot is now distributed from the Meadowhead Depot in Coylton.
- A rationalisation of fleet across the Ayrshire Roads Alliance has taken place resulting in a reduction in cost.

Further office developments include staff transferring from the Johnnie Walker Bond to the Opera House in Kilmarnock and from Burns House to Wellington Square and Town Hall in Ayr which was restricted due to COVID guidance.

Staff have now returned to the Opera House Kilmarnock on a rota based model with posts designated as fixed, flexible and mobile.

Staff returned to County Buildings and Ayr Town Hall in June 2022 on a rota hybrid model and in 2024 there was a move of all ARA staff except for Parking Attendants from Ayr Town Hall to County Buildings.

Depots at Galston, Ayr and Girvan are fully operational with improvements planned for the Ayr and Girvan Depots this financial year.

Our key messages from this work include:

The Ayrshire Roads Alliance completed an organisational review which delivers the current management structure which has generated £326,000 of revenue savings per year. This will contribute £2.242 million towards the Business Case savings target of £8.634 million. The Joint Committee agreed to this review on 1 April 2016, and the work was completed during 2017/18. In accordance with good management practice the Alliance continued to review staff provision, and completed the service re-design during

2021/22 with management actions realising a saving of £190,000, parking £86,000 and £293,000 in South Ayrshire.

The Ayrshire Roads Alliance completed a depot review which has resulted in £404,362 of revenue savings by 2024. This included the closure of the Underwood Depot with staff transferring to Gauchalland Depot; and the Munro Place Street Lighting Depot with all street lighting staff now being based in Gauchalland. In accordance with good management practice the Alliance will continue to review depot and accommodation provision.

The Ayrshire Roads Alliance has completed the fleet review which has resulted in £1,350,699 of revenue savings by 2024. In accordance with good management practice the Alliance will continue to review fleet and plant provision.

An Organisational Chart is shown in Appendix 2.

Budgets

The Ayrshire Roads Alliance delivers the strategic and local services as stated in this Service Plan and listed in Appendix 2.

The budget to deliver these services is provided from East Ayrshire Council, South Ayrshire Council, and other external organisations.

budgets for 2025/26 are confirmed and this is reflected in Tables 1 and 2.

Table 1 - Budgets 2025/26

Council	Revenue	Non - Revenue	Total (£m)
East Ayrshire Council	£6.712m	£11.963m (Confirmed)	£18.675m (Confirmed)
		£17.003m (Potential)	£23.715m (Potential)
South Ayrshire Council	£7.011m	£25.212m (Confirmed)	£32.223m (Confirmed)
		£37.534m (Potential)	£44.545m (Potential)
Total	£13.723m	£37.175m (Confirmed)	£50.898m (Confirmed)
		£54.537m (Potential)	£68.260m (Potential)

Table 2 provides the current non-revenue budgets for 2025/26

Table 2- Non-Revenue Budgets

Funding Source	Type/Level of Funding	Annual Budget 2025/26
East Ayrshire Council Carriageway Footway Street Lighting. Traffic, Transportation & Road Safety. Bridges & Culvert (inc Road Slips) Car Parks inc Multi-Storey demolition School Streets Fleet	£2.305m £0.150m £0.215m £0.330m £3.500m £0.820m £0.050m £0.600m	Current approved budget £7.970m at Cabinet meeting of 12 March 2025.
Scottish Government	Active Travel Tier 1 Road Safety Improvement Fund. Active Travel – Tier 2 People & Place Behavioural Change Electric Vehicle Infrastructure Fund (EAC Lead Authority)	£0.758 £0.270 (TBC) £4.500m (TBC) £0.039m £2.800m
Strathclyde Partnership for Transport	General bus infrastructure	£0.270m TBC
Scottish Timber Transport Group	Projects	No funding awarded for 25/26
Developer Contributions	Rural route action plans	£0.396m

Funding Source	Type/Level of Funding	Annual Budget 2025/26
South Ayrshire Council Roads Improvement Plan Street Lighting Bridge Works Victoria Bridge Millennium&Craigholm Bridges C12 Dunure Slope Stabilisation Vehicle Restraint barriers Cattle Grid Renewal Girvan Harbour Jetty Repairs Local Flood Risk Plan Ayr Depot	£1.581m £0.150m £0.600m £0.281m £0.145m £0.130m £0.073m £0.033m £0.504m £0.153m £0.250m	£4.436m (Confirmed at Cabinet meeting on 29 April 2025)

Climate Change EV Charging infrastructure	£0.255m £0.281m	
Scottish Government	Levelling Up Fund Round 3: • Dundonald to Barassie • Prestwick to Barassie • Redevelopment of Y Active Travel Tier 1 Road Safety Improvement Plan Active Travel Tier 2 People & Place - Behavioural Change Electric Vehicle Infrastructure Fund (Pan Ayrshire funding)	£ 1.200m £ 2.800m £16.000m £ 0.737 £0.270 (TBC) £8.505m (TBC) £0.039m Budget indicated in EAC above.
Strathclyde Partnership for Transport	General bus infrastructure	£0.100m (TBC)
Sustrans	Projects	£3.447m (TBC)
Scottish Timber Transport Group	Projects	No funding awarded for 2025/26

STRATEGIC CONTEXT

EAST AYRSHIRE COUNCIL

The Community Plan 2015 - 2030 includes a Safer Communities Delivery Plan, which sets out the key actions to be undertaken and also measures progress. The Delivery Plan contains three distinct strategic priorities, all of which will be influenced by the activities undertaken by the Ayrshire Roads Alliance. These are:

- Make East Ayrshire a safe, secure and attractive place to live, work and visit.
- Improve community safety in neighbourhoods and homes and protect and support our most vulnerable individuals and families.
- Promote our vibrant communities by encouraging active and responsible citizenship.

Single Outcome Agreement (SOA)

The SOA was reviewed and developed as a key element of the comprehensive review of the Community Plan to ensure alignment with strategic priorities and high level local outcomes. There are a number of National Outcomes which are supported by the activities undertaken by the Ayrshire Roads Alliance. The Community Planning Partnership receives an annual report in September each year at which they are advised of progress against the local outcomes previously agreed.

SOUTH AYRSHIRE COUNCIL –

The Local Outcomes Improvement Plan and Local Place Plans were introduced in 2017. The plan focuses on two strategic themes which emerged from the development process.

- Closing the poverty-related outcomes gap for children and young people in South Ayrshire
- Supporting older people to live in good health

The Plan is supported by a partnership wide focus on four priority areas

- Improving outcomes for looked after children and care leavers
- Providing support for young people who are carers
- Reducing social isolation and loneliness
- Support for people living with dementia and their carers

There will be an effort to improve outcomes for children and older people particularly in the Ayr North and Girvan Glendoune areas, and to identify transferable good practice to be used to support outcomes improvement in other parts of South Ayrshire. The work on progressing this work is taking place within the auspices of the Integrated Children's Services Strategic Delivery Partnerships and the Health and Social Care Partnership and this is supported by appropriate partnership work.

SERVICE PERFORMANCE FRAMEWORK

PERFORMANCE AND BENCHMARKING

The Councils' performance management frameworks operate on a number of levels providing detail on strategic priorities, operational priorities and day to day management information. Within the Ayrshire Roads Alliance, the approach is fully integrated and aligned with the corporate frameworks.

- Strategic (Community Plan and Single Outcome Agreement; and Local Outcomes Improvement Plan)
- Operational Priorities (Council performance indicators)
- Management information (operational statistics, corporate measures of performance)

Strategic Issues

East Ayrshire Community Plan 2015-30. The Community Plan includes three Delivery Plans, which set out the key actions to be undertaken and measures to progress against them. The Delivery Plans contains distinct strategic priorities, which will be influenced by the activities undertaken by the Ayrshire Roads Alliance Service.

Single Outcome Agreement. The single outcome agreement has been reviewed and developed as a key element of the comprehensive review of the Community Plan in 2014/15 to ensure alignment with strategic priorities and high level local outcomes.

Operational Issues

Council Performance Indicators.

The Ayrshire Roads Alliance reports on a number of performance indicators through an electronic Performance Management System. A management framework has been developed, which has been approved by the Joint Committee. The data includes both contextual and performance information thereby allowing statutory returns to be made facilitate benchmarking provide each Council and the Joint Committee with the information they require to monitor performance.

A performance scorecard is produced as an integral part of the Ayrshire Roads Alliance which is reviewed at the monthly Ayrshire Roads Alliance Management Team meetings and reported to every Joint Committee.

This scorecard is used to:

- monitor the progress in meeting the Ayrshire Roads Alliance's objectives;
- help managers to have performance-related conversations with staff;
- identify any problem areas that need addressed.

Performance Management System

Relevant information contained within the Performance Management System is provided for each four week period in a scorecard which is used by the Depute Chief Executive (Safer Communities) and the Head of Service to monitor performance activity and improvement within their respective management team meetings.

SCOTS/APSE Benchmarking Framework

The Society of Chief Officers of Transportation in Scotland (SCOTS) and the Association for Public Sector Excellence (APSE) have developed a series of indicators to utilise SCOTS definitions using a single template.

The Alliance participates in the SCOTS/APSE benchmarking framework through the APSE Annual Return; the SCOTS/Institution of Civil Engineers “state of the network” annual return; and the Scottish Road Maintenance Condition Survey.

Local Government Benchmarking Framework

The Local Government Benchmarking Framework (LGBF) collates information from the APSE Annual Return that is published by the Improvement Service with specific actions to improve performance.

Monitoring and Review

Monitoring of the service plan is the responsibility of the Joint Committee. An annual review will be completed and reported to the Joint Committee and both Councils. The Joint Committee will receive a six monthly update on the Service Plan progress. In addition, separate monthly meetings are held with the Depute Chief Executive responsible for the provision of the roads service within East Ayrshire Council; and the Executive Director responsible for the provision of the roads service within South Ayrshire Council.

Scrutiny in respect of the Joint Committee is undertaken by both Councils in accordance with their own processes as set out within their respective Corporate Governance arrangements. Matters in relation to service performance will be closely monitored by both Councils through the Joint Committee.

QUALITY MANAGEMENT AND ASSESSMENT

European Foundation for Quality Management (EFQM) Excellence Model

The European Foundation for Quality Management (EFQM) Excellence Model is a practical self-assessment tool designed to promote continuous improvement within organisations by assessing their performance against concepts of tested and recognised good management practice. The EFQM Model is the cornerstone of Best Value. The service also has an externally accredited Quality Management System.

ENGAGEMENT WITH SERVICE USERS

The Ayrshire Roads Alliance will continue to undertake engagement with relevant service users. This engagement will take a number of forms through informing, consulting, involving, collaborating or empowering our service users.

Through 2025/26 we will continue engagement with our customers to ensure we maximise the involvement of our service users.

The Association for Public Service Excellence (APSE) who work with over 300 Councils through the UK to promote excellence in the delivery of frontline services to our local communities have developed the Scotland Roads Survey in conjunction with the Society of Chief Officers of Transportation in Scotland (SCOTS).

The Survey will be used to gauge customer service and user experience/satisfaction of winter gritting, road works, road safety and other road maintenance related matters within East Ayrshire Council and South Ayrshire Council.

The information gathered from the survey will help shape future service delivery and inform on performance.

The link on the Ayrshire Roads Alliance website to the East Ayrshire Council and the South Ayrshire Council survey forms is below

<https://www.ayrshireroadsalliance.org/Information-On/Consultations/Current-consultations/the-association-for-public-service-excellence-apse-road-condition-survey.aspx>

CONSULTATION WITH EMPLOYEES

Employee Engagement

The Employee Attitude Survey identified a number of issues to be addressed. Employee engagement will continue through 2025/26 and this will take many forms including management meetings; team meetings and staff forums. The staff forums will take place when important Council or service information requires to be provided to staff.

Trade Union Meetings

The Alliance will continue to engage with the Trade Unions through the established JCC process which involves meetings at a Corporate; Service and work specific level.

RISK, OPPORTUNITIES and CHALLENGES

Risk

The Ayrshire Roads Alliance records risk using a “five by five” scoring matrix, for the risks identified which quantifies the assessment of the likelihood and severity of a particular risk occurring. This information is hosted on the Performance Management System and it is used to understand the impact of proposed controls and mitigations on the overall risk profile. This is a widely used tool in risk management.

The service risk register, and the Corporate Risk Registers, are aligned to the approach of identifying and recording risk, which ensures a consistent approach to service level risk recording. This allows service objectives and priorities, performance measures and service risks to be captured in a single document. These areas are closely aligned, and this approach offers benefits in business planning, service delivery, and performance and risk management.

The risk register for the Ayrshire Roads Alliance is presented to every meeting of the Joint Committee.

There continues to be a number of opportunities and challenges which the Ayrshire Roads Alliance faces over the next twelve months.

Opportunities

The opportunities include the following

- Although the Organisational Review was approved by Joint Committee on 1 April 2016 and implemented during 2017/18, we continued to review staff provision during 2020/21 as part of service re-design reported and approved by Cabinet 23 February 2022 the transformation and redesign was implemented from 1 April 2022.
- The Plant & Fleet review from June 2016 was implemented immediately. However, with new technology and the need to increase the number of electric vehicles then all plant and fleet will continue to be reviewed during 2025/26.
- The property and accommodation review from November 2016 and all the actions have been implemented. Nevertheless, with more agile and remote working, the Alliance will continue to review these issues during 2025/26, as part of the service re-design.
- The opportunity to continue to make significant revenue budget savings through the replacement of existing street lighting units with LED units cannot be understated. Work commenced in 2018/19 with work programmed to be completed in 2021/22, however completion has been delayed due to COVID and the impact of material shortages. Currently 96% of street lanterns in East Ayrshire and 100% of street lanterns in South Ayrshire are LED.

- It was expected that street lighting revenue delivery cost would reduce by more than 50%, however, the current challenge against this, is the current rising energy costs as a result of wider economic issues.
- Use of Digital software to improve our gully, culvert, and harbour infrastructure management and mobile working.
- Moving all our permits over to a digital platform and our TTRO process was recognised in March 2023 and March 2024 at APSE Innovation awards.
- Further development of digital systems for Traffic Signal permits, Management of External Works, Critical Incidents and Driver Assessments which won a bronze award from APSE in 2025.
- Continued support offered to other services across both East and South Ayrshire to help facilitate improvements to their digital systems and in partnership with our colleagues in Education the development of a digital system to manage ASN Transport applications and the associated contracts.
- Ten year review of the business plan to be undertaken during 2025/26.

Challenges

There are a number of challenges the Ayrshire Roads Alliance will face in 2025/26 which include the following

External

- There is the potential to increase the utilisation of electric cars and vans to comply with emission standards and the Scottish Government decision to ensure that all new cars and vans are not powered through fossil fuel means by 2040. This will result in the reduction in harmful emissions, and an improvement to air quality.
- The Transport (Scotland) Bill places increased emphasis on low emission zones; smarter ticketing arrangements; the increased role and powers for the Roadworks Commissioner; the ban on pavement and double parking; the workplace parking levy and the ability for Councils to run public bus services.
- The National Transport Strategy will focus on sustainable, inclusive and accessible transport systems to promote prosperity, health and fairness. The **Sustainable Transport Hierarchy** will be used to inform budgetary decisions with walking first; then cycling; public transport; taxis and shared transport and then the private car. There is a need on many levels for more active travel and public transport use across Scotland. The **Sustainable Investment Hierarchy** will be used to inform budgetary decisions – reduce the need to travel; maintain existing assets; make better use of existing capacity; and finally targeted infrastructure improvements.
- The National Transport Strategy has identified the need to focus on increased collaboration, and this was considered through the Roles and Responsibilities Working Group which made recommendations to the Scottish Ministers including

that future transport governance arrangements should be on the basis of some form of regional model allowing for variations in approach between different geographic regions; and there is the potential for continuous increases in the unit costs of electricity due to on-going energy costs. The Department of Energy and Climate Change has predicted that electricity prices are likely to double within the next ten years. SCOTS reported a 20% increase in energy costs with further increases possible in the future.

- However, as the programme for LED lights is nearing completion then the impact of this specific challenge may be reduced.
- Ensure the current Regional Transport Appraisal work aligns with the needs of East Ayrshire and South Ayrshire Council.
- Issues with the renewal of Scotland Excel framework contracts resulting in delays to procurement processes and therefore works programmes and resulted in added pressures on our procurement team
- Material and sub contractor cost increases and budgetary pressures restricting work programmes

Internal

- There are increased austerity measures resulting in need to drive further efficiency savings over and above the £8.634m identified in the Benefits Realisation Strategy & Plan which was presented to Joint Committee on 1 May 2015.
- The need to increase the level of mobile working across the Ayrshire Roads Alliance workforce as a direct result of implementing the Roads Asset Management Plan and the impact of COVID. This has resulted in an increase in mobile technology, full use of the WDM Roads Maintenance and Management System, Artificial Intelligence and the decrease in the demand for desk and office space. As a result of COVID many of the aforementioned have been accelerated by the service in particular reduced desk space, mobile technology and the implementation of Artificial Intelligence, training has been delivered on this particular element for operational use from April 2022.
- The rise in demand for electricity charging points as a direct result of the greater number of electric vehicles and the Scottish Government initiative to ban the sale of new fossil fuel powered cars and vans from 2040. Work is ongoing on a Pan Ayrshire EV Infrastructure Project. This initiative aims to enhance access to convenient and affordable public charging facilities, supporting the transition to EV ownership in both urban and rural areas.
- The impact of an ageing workforce and the need to ensure an appropriate knowledge transfer and succession planning; and service re-design. Work around this was carried out over 21/22 with a greater emphasis on the service being more resilient with an amended structure to be more community focused along with Modern Apprenticeships and trainee opportunities.

In February 2024 approval was given by East Ayrshire for the introduction of a training programme for road workers so that Ayrshire Roads Alliance could grow its own, providing full training to school leavers, foundation apprentices, seasonal workers etc and thereafter, on completion provide a road worker position. In South Ayrshire one roadworker trainee has progressed to a roadworker position whilst three Modern Apprentices have progressed onto the roadworker trainee programme. In the East we have one trainee roadworker at present and in both areas we have recently appointed another two Modern Apprentices. We have twelve Community Maintenance Assistants who work between services and over the last year four former Community Maintenance Assistant have secured permanent roadworker positions.

Resilience

- Continue to engage with community councils and community groups to improve local winter and flooding resilience. This allows these groups to take ownership of gritting the footpaths and minor roads; and attend minor flooding events and report them directly to the Alliance for action. The uptake to date has been encouraging and we currently have 135 groups. This resilience work was recognised by the National Highways Industry in October 2021 and APSE in March 2022.
- Decreasing requirements for desk and office space due to the increase in mobilisation of workforce from the developing Roads Asset Management Plan using the WDM system and working patterns amended due to COVID will see an increase in 'hot desking' and access to welfare facilities at key strategic locations throughout the geographical area of the Ayrshire Roads Alliance, through service re-design.
- Improved adverse weather resilience during periods of high winds, heavy rain, and severe snow conditions.
- Ensuring improved resilience as a measure of our ability to successfully absorb future changes; to reshape ourselves; and a strategic capability to thrive.

PROFILE OF SAVINGS AND COSTS OVER THE FIRST 10 YEARS

The Ayrshire Roads Alliance has achieved savings in excess of the £8.634 million projected by 2024.

This represents a saving on the costs to deliver the service when comparing the first year with later years. Table 3 has been extracted from the Detailed Business Case, and this shows the various costs/savings to be delivered. The reason for the variations in year one to year four is due to set up costs. In practice, these set up costs may be spread over a longer period to mitigate any operational risks. This may impact on when consequential savings are realised.

Continual updates on progress and targets will be contained within the service plan, and reported to the Joint Committee when required.

This savings will enable Councils to take individual decisions, either to bank their share of the savings, or to invest some or all in additional roads maintenance.

Strategic Delivery Savings for each Council are now calculated by considering a smaller group of core strategic delivery staff and that their costs are apportioned on a budget spend profile basis, in line with local delivery budget spend plus the actual capital expenditure in that specific year.

Local Delivery Savings are pro rata to the existing budgets.

Table 3 – Ayrshire Roads Alliance Total Revenue Savings

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	
Proposed Savings Benefits realisation (£m)	0.696	-0.426	-0.730	-1.049	-1.187	-1.188	-1.187	-1.188	-1.187	-1.188	-8.634
Budget	14.683	14.813	14.006	13.823	13.551	12.695	12.294	11.992	12.278	12.005	132.14
Savings to date (£m)	0.696	-0.441	-0.971	-1.315	-1.768	-2.515	-3.067	-3.636	-3.828	0.795	-16.05
Cumulative Budget	14.683	29.496	43.502	57.325	70.876	83.571	95.865	107.857	120.135	132.14	755.45
Cumulative Savings to date (£m)	0.696	0.255	-0.715	-2.031	-3.799	-6.314	-9.381	-13.017	-16.845	-16.05	-67.201

The Benefits and Realisation Strategy provided a framework for achieving cumulative savings of £8.634m between 2014/15 and 2023/24. However, during this time additional savings have been achieved due to prevailing economic conditions and their impact on public sector funding. This has resulted in cumulative expenditure reductions of £67.201m over the life of ARA. This is significantly in excess of the £8.634m originally envisaged.

The Benefits Realisation Strategy and Plan

- Ensures benefits are identified and also defined at the outset, and appropriately linked to the East Ayrshire and South Ayrshire Council's strategic objectives.
- Ensures relevant business areas are prepared to realising their defined benefits.
- Reduces the risk of unrealistic optimism in the Detailed Business Case and subsequent benefits realisation dilution or delay during or after potential implementation.
- Drives the process of realising benefits, including benefits measurement, tracking and recording benefits as they are realised.
- Uses the defined, expected benefits as a roadmap for the programme, providing a focus for delivering change.

AYRSHIRE ROADS ALLIANCE IMPROVEMENT ACTION PLAN 2025/26

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Continue to use the integrated Roads Asset Management Plan across the Ayrshire Roads Alliance.	There is one Asset Plan for the Service delivering a risk based approach for full service delivery	Head of Service	Completed	Document has been presented to Joint committee and will be reviewed annually.
2	Continue to prepare details for developing an integrated Local Transport Strategy.	A Strategy covering both Council areas, which will involve consultation with stakeholders. Information will be gathered to inform the future Local Transport Strategy. Continue to contribute to the Scottish National Transport Strategy, Regional Transport Strategy and Strategic Transport Projects Review work.	Head of Service	Ongoing	The Regional Transport Strategy, through SPT, on which the Alliance has Board membership, has now been published. The Local Strategy will be created as an appendix to the Draft RTS.
3	Action the Flood Risk Management Plan	Inform the next national cycle of potential flood risk management schemes beyond 2022. Complete schemes and undertake studies.	Head of Service	Complete March 2026	Reports submitted to both Cabinets Early 2023 New Cumnock Flood Defences Complete Continue Design Work on the Irvine Valley Continue with flood study works for the river Ayr, Doon and Girvan

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
4	Improve the condition of the road network.	Improve annual roads survey results which are part of the SRMCS work. Ensure the Alliance undertakes more proactive maintenance.	Head of Service	Site works will be undertaken throughout 2025/26.	Key dependencies are the Road Improvement Plans approved by the relevant Committees in East Ayrshire and South Ayrshire in spring 2025. Progress is provided to members, and relevant Committees.
5	Ensure the road network remains safe through raising awareness and improving road safety through education, engineering and enforcement.	Reduce road accidents in line with government targets. Provide appropriate traffic management schemes and initiatives.	Strategic Manager	March 2026	Scottish Government and SCOTS guidance is used. A key dependency is the Road Improvement Plans which are presented to Cabinet each year.
6	Improve the condition of the bridge stock.	Improve bridge condition index. Reduce the number of weight restricted bridges. Complete all general, special and principal bridge inspections.	Strategic Manager	March 2026	Through the Road Asset Management Plan. Key dependencies are Road Improvement programmes approved by Committees in East Ayrshire and South Ayrshire in spring 2025. Deliver the capital and revenue programmes.
7	Manage and improve the street lighting asset and install energy efficient lighting schemes.	Maintain high standard of fixing dark street lights. Complete the LED lighting replacement programme in both East Ayrshire and South Ayrshire.	Head of Service	March 2026	Through the Road Asset Management Plan, with additional funding being provided to commence the LED programme. 96% of streets lights are now LED in EAC; and 100% in SAC.
8	Maximise and deliver externally funded sources of work	Identify external funding sources and deliver work on time and on budget. Improve infrastructure; and contribute to improving the condition of the network.	Head of Service	Works will be undertaken throughout 2025/26.	External sources, including Timber Transport, Transport Scotland Active Travel Infrastructure Tier 1 and Tier 2 Funding, SPT, SUSTRANS Scottish Government, Ayrshire Growth Deal & Levelling Up Fund

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
9	Implementation of Parking Strategy	Develop	Head of Service	Works will be undertaken through 2025/26	Amendments to TRO's, lining, signing and residential parking permits and implementing an improved process using digital technology.
10	Prepare Service Plan	Publish	Head of Service	Annual	East Ayrshire Council Community Plan. South Ayrshire - Local Outcomes Improvement Plan and Local Place Plans. Regular updates will be provided to joint committee.
11	Continue to review insurance costs and insurance issues.	Review current practices to minimise insurance costs.	Head of Service	Complete	Ayrshire Roads Alliance Monthly Insurance Report. There is good dialogue with the Risk & Insurance to ensure our work improves the number of repudiated claims. The number of claims has greatly reduced due to the implementation of the new Code of Practice.
12	Review Depots and Accommodation	Continue to review in 2024/25 from initial work was completed in 2017 as a result of amended working practices.	Head of Service	Complete	Joint Committee Reports of November 2016. Although initial work has been completed we continue to strive to make depot and accommodation cost savings. Further work will continue on this as a result of COVID and the return to office space during 2022/23.
13	Review vehicle and plant costs	Continue to review in 2021/22 from initial work that was completed in 2017.	Head of Service	March 2026	Joint Committee Reports of June 2016 The service continues to review fleet requirements with the most recent improvement being on the management of vehicle utilisation, electric vehicles and Telematics.
14	Monitor and exercise Business Continuity Plans	Improved resilience.	Business Support Manager	Review and update following	Existing East Ayrshire and South Ayrshire Council plans

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
				relevant local and national events.	
15	Continue to use the Roads Costing System to its full potential.	Improve service performance from both an on-site and financial perspective.	Business Support Manager	Ongoing	Revised roads costing system was fully operational from November 2018 and continues to be used to monitor performance and work is ongoing to implement digital timesheets linked to the Roads Costing System.
16	Support and contribute to the Ayrshire Growth Deal	Project Management of Roads Delivery Projects.	Head of Service	Ongoing	Ayrshire Roads Alliance will assist with the planning and delivery of the roads enabling infrastructure requirements to allow the Ayrshire Growth Deal development to progress.
17	Regional Transport Strategy	Successfully contribute to the preparation of this work being led by SPT. The Alliance has Board representation.	Head of Service	Complete	SPT documents and existing Regional Transport Strategy
18	Regional Transport Appraisal	Ensure the various projects identified as part of this work are included in the Strategic Transport Projects Review.	Head of Service	Complete	Transport Scotland has published the final STPR2 with delivery programme to be published.
19	National Transport Strategy	East Ayrshire and South Ayrshire Councils contribute to this process to ensure the sustainable transport hierarchy and sustainable investment hierarchy are delivered.	Head of Service	Complete	In recognition of the anticipated increase in Active Travel work, it is proposed that a member of staff is dedicated directly to this work.
20	National Transport Strategy – review of Governance	East Ayrshire and South Ayrshire Councils contribute to this process to ensure that the outcome/output meets the	Head of Service	Complete	National Transport Strategy

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
		needs of the road users/communities in both Council areas.			
21	Transport (Scotland) Bill – Pavement Parking Ban	East Ayrshire and South Ayrshire Councils contribute to this process to ensure a pragmatic approach is taken in delivering the pavement parking ban in both Council areas.	Head of Service	Complete	Transport (Scotland) Bill and Transport Scotland Parking Standards working group - guidance from Transport Scotland. Pavement Parking enforcement commenced in South Ayrshire with soft approach from 1st April 2025 and full enforcement from 1st May 2025. Enforcement to commence in East Ayrshire from 1st June 2025. Exemption Orders for both authorities to be in place by end March 2026.
22	Levelling Up Fund	East Ayrshire and South Ayrshire Councils contribute to this process to ensure that the outcome/output meets the needs of the road users/communities	Head of Service	Complete	Further updates awaited on future Levelling Up funding
23	Digital Transformation	Develop modules to deliver end to end digital processes	Business Support Manager	Ongoing	TTRO applications –Implemented TRIPS – Implemented Traffic Signal permits – Implemented Management of external works for EAC & SAC – Development stage ASN School Transport – Development stage

East Ayrshire Council Strategic Priorities 2024/25

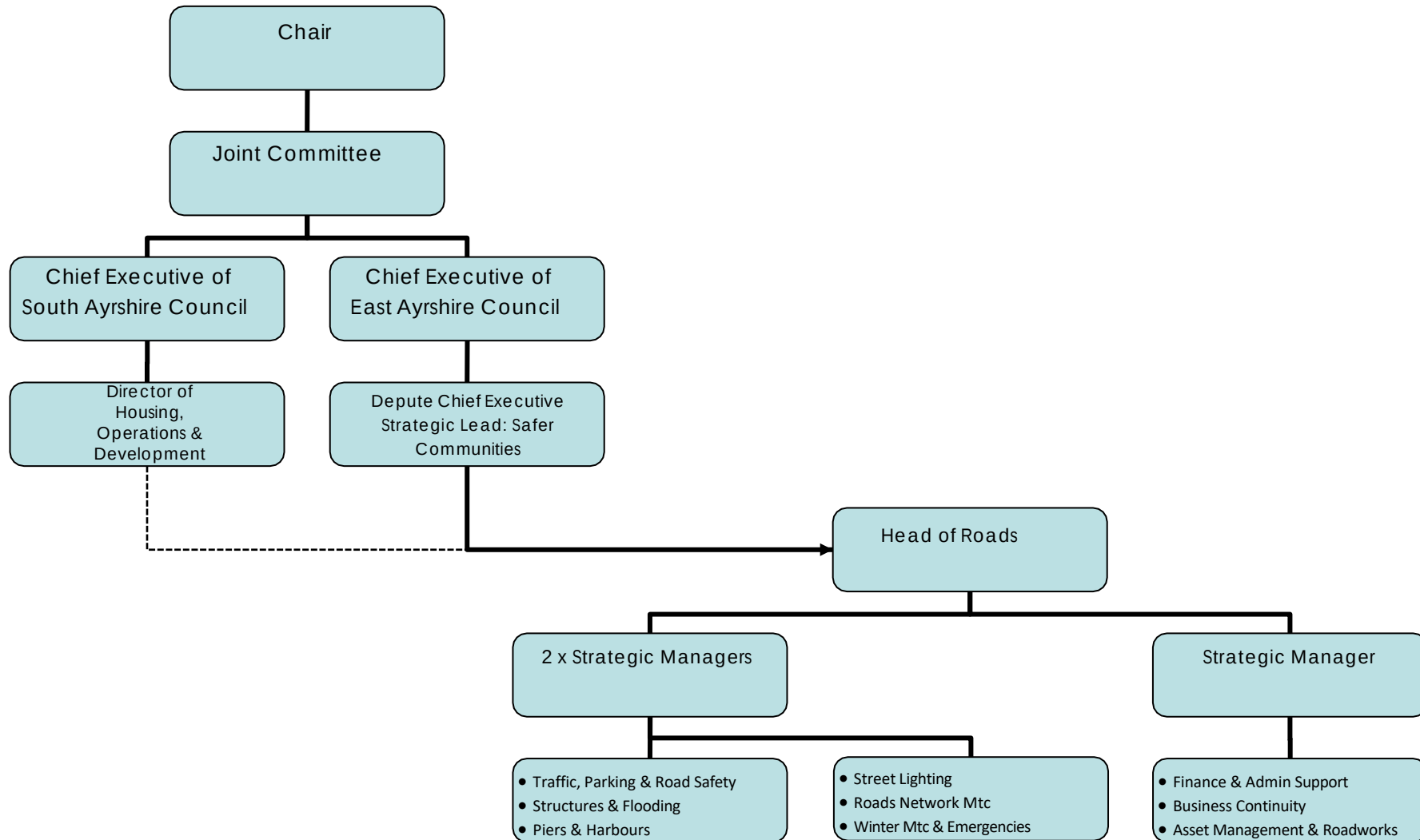
Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Progress and complete the New Cumnock Flood Protection Project	Complete the flood prevention projects at the Leggate and beside the Afton Water.	Head of Service	Complete	East Ayrshire Council and Scottish Government funding. The Leggat stage of the works was completed in August 2018 with the Afton Water phase commenced May 2021 with an 18 month contract duration.Contract delayed due to material shortages.
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Head of Service	March 2026	The studies for the River Ayr and the Doon are now fully complete and options being appraised. The Irvine Valley Flood Study will be updated to identify options for a potential scheme that is more likely to attract funding
3	Active Travel Strategy	Develop active strategy for travel across South Ayrshire Network and East Ayrshire Network	Head of Service	Complete	A full review of active travel provision in East Ayrshire has been undertaken and this will be presented to the relevant East Ayrshire Council Committees.
6	EV Strategy	Develop EV strategy across East Ayrshire Network	Head of Service	Complete	Work on concession contract ongoing with contract award due in September 2025.
7	Levelling Up Fund	Completion and Submission of Bid for improvements to Bellfield Interchange	Head of Service	Complete	Design and modelling work to improve Bellfield to increase capacity and open up [development opportunities. LUF Bid unsuccessful
8	Ash Die back Strategy	Develop a risk based strategy for the management of Ash Die Back.	Head of Service	Complete	Develop a risk based approach to the management of Ash Die Back.

South Ayrshire Council Strategic Priorities 2024/25

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Implementation of car parking strategy for South Ayrshire.	Complete this work with improved parking provision and management.	Head of Service	March 2026	A full review of car parking provision in South Ayrshire is being undertaken at present and this will be presented to the relevant South Ayrshire Council Committees.
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Head of Service	Ongoing	A Surface Water Management Plan has been developed for Ayr, Prestwick and Dundonald. Troon Coastal Flood Study is ongoing. Pow Burn Prestwick Flood Study has been scoped and Consultant appointment is ongoing.
3	Support and contribute to the Ayrshire Growth Deal	Stimulate economic growth and address inclusive growth concerns. Contribute to infrastructure projects which are being developed through the Regional Transport Appraisal work being led by Transport Scotland.	Head of Service	Ongoing	Ayrshire Roads Alliance will assist with the planning and delivery of the roads enabling infrastructure requirements to allow the Ayrshire Growth Deal development to progress.
4	20mph speed restrictions in villages	Progress with the 20mph speed restrictions in all villages. Maintain engagement with the local communities.	Head of Service	Phase 1&2 Complete March 2022 Phase 3 – June 2025	Phase 1 and 2 - complete Phase 3 - TRO consultation process complete and approved by Regulatory Panel, implementation ongoing
5	Anticipated Budget Reductions in 2025/26	Continue to provide a high quality roads service within decreasing available budgets.	Head of Service	March 2026	Reports to various Committees.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
6	Active Travel Strategy	Develop active strategy for travel across South Ayrshire Network	Head of Service	Ongoing	The Active Travel Strategy will be reviewed and discussed with the Active Travel Community Action Group, any amendments will be presented to the Active Travel Member Officer Working Group
7	EV Charging Strategy	Develop further the EV strategy for South Ayrshire Network	Head of Service	Complete	Work on concession contract ongoing with contract award due in September 2025.
8	Levelling Up Fund	Submission of Active Travel bid	Head of Service	Complete	Joint bid with NAC for active travel route Ayr to Irvine successful.
9	Motorhome Trials	Develop Campervan sites along the coastline.	Head of Service	Ongoing	Formalisation of two temporary sites at Girvan and Ayr and additional trials at Ballantrae, Maidens, Prestwick and Troon.
10	Strategic Economic Impact Assessment A75/A77	There is a growing desire to understand the importance / effectiveness of the improvements outlined along the A75 and A77.	Head of Service	Complete	SEIA complete, ARA to progress STAG for the A77 or a combined A75/A77 STAG on behalf of SAC and D&G Council. Lobbying Group formed with D&G with Task Force the next stage.
11	Ash Die back Strategy	Develop a risk based strategy for the management of Ash Die Back.	Head of Service	Complete	Develop a risk based approach to the management of Ash Die Back.
12	152 nd Open Championship	Delivery of Event Traffic and Transport Management	Head of Service	Complete	Successfully delivered. Debrief September 2024
13	The International Ayrshow - Festival Of Flight	Delivery of Event Traffic and Transport Management	Head of Service	Ongoing	Successfully delivered in 2024. Debrief November 2024. Planning in progress for 2025 event.

APPENDIX 1 – ORGANISATIONAL CHART



APPENDIX 2 – STRATEGIC AND LOCAL DELIVERY SPLIT

TABLE 1 - PROPOSED SPLIT BETWEEN STRATEGIC AND LOCAL DELIVERY

Strategic Service Delivery	Local Service Delivery
Asset and Performance Local Transport Strategy; Transportation Policy; Road Safety Plan; Cycling Strategy Council/Partner Liaison;	Transportation, Development Control and Road Safety Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Travel Planning; Planning Applications; Development Planning; Section 75 Agreements; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education. Maintenance of Traffic signals, traffic signs, Traffic Orders; Traffic Counts, Accident Investigation and Prevention;
Asset and Performance Asset Management Plan; Performance Monitoring; Parking Strategy. Scottish Roadworks Register	Asset, Traffic and Parking Car Park Maintenance and Parking Enforcement. Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Issue of Permits; Accident Investigation and Prevention;
Asset and Performance Flood Risk Management Strategy; Flood Risk Management Plans;	Design and Environment Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours. Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major Road Schemes and Improvements. Road Construction Consents
Construction and Roads Maintenance Winter Service Planning; Street Lighting Management;	Operations Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights. Carriageway Inspections; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design; Festive Lighting, Construction of Road Safety Schemes; Design of Minor Road Schemes. EV Charging.

Strategic Service Delivery	Local Service Delivery
Business Operations Scottish Roadworkers National Training Programme New Business opportunities	
Support Services HR, Finance, ICT, and Administrative Support.	

TABLE 2 - CURRENT SPLIT BETWEEN STRATEGIC AND LOCAL DELIVERY

Strategic Service Delivery	Local Service Delivery
Transportation, Development Control and Road Safety Local Transport Strategy; Transportation Policy; Road Safety Plan; Travel Planning, Cycling Strategy; Planning Applications; Road Construction Consents; Development Planning, Council/Partner Liaison, Section 75 Agreements; Road Safety Schemes; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education.	Transportation, Development Control and Road Safety Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Construction of Road Safety Schemes.
Asset, Traffic and Parking Asset Management Plan; Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Scottish Roadworks Register; Issue of Permits; Performance Monitoring; Accident Investigation and Prevention; Traffic Orders; Traffic Counts; and Parking Strategy.	Asset, Traffic and Parking Maintenance of Traffic signals, traffic signs, Car Park Maintenance and Parking Enforcement.
Design and Environment Flood Risk Management Strategy; Flood Risk Management Plans; Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major and Minor Road Schemes and Improvements.	Design and Environment Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours.
Operations Carriageway Inspections; Winter Service Planning; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design and Management; and Festive Lighting.	Operations Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights.

AYRSHIRE ROADS ALLIANCE PERFORMANCE SCORECARD DETAILED MONITORING REPORT

ANNUAL REPORT 2024 / 25

ANNUAL PERFORMANCE INDICATORS (CALENDAR YEAR)	AYRSHIRE ROADS ALLIANCE							
	East Ayrshire				South Ayrshire			
	2021	2022	2023	2024	2021	2022	2023	2024
Number of people killed or seriously injured in road accidents per 100,000 population	36	42	48	34	37	54	28	54
Number of slightly injured casualties per 100,000 population	49	58	82	57	41	52	30	58

ANNUAL PERFORMANCE INDICATORS (FINANCIAL YEAR)	East Ayrshire Council										South Ayrshire Council									
	2019/21	2019/21 Scotland Average	2020/22	2020/22 Scotland Average	2021/23	2021/23 Scotland Average	2022/24	2022/24 Scotland Average	2023/25	2023/25 Scotland Average	2019/21	2019/21 Scotland Average	2020/22	2020/22 Scotland Average	2021/23	2021/23 Scotland Average	2022/24	2022/24 Scotland Average	2023/25	2023/25 Scotland Average
% of A Class roads that should be considered for maintenance	22.10%	29.80%	17.20%	27.60%	15.60%	27.40%	17.60%	28.90%	17.70%	30.60%	34.10%	29.80%	28.90%	27.60%	23.00%	27.40%	21.7%	28.90%	23.4%	30.60%
% of B Class roads that should be considered for maintenance	32.60%	34.00%	26.85%	33.60%	27.00%	31.50%	26.10%	32.50%	25.20%	34.60%	37.30%	34.00%	34.40%	33.60%	32.50%	31.50%	31.0%	32.50%	28.6%	34.60%
% of C Class roads that should be considered for maintenance	33.50%	33.60%	29.50%	33.20%	29.60%	32.70%	31.00%	33.40%	30.80%	34.20%	40.80%	33.60%	37.90%	33.20%	38.90%	32.70%	38.1%	33.40%	37.6%	34.20%
% of U Class roads that should be considered for maintenance	42.30%	38.30%	40.90%	36.70%	40.60%	36.40%	39.00%	36.20%	37.00%	36.20%	43.40%	38.30%	42.90%	36.70%	41.00%	36.40%	38.5%	36.20%	36.4%	36.20%
Overall % of the road network that should be considered for maintenance	36.80%	35.50%	33.80%	34.20%	33.50%	33.60%	33.00%	34.10%	31.70%	34.70%	40.90%	35.50%	39.00%	34.20%	37.40%	33.60%	35.5%	34.10%	34.0%	34.70%

AYRSHIRE ROADS ALLIANCE																
MONTHLY PERFORMANCE INDICATORS	APSE Average 2024/25	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Comments
FINANCE																
No of invoices paid within 30 days	-	98%		904	886	781	491	521	979	320	1052	1,141	387	1,002	1,237	
No of Invoices Received				907	889	785	494	534	1000	321	1,112	1,178	391	1,029	1,328	
Average Year to date of Number of Invoices paid within 30 days				100%	100%	99%	99%	98%	98%	100%	95%	97%	99%	97%	93%	
HEALTH AND SAFETY																
Number of ARA Safety Inspections Completed within Timescale	92.02%	90%		25	27	21	22	23	20	17	20	6	14	21	16	
Number of ARA Safety Inspections Scheduled				25	28	23	23	23	20	17	21	7	16	21	18	
% of ARA Safety Inspections Completed within timescale				100%	96%	93%	96%	100%	100%	100%	95%	85%	88%	100%	89%	
Number of Health and Safety Incidents Reported to the Health and Safety Section	-	5		3	4	2	5	3	8	7	7	4	7	2	4	
Average Number of days to report an incident to the Health and Safety Section				1	1	1.5	1.8	2.3	1.6	9.6	2.9	1.8	3.1	3	10.3	
ABSENCE MONITORING																
Average days lost per employee	-	-		0.82	0.94	1.06	1.07	0.85	1.19	0.65	1,19	1.19	1.18	1.12	1.43	
WELL ENGAGED																
Visits to the ARA Website every month	-	49,000 per annum		11,906	10,379	9,806	11,231	12,843	11,313	12,657	11,379	7,719	13,494	11,891	6,394	
No of Twitter Followers every month	-	-	-	4,676	4,590	4,600	4,605	4,603	4,619	4,620	4,590	4,574	4,528	4,543	4,576	
Monthly visits to the website from social media	-	1,800 per annum		1,066	827	792	1,377	1560	1261	1,001	1031	843	6,725	6891	4545	

MONTHLY PERFORMANCE INDICATORS	APSE Average 2024/25	EAST AYRSHIRE COUNCIL														SOUTH AYRSHIRE COUNCIL														
		Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Comments
PARKING																														
Number of parking appeals accepted	-	-	-	39	40	32	55	47	47	56	45	33	37	32	38	-	-	96	101	93	70	51	61	101	106	62	39	23	22	
Number of parking appeals received				102	111	127	135	123	133	128	110	70	121	115	129			199	206	223	173	134	223	233	268	191	210	166	206	
% of parking appeals accepted				38%	36%	25%	41%	38%	35%	44%	41%	47%	31%	28%	29%			48%	49%	42%	40%	38%	27%	43%	40%	32%	19%	14%	11%	
ROADWORKS PROGRAMME																														
Physical % of Roadworks Programme Completed	-	100%	🟢	17%	32%	46%	54%	71%	83%	97%	97%	97%	97%	98%	100%	100%	🟢	13%	38%	43%	65%	81%	89%	96%	97%	98%	98%	99%	100%	
BRIDGES																														
Number of General Bridge Inspections	-	408	🔴	0	0	0	61	0	0	16	41	20	28	15	47	257	🟢	21	47	37	26	26	17	0	44	10	10	33	45	Due to sickness and a vacancy within the EAC team, the target was not achieved for General Inspections. The post has now been filled and the team will endeavour to complete the remaining general inspections over the next few months
Number of Special Bridge Inspections	-	408	🟢	7	7	7	7	7	61	7	61	7	61	7	91	150	🟢	30	5	30	0	5	30	28	5	28	5	28	5	
Number of Principal Bridge Inspections	-	88	🟢	0	0	0	0	0	0	0	0	0	0	0	61	56	🟢	13	0	0	0	0	0	0	0	0	10	13	14	
PRIORITY 1 DEFECTS																														
Number of Category 1 Road Emergency defect repairs made safe within 2 hours	91.20%	75%	🟢	1	2	2	0	1	0	1	1	3	5	0	1	75%	🟢	2	2	1	1	2	0	3	1	1	0	2	1	
Number of Category 1 Repair Lines issued				1	2	2	0	1	0	1	1	3	5	0	1			2	2	1	1	2	0	3	1	1	0	2	1	
% of Category 1 Road Emergency defect repairs made safe within 2 hours				100%	100%	100%	-	100%	-	100%	100%	100%	100%	100%	-			100%	100%	100%	100%	100%	100%	-	100%	100%	100%	-	100%	
PRIORITY 2 DEFECTS																														
Number of Category 2 Road Emergency defect repairs made safe within 5 working days	76.23%	50%	🟢	16	14	15	18	14	9	5	8	10	21	15	11	50%	🟢	16	13	12	13	25	11	11	10	12	9	29	11	
Number of Category 2 Repair Lines issued				22	16	15	18	15	10	8	8	11	24	16	13			17	13	12	14	26	12	11	10	12	14	35	16	
% of Carriageway Category 2 Defects repaired within 5 working days				73%	88%	100%	100%	93%	90%	63%	100%	91%	88%	94%	85%			94%	100%	100%	93%	96%	92%	100%	100%	100%	64%	83%	69%	
STREET LIGHTING																														
Number of Street Lighting repairs completed within 7 working days	88.07%	95%	🟢	72	49	33	69	92	79	123	94	97	126	98	75	95%	🟢	39	33	31	35	49	51	76	97	57	93	75	64	
Number of Street Lighting Repair Lines Issued				72	49	33	69	95	81	123	99	100	128	99	78			40	38	33	35	49	54	76	105	60	94	76	64	
% Street Lighting repairs completed within 7 working days				100%	100%	100%	100%	97%	98%	100%	95%	97%	98%	99%	96%			98%	87%	94%	100%	100%	94%	100%	92%	95%	99%	99%	100%	
TRAFFIC																														
Number of Traffic light repairs completed within 48 hours	88.23%	95%	🟢	28	26	22	30	24	17	28	39	28	40	29	24	95%	🟢	39	31	24	16	14	18	18	21	31	11	12	19	
Number of Traffic light repair lines issued				29	26	23	30	25	17	28	40	28	40	29	24			40	31	24	16	15	18	18	21	32	13	12	20	
% of Traffic light repairs completed within 48 hours				97%	100%	96%	100%	96%	100%	100%	98%	100%	100%	100%	100%			100%	100%	98%	100%	100%	100%	94%	100%	100%	100%	97%	85%	
COMPLAINTS																														
Number of Stage 1 Complaints responded to within allotted timescales	-	100%	🟢	2	2	1	0	5	0	-	1	0	0	1	2	100%	🟢	2	0	0	2	1	1	1	4	1	1	0	1	
Numer of Stage 1 Complaints received				2	2	1	0	5	0	0	1	0	0	1	2			2	0	0	2	1	1	1	4	1	1	0	3	
% of Stage 1 Complaints responded to within allotted timescales				100%	100%	100%	-	100%	-	-	100%	-	-	100%	100%			100%	-	-	100%	100%	100%	100%	100%	100%	100%	100%	-	
Number of Stage 2 complaints responded to within allotted timescales				0	0	0	0	0	0	0	0	0	0	0	2			0	0	0	1	0	0	1	0	0	0	1	1	

South Ayrshire Council

**Report by Director of Health and Social Care Partnership
to South Ayrshire Council
on 26 June 2025**

Subject: Integration Joint Board (IJB) Strategic Plan Refresh

1. Purpose

- 1.1 The purpose of this report is to present to the Council the refreshed IJB Strategic Plan for 2025-28 for approval.

2. Recommendation

- 2.1 It is recommended that the Council approves the contents of the refreshed IJB Strategic Plan 2025-28 (Appendix 1).**

3. Background

- 3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 established a legal framework for the integration of health and social care services in Scotland. The role of the South Ayrshire Integration Joint Board (IJB) is to plan delegated health and social care services in South Ayrshire.
- 3.2 The IJB agreed in 2020 that a Strategic Plan should be drafted that has a ten-year horizon. This approach would allow the HSCP to set long-term and ambitious strategic objectives at a crucial moment for the IJB while also maintaining stability and an ability to adapt to a fast-moving landscape at an operational level.
- 3.3 At its meeting on [24 March 2021](#), the IJB agreed a revised Strategic Plan for the HSCP, in keeping with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 3.4 A Strategic Plan update report was presented and agreed at IJB on 12 June 2024 which sets out in detail our progress and achievements during the first iteration of the plan and the accompanying operational plan.
- 3.5 In line with our statutory duties we must review the Plan every three years, the planning and scoping work for the refreshed Strategic Plan started in June 2024.
- 3.6 The Strategic Plan is the document setting out the arrangements for carrying out the integration functions and how these are intended to contribute to the achievement of the relevant national health and wellbeing outcomes for the HSCP. Due to the scope of the delegated functions to South Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.

- 3.7 Delivery of the Plan is underpinned by a number of Enablers including the Financial Framework, Commissioning, Property and Assets, Workforce, Digital Transformation and Data, Leadership and Culture of Continuous Improvement and Partnerships.
- 3.8 The arrangements for performance reporting are set out, where the HSCP demonstrates the difference being achieved through the Plan in terms of the national outcomes for health and wellbeing, children and young people and community justice, through national data indicators, local indicators aligned to the South Ayrshire Local Outcomes Improvement Plan (LOIP).
- 3.9 The plan describes the services and functions delegated to the HSCP's in Ayrshire, with a greater level of detail provided on the lead partnership arrangements. Also, an updated Housing Contribution Statement has been included as an appendix to the Plan.
- 3.10 A final draft has now been produced for consideration based on the following inputs:
- National and local policy;
 - Engagement feedback with people who use our services, unpaid carers, staff, our wider community and Strategic Planning Group Members (Engagement report attached as Appendix 2); and
 - Data and performance reporting.

4. Proposals

- 4.1 The Council is asked to approve the full IJB Strategic Plan 2021-31 2025 Refresh (Appendix 1).

5. Legal and Procurement Implications

- 5.1 This report is presented in accordance with the legal requirement to prepare a Strategic Plan under the Public Bodies (Joint Working) (Scotland) Act 2014 and with Scottish Government Guidance as detailed within.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 Not applicable.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 Risk Implications of Adopting the Recommendations

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

8.2 Risk Implications of Rejecting the Recommendations

- 8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report, which identifies potential positive and/ or negative impacts and/ or areas that require further consideration. The IIA Summary Report is attached as Appendix 3 which includes information on any mitigating or follow-up action required.
- 9.2 A copy of the fully completed IIA can be accessed here: [Health and Social Care IIA](#).

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to the South Ayrshire Local Outcomes Improvement Plan 2024-29.

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 delivery model and will deliver qualitative and quantitative benefits

14. Results of Consultation

- 14.1 A full consultation exercise has been carried out consulting with staff, service users, carers, elected members and the wider public and its contents reflect what we heard from this feedback.
- 14.2 Consultation has taken place with Councillor Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.
- 14.3 Consultation has taken place with the IJB, 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 of Health and Social Care Partnership 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Following agreement the new Strategic Plan will be published	26 June 2025	Director of Health and Social Care Partnership

Background Papers **None**

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Date: **18 June 2025**



south ayrshire
health & social care
partnership

Integration Joint Board Strategic Plan 2021 - 31 (2025 refresh)



This document can be made available in a range of formats and languages,
for more information please see the back page of this document.

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We have tried to keep the language in this Strategic Plan simple and easy for all to understand.

We have also created a glossary of some of our key terms which can be found here.

Foreword

South Ayrshire Health and Social Care Partnership (HSCP) delivers a broad range of health, care and social work services across South Ayrshire. The HSCP is accountable to the Integration Joint Board (IJB) (comprising members of the council and the health board with input from carers, the people we support and our Third and Independent Sector partners). Ultimately the HSCP is answerable to the community of South Ayrshire.

In 2021 we published our bold ten-year ambition for South Ayrshire to improve outcomes and tackle health inequalities in the area. Over the past three years we have made good progress towards our ultimate vision of **“Empowering Communities to Start Well, Live Well and Age Well.”**

This new plan sets out the next phase of our ambitions and the actions we will take to deliver them. The HSCP depends on collaboration with the community and a range of partner organisations in the Third and Independent Sector to help us to deliver our objectives. Without the commitment and skills of numerous individuals and those organisations, the significant improvements

our teams have made would not have happened. It is a testament to SA HSCP’s radical and innovative approaches that we have come so far since 2021.

Throughout this document, we reflect on national policies and the ambitions of the council and health board, mindful of the need to take a whole system approach to service delivery with the specific interests of local citizens at our heart. With this principle as the foundation to all our work, you will see examples of the improvements delivered and the ambitious forward plans we have. As an example, we have continued the commitment to our ‘Wellbeing Pledge’ between the HSCP and our communities – and we will look to build on this with our Community Planning Partners.

Writing this at the end of my term as Chair of the IJB, I can honestly say that I have been proud to be involved with such ambitious, caring and innovative teams across all the services we oversee. SA HSCP is leading the way in Scotland and across the UK in delivering for the people we serve; and that, after all, is why we all do what we do.



A handwritten signature in black ink that reads "Linda Semple". The signature is written in a cursive style.

Linda Semple
Chair of Integration Joint Board

Director's Introduction

I am delighted to introduce our refreshed Strategic Plan for South Ayrshire Integration Joint Board and look forward to continuing to lead on its implementation. This plan covers our priorities for health and social care for the next three years, with a look ahead to what we will strive to achieve by 2031.

We must start by celebrating the progress we have made since the last Plan was published in March 2021. At the time we were operating in the very challenging and indeed uncertain landscape of the Covid 19 Pandemic. The Pandemic has had a significant impact on everyone's lives, since then we have worked flexibly, with our partners to refocus our priorities and adapt to the needs of the rapidly changing environment.

To deliver on our objectives we will build further on the integrated working of our health and social care teams while strengthening our partnership working with South Ayrshire Council, NHS Ayrshire and Arran, wider Community Planning Partners and our vital Third and Independent Sector. We aim to make the best collective use of our resources for the wellbeing of our communities.

The Plan sets out our vision for a continued partnership with communities and individuals so we can work together to achieve the best possible outcomes for the people of South Ayrshire.

We know that what we do is all about the strength of our relationships with our communities, staff and partners and only a whole-system approach will improve health and wellbeing outcomes for all in South Ayrshire.

In writing this Strategic Plan we have considered how we can streamline our thinking and align closely to our vision of **"Empowering Communities to Start Well, Live Well and Age Well."**

I look forward to working with you all as we collectively take steps in realising our ambitions over the new few years.



A handwritten signature in black ink, appearing to read 'T Eltringham', written in a cursive style.

Tim Eltringham
Director of Health and Social Care

IJB Strategic Plan

2021-31



Background

The South Ayrshire Health and Social Care Partnership brings together a wide range of community-based health, social care and social work services in South Ayrshire. Services are provided by the HSCP or commissioned by us from another provider.

In South Ayrshire, the HSCP delivers and commissions a broad range of services, which means that the HSCP is in contact with citizens at all stages of life.

Services delegated by South Ayrshire Council and the NHS cover:

-  Community Health and Care Services.
-  Allied Health Professionals.
-  Children's Health and Care Services.
-  Community Nursing.
-  Justice Services.

This means that our services work more closely together to deliver streamlined and effective support to people that need it, bringing together a range of professionals including social work, nursing and our allied health professionals.

All services are strategically driven by local and national priorities and full service details are provided within the [South Ayrshire Integration Scheme](#).

What is a Strategic Plan and why do we need one?

Our Strategic Plan is underpinned by what our communities, staff and partners have told us they would like their health and social care services to look like in the future. In 2021, we identified seven Strategic Objectives which we will focus on, these objectives will guide our activities in the forthcoming years as we look ahead to 2031.

A number of policies and strategies at a national level have shaped our Plan as well as the local context in which we operate. The plan describes the various activities that will enable us to deliver on our Strategic Objectives.

In 2021, the HSCP published a long-term Plan covering the period up to 2031. The Act states we must review our Plan every three years. This new plan will cover the period from 2025-28.



The Integration Joint Board (IJB)

The Public Bodies (Joint Working) (Scotland) Act 2014, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014 and this is the fourth Strategic Plan of the South Ayrshire Integration Joint Board (IJB).

The HSCP is governed by the IJB – a separate legal entity in its own right - which is responsible for planning and overseeing the delivery of community health, social work and social care services. The IJB is responsible for allocating the integrated revenue budget for health and social care in accordance with the objectives set out in its Strategic Plan.

The IJB includes members from NHS Ayrshire and Arran, South Ayrshire Council, representatives of the Third Sector, Independent Sector, staff representatives and others representing the interests of patients, service users and carers.

Our Plan in South Ayrshire

Our 2021-31 Plan aims to provide a ten-year vision for integrated health and social care services which sets out objectives for the HSCP and how it will use its resources to integrate services in pursuit of national and local outcomes. This plan has been refreshed for 2025-2028 to ensure our strategic direction is both relevant, and reflects the needs and ambitions of the population of South Ayrshire.

In developing this Strategic Plan, we reviewed our performance against our previous priorities, developed a Strategic Needs Assessment and locality profiles, considered the emerging risks and consulted with people who use our services, our partners and our staff. This helped us to clarify our vision, values and strategic objectives that are detailed in this plan.

Our Partnerships

The overarching aim of the HSCP is to work together with the citizens of South Ayrshire to improve health and wellbeing and support communities to be resourceful and supportive of family, friends and neighbours.

We cannot achieve this alone. We need to work with partner organisations (including the Third and Independent Sector) to enable citizens to take control and take responsibility for their

own health and wellbeing – understanding that ultimately, most people do not want to have to reach for our services. The long-term health and wellbeing of citizens will only be improved if communities, organisations and individuals work together to take charge of the health and care needs of its citizens in South Ayrshire. The HSCP will support you to lead healthier lifestyles while you take charge of your own physical and mental health and wellbeing.

We are looking at building a system which looks at ‘care’ not just as ‘healthcare’ and formal support services but one that encompasses and supports informal care, communities and their citizens as crucial parts of the system.

Planning our services

Our engagement and relationship with South Ayrshire communities is supported by our six Locality Planning Partnerships, enabling us to deliver supports and services in keeping with local need.

To facilitate this, Locality Planning arrangements are established in six areas of South Ayrshire and these feed into our Strategic Planning Advisory Group (SPAG) which is a sub-group of our Integration Joint Board.

Where specialist services are managed by a ‘Lead Partnership’ on behalf of all three

Ayrshire based Health and Social Care Partnerships, this Plan will include reference to the vision and priorities for those services.

Local priorities agreed between this Partnership and the Lead Partnership will be reflected in the respective strategic plans of both bodies.

(More detail on our Lead Partnership arrangements are provided at Appendix 1).



Vision, Values, Principles and the 'South Ayrshire Wellbeing Pledge'



It is important for the HSCP to have an overarching vision statement and values, through the engagement activity which has taken place we have arrived at the following which will be our vision to 2031.

Our Vision

Empowering communities to start well, live well and age well.

Our Values

The following are the values to which our staff and those contracted by the HSCP, or who are stakeholders in it, will be expected to demonstrate:

We will be:

- Empowering
- Respectful
- Compassionate
- Open

We will demonstrate:

- Equality
- Integrity
- Ambition

Our Principles

We will work with our staff – including with our trade union representatives – and our partners to develop a full understanding of and buy-in to what these values mean for our day-to-day work. The following principles bring these values to life. The HSCP will be encouraged to work together to develop these at a service / team / staff level:

- Provide joined up services to improve quality of lives.
- People will have access to good information and advice at pre-crisis points.
- Putting individuals, carer and families at the centre of their own wellbeing and care.
- Support and services will be co-produced – 'doing with not doing to'.
- Providing timely access to services, based on assessed need, resources and a rights-based approach.
- Being evidence informed and driven by continuous performance improvement.
- Bureaucracy will be the minimum it needs to be.

South Ayrshire Wellbeing Pledge

While the HSCP is ultimately here to serve the public and offer high quality services, if we are to truly shift to a focus on prevention and enablement, we need to work with the community to achieve our objectives – together.

We hope a strong relationship between the HSCP and the community can allow us to harness, empower and build on the amazing resilience, spirit and mutual support our communities displayed during the pandemic.

The HSCP will make use of existing routes into the community (such as our Locality Planning Partnerships (LPPs) and Champions Boards) to develop the notion of a 'Wellbeing Pledge' further and we will also explore how this can be strengthened with our Community Planning Partners.

We will ensure that we are engaging with and listening to people who use our services and with those who have lived experience to shape how we deliver services. We will also

work with the Third and Independent Sector and community organisations to include them in this new relationship.

The 'Wellbeing Pledge' was inspired by our engagement on the Strategic Plan in 2021, reflecting the notion of two parties (public services and the community) contributing to a common goal.



Population and Needs Profile

To make informed decisions about our strategic planning and commissioning, we need to fully understand our communities which can be done using a range of population data as well as our own local intelligence. From the data, it is clear that South Ayrshire faces particular challenges of inequality and community vulnerability and we are determined to target our services at these challenges using the resources we have at our disposal.

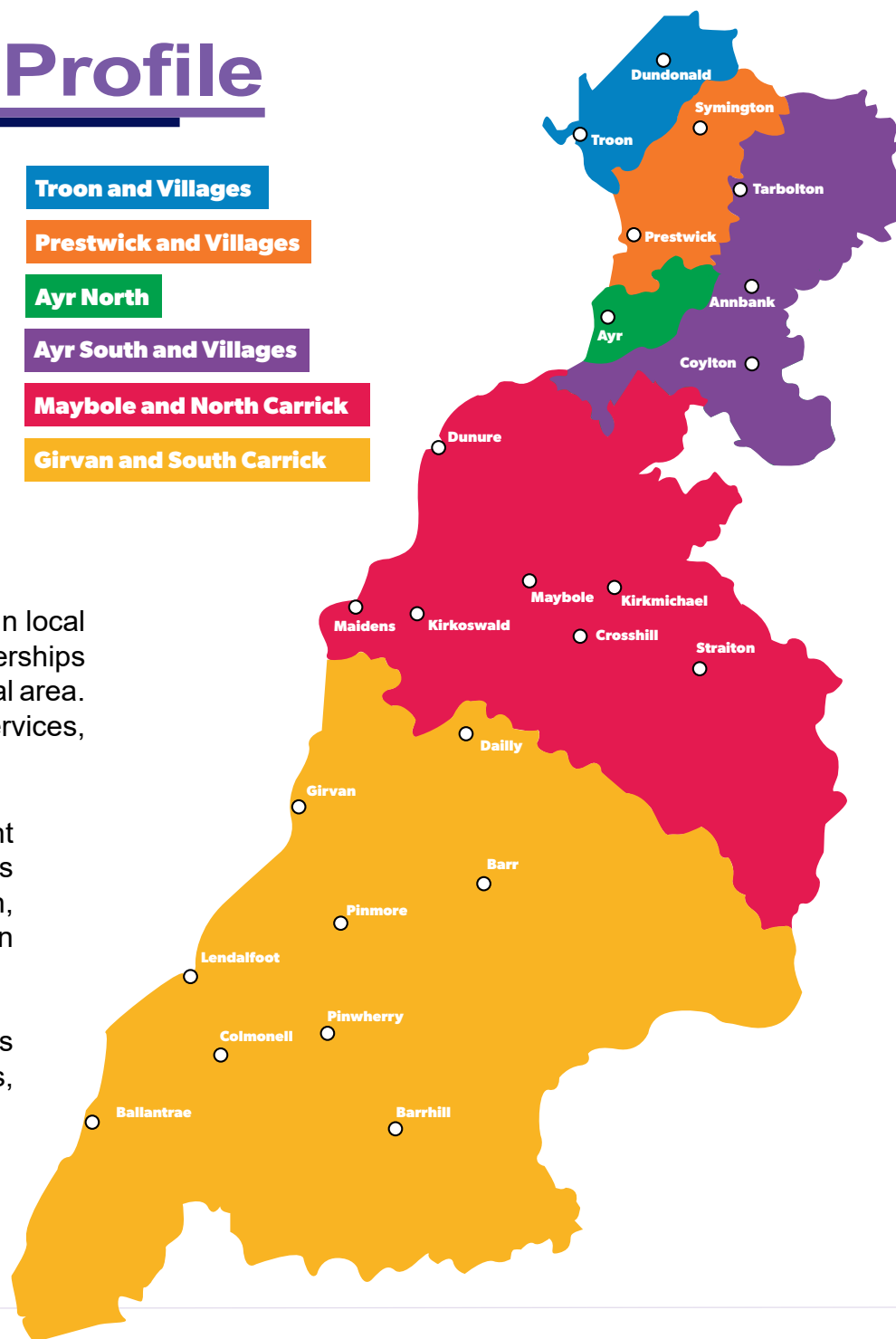
Locality Planning

South Ayrshire is split into six localities.

The purpose of planning by locality is to ensure services are delivered in local communities according to their specific need. Locality Planning Partnerships (LPPs) are established in each locality with their own priorities for the local area. To support the assessment of need and decision making on local services, profiles of each locality area have been produced.

During 2022/23 the Integration Joint Board agreed funding for significant investment in the implementation of a new management structure. This includes the addition of three Senior Locality Managers for the North, Central and South areas of South Ayrshire, ensuring strong leadership in all six locality areas.

We have also seen some of our locality boundaries change. The localities affected by the boundary changes are Ayr North, Ayr South and Villages, and Prestwick. Previously the villages of Annbank, Mossblown and Tarbolton were part of the Ayr North LPP. They are now part of the Ayr South and Villages locality. In Prestwick, some smaller changes relating to areas around Heathfield and St Quivox have also seen their geographical coverage change.



Inequalities

Each locality has its own unique strengths and assets, as well as its own challenges.

Severe deprivation continues to be concentrated around the Wallacetown, Ayr North, Lochside, Whitletts and Dalmilling areas with Girvan, Barassie, Craigie, Kincaidston, Ayr Town Centre and Maybole also suffering deprivation.

By reducing inequalities, deprivation and the impact of poverty, we can make a long term improvement to the health of local people.



Around 1,700 people aged 16 and over in South Ayrshire were unemployed in the year ending December 2023. This is a rate of 3.7%.



The percentage of babies who are exclusively breast fed at 6-8 weeks has increased over the past year from 25.7% in 2022/23 to 29.5% in 2023/24.



This was a decrease compared with the year ending December 2022 when the unemployment rate was 4.2%.



This is higher than both Ayrshire and Arran (23.1%) and Scotland (28.3%) for the same period.

Ageing Population

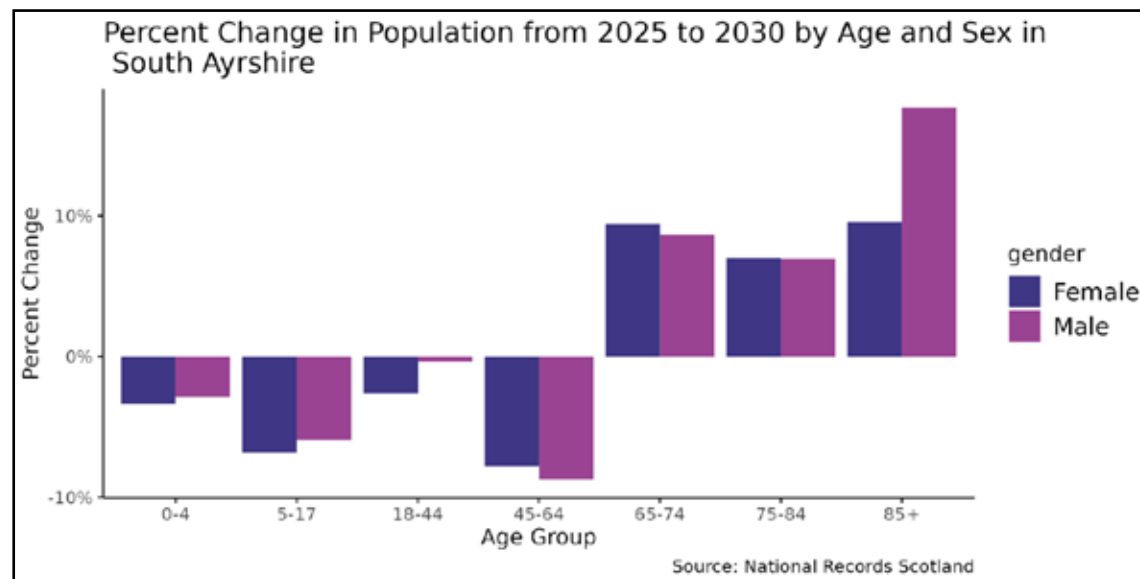
In South Ayrshire we have a significantly higher proportion of older people than across the rest of Scotland. Older people are valued members of our community and contribute so much to our society through volunteering and childcare for example.

We know we need to ensure that we are supporting people to grow older and live as independently and purposeful as they can.

The HSCP worked alongside our Community Planning Partners to develop an Ageing Well Strategy for South Ayrshire. This was launched on Tuesday 10th September 2024 and sets out how we will take steps to plan for our ageing population.



The number of people who are aged 65 and over is projected to increase over time within South Ayrshire. At the same time, the projected number of people aged under 65 is projected to decrease. Overall, the number of people who are aged 65 and over is projected to increase by 9% between 2025 and 2030.



As part of the Ageing Well strategy an Ageing Well Champions Board was created in order to bring the the voices of community into the discussion on how best to improve the health of our ageing population with a focus on prevention, early intervention and self help.

There has been great uptake in membership of this group since it's establishment and we have now got multiple Champions Boards which spread across our different locality areas.



Shifting the Balance of Care

“Shifting the balance of care” is an objective for all of our services and for everyone we support: from childhood to old age.

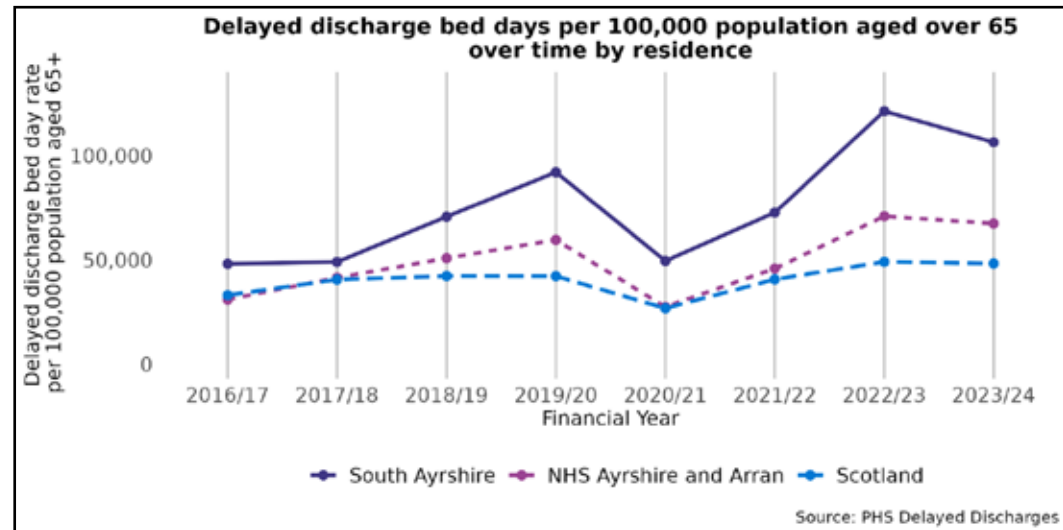
For older people’s services, a key priority that received concerted effort is bringing down delayed discharges.

A delayed discharge is defined by NHS Services Scotland as “a hospital inpatient who is clinically ready for discharge from inpatient hospital care and who continues to occupy a hospital bed beyond the ready for discharge date”.

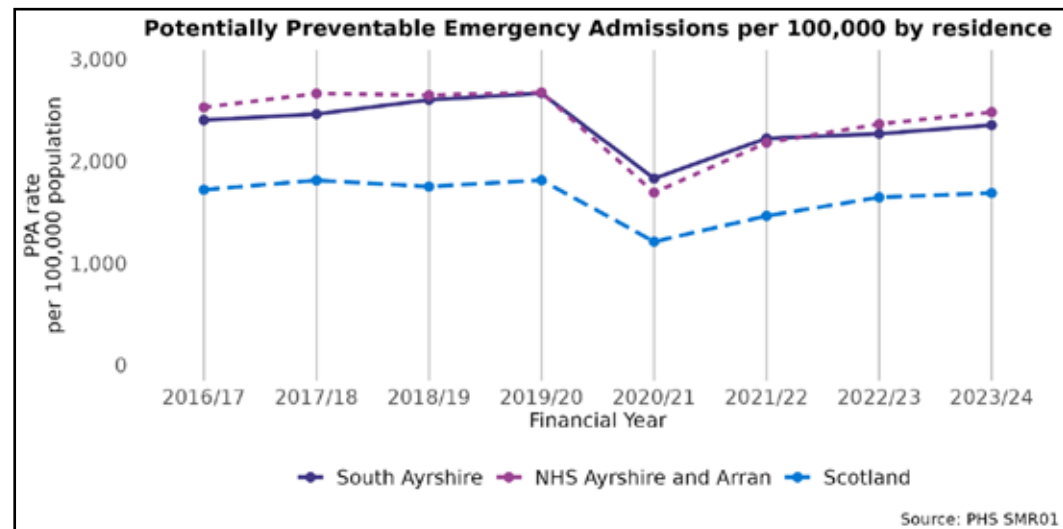
Reducing delays in discharge from hospital matters for many reasons, but most importantly it is almost never an appropriate place for someone to be if they no longer need hospital care. Time spent in hospital when medically fit is an unnecessary risk to health and welfare, involving risks such as hospital acquired infection and loss of mobility.

In children’s services “shifting the balance of care” is about our ambition to keep South Ayrshire’s children in South Ayrshire and within families wherever possible. This includes increasing the number of children and young people living within their own communities in South Ayrshire.

The number of delayed discharge bed days per 100,000 population aged over 65 has decreased between 2022/23 and 2023/24, however the rate for South Ayrshire is more than twice the rate for Scotland (106,635 and 48, 494 respectively).



South Ayrshire has a higher rate of potentially preventable emergency admissions in comparison to Scotland as a whole. For 2023/24, the rate for South Ayrshire was 2,357 per 100,000 population, compared to 1,691 for Scotland.



Mental Health and Wellbeing

Mental wellbeing is closely linked to the influence and impact that structural and relationship inequalities play in the early years and across the life course.

We know that financial security, employment and location are influences that often have a bearing on these choices. Issues can develop when alcohol, smoking or drug use shape lives.



In 2023/24, 24% of people were prescribed medication for anxiety, depression, or psychosis in South Ayrshire HSCP.



This is an increase from 18.9% ten years earlier.



In 2022/23, the rate of alcohol-related admissions was 498 per 100,000 age-sex standardised population in South Ayrshire. This is a 51.9% decrease overall since 2002/03.



Public Protection

The safety of South Ayrshire's citizens is fundamental to the work of the HSCP and its partners.

South Ayrshire Child Protection Committee and South Ayrshire Adult Protection Committee are the local strategic planning partnerships responsible for delivering continuous improvement in protecting children and adults at risk in South Ayrshire.



As of July 2023, there were 43 children on the child protection register. This is an increase from 22 in 2022. The rate of children on the child protection register per 1,000 population aged 0-15 was 2.5, which was slightly higher than the rate for Scotland (2.3).



In 2023/24, the rate of recorded crime was 503 per 10,000 population in South Ayrshire. This is lower than the rate for Scotland (550 per 10,000 population) and is 9% lower than the rate for ten years earlier.

Equalities in South Ayrshire

A key consideration in the delivery of our local strategies is the Shared Ayrshire Equality Outcomes. Partners across Ayrshire work collaboratively towards the achievement of four equality outcomes whilst complying with the Public Sector Equality Duty in line with the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

South Ayrshire HSCP continues to be an involved and active member of the Ayrshire Equalities Partnership. In 2024, South Ayrshire Council launched a new Integrated Impact Assessment (IIA) Tool which replaces the traditional Equality Impact Assessments and Children's Rights and Wellbeing Impact Assessment. This has been created alongside the partnership and provides a comprehensive way to consider equalities when we are making changes or putting in place new strategies and plans. To allow South Ayrshire Council to increase opportunities for effective collaboration, and to also ensure that key local and national priorities are part of the decision-making process.

Our South Ayrshire Integrated Equalities Impact assessment (IIA) was developed to include The Promise, Child Rights and Wellbeing, Trauma Informed Practice, Our Ageing Population, Health and Wellbeing and Rurality. Within the IIA we have recognised 'Care experience' as a protected characteristic specific to South Ayrshire Council. Anyone introducing new policies, procedures, strategies, projects, and financial decisions whether working directly or indirectly with young people and their families will have to consider the Promise and acknowledge care as a protected characteristic as core to all new initiatives. We take our duty to reduce inequality seriously and it is critical that we assess the impact fully. The new IIA allows us to challenge the impact of change in a positive, inclusive way. South Ayrshire Health and Social Care Partnership (HSCP) will join South Ayrshire Council in adopting the new Integrated Impact Assessment. This reflects the HSCP's commitment to equalities as set out within this plan. The IIA will be fully adopted by the HSCP during 2025. The IIA will consider the following areas:

-  The impact of the proposal on different communities and groups of people.
-  Whether we are meeting the legal requirements in terms of Public Sector Equality Duty and Human Rights.
-  Whether we are meeting the legal requirements of ensuring that we are actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage (the Fairer Scotland Duty).
-  Whether we are meeting the legal requirements of assessing whether there is an impact on children's rights.
-  United Nations Convention on the Rights of the Child (UNCRC).
-  How the proposal will support our rural communities.
-  Recognising the impact that trauma can have on people's lives.
- 

Local and National Policy Context

The HSCP operates within a complex system and evolving framework of legislation, regulations and national guidance that shape our responsibilities to the people of South Ayrshire and influence how we deliver our services.

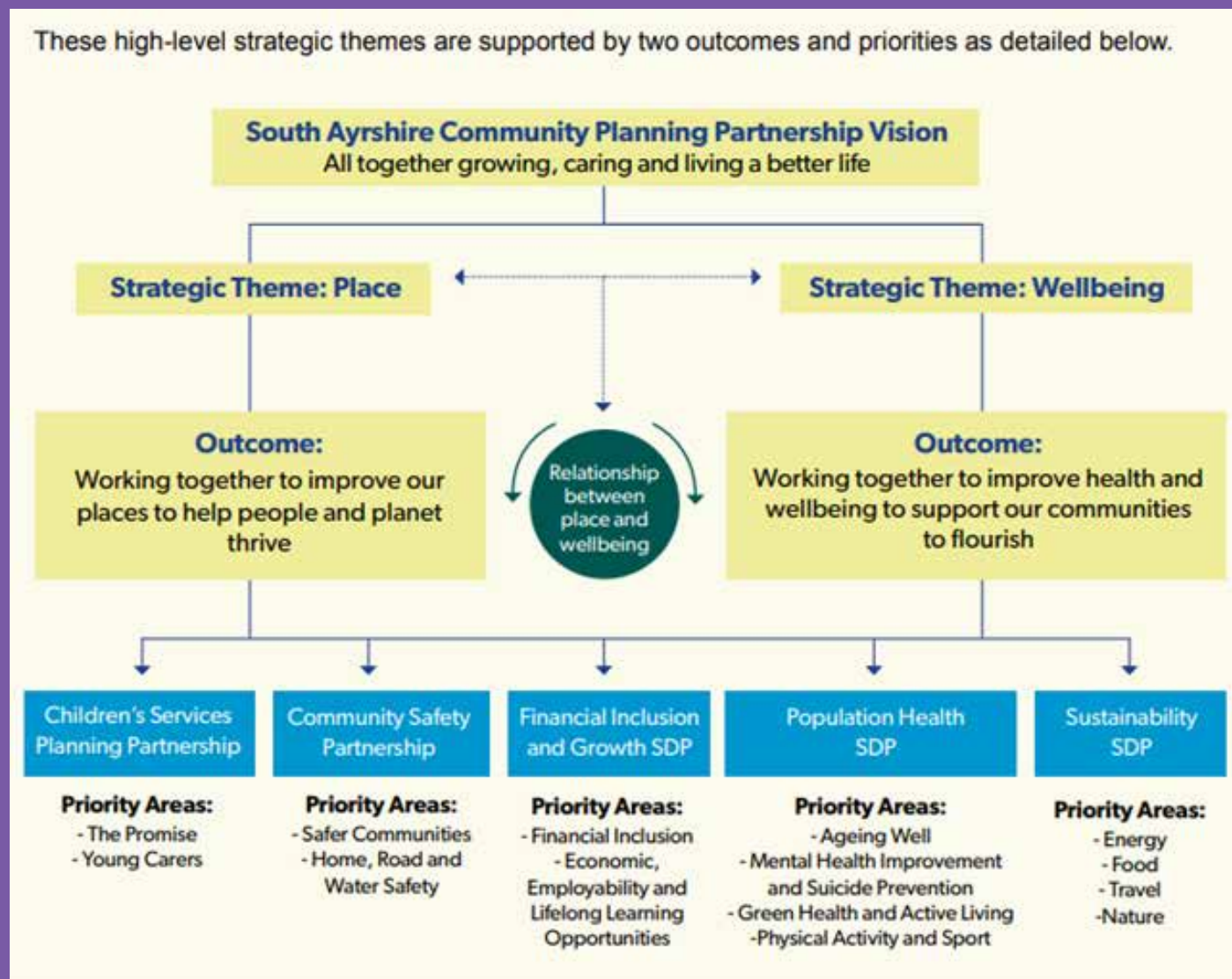
To provide the best possible care and support to our communities, the HSCP works closely with other organisations.

As a key partner of the Community Planning Partnership (CPP), we work with other services to deliver on priority areas set out in the [Local Outcome Improvement Plan 2024-29](#).

The Local Outcome Improvement Plan (LOIP) has two strategic themes of Place and Wellbeing.

This is achieved through five workstreams including: Children's Services Planning, Community Safety Partnership, Financial Inclusion and Growth Strategic Delivery Partnership, Population Health Strategic Delivery Partnership and Sustainability Strategic Delivery Partnership.

The strategic themes are detailed in the diagram to the right:



The HSCP works together with the CPP to take forward work areas collaboratively and are a key member of the Population Health Strategic Delivery Partnership. Areas of focus include Ageing Well and Mental Health Improvement including Suicide Prevention.

The HSCP, alongside community planning partners, work together to achieve the strategic priorities set in the [Children's Services Plan 2023-26](#). The priority areas within the plan are The Promise and Young Carers. This is monitored by the Children's Services Planning Group.

The HSCP is a key partner of Community Justice Ayrshire, which works to jointly plan and deliver improved outcomes for people within the justice system, their families and victims. Community Justice Ayrshire do this by delivering the [Community Justice Outcomes Improvement Plan 2024-29](#) which sets out our shared commitments for Ayrshire and outlines the work we are taking forward.

The HSCP is also a key partner in South Ayrshire Alcohol and Drugs Partnership (ADP). We will support the ADP in delivery of the [South Ayrshire Alcohol and Drug Strategy 2023 – 2026](#) 'Recovery is Reality' to ensure individuals, families and communities are able to build on their strengths and assets to help reduce the impact of alcohol and drugs on the population of South Ayrshire.

To deliver on the commitment in the [South Ayrshire Council Plan 2023-2028](#), the HSCP works alongside Council colleagues to improve outcomes of people living in South Ayrshire

[Caring for Ayrshire](#) is the strategic transformation programme that will build on developing an integrated health and care service model. This model will look at all aspects of health and care from birth, to end of life, with citizens being at the heart of the proposals ensuring our future services consider the changing population demographics (e.g. ageing population and increasing inequalities, particularly as a result of poverty) and the other key drivers as outlined within this document that impact on service needs.

The HSCP have developed a number of their own strategies that set out how we will deliver on the vision of the strategic plan at more local level with our services. These can be found on our website [here](#).



Age Well: Dementia Strategy 2024-29

Live Well: Adult Mental Health and Wellbeing Strategy 2024-29

Digital Strategy 2024-29

Communications Strategy 2024-29

Independent Advocacy Plan 2024-29

Ageing Well in South Ayrshire Strategy

Children and Young People's Services Plan 2023 -26

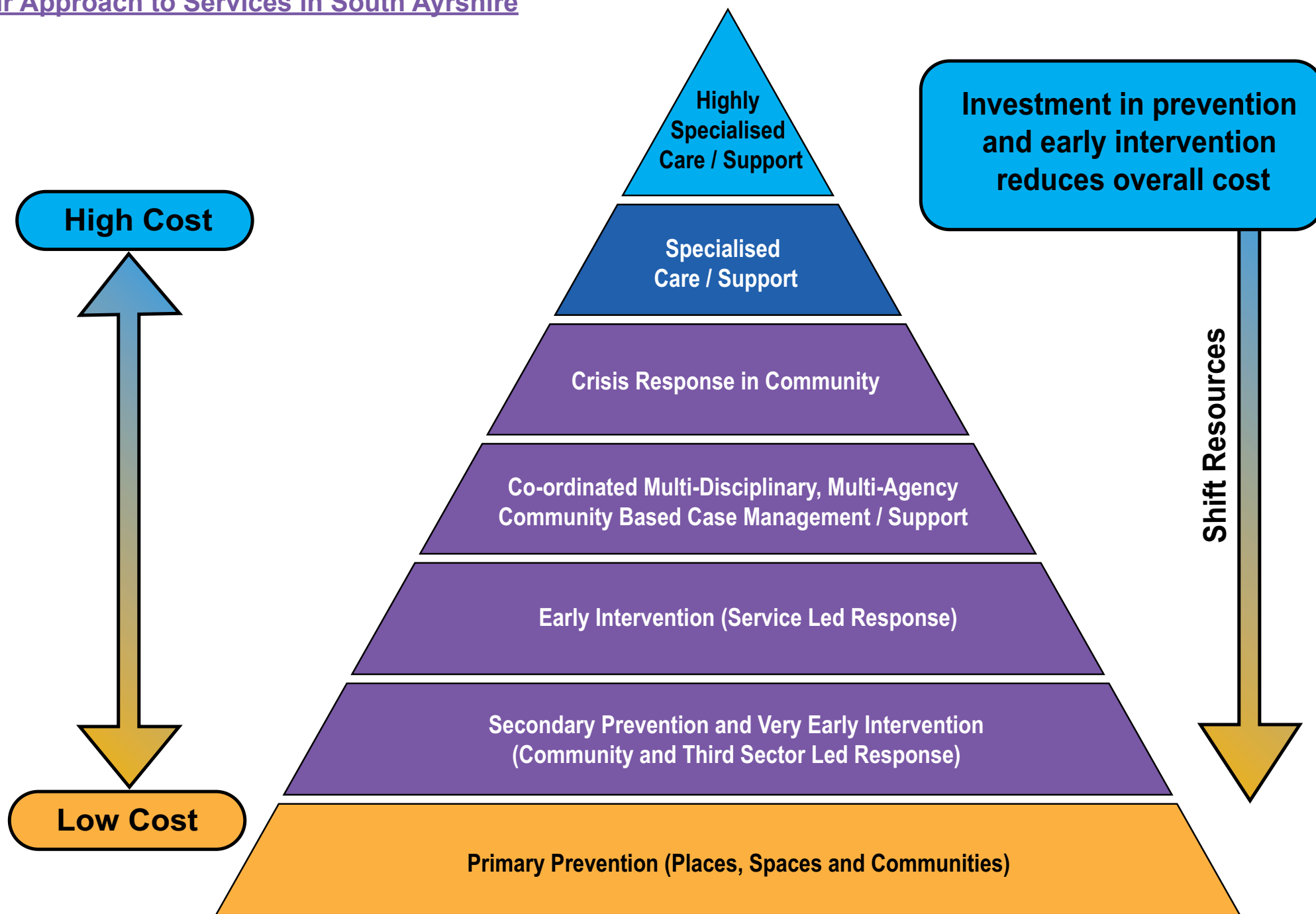
Learning Disability Strategy 2022-27

South Ayrshire HSCP Workforce Plan 2022-2025

South Ayrshire's Parenting Promise 2021-30

Underpinning the delivery of these strategies, is the Shared Ayrshire Equality Outcomes. Partners across Ayrshire work collaboratively towards the achievement of four equality outcomes whilst complying with the Public Sector Equality Duty in line with the Equality Act 2010 and the Equality Act (Specific Duties)(Scotland) Regulations 2012.

Our Approach to Services in South Ayrshire



Getting It Right For Everyone (GIRFE)

Getting It Right for Everyone (GIRFE) is a multi-agency approach to health and social care support and services from young adulthood to end of life care. It was a programme of work, co-designed by the Scottish Government, Health and Social Care Partnerships, and the people of Scotland.

South Ayrshire HSCP was a partner in this programme of work which included the co-design of a [national toolkit](#), focused on developing a 'Team Around the Person', which can help support the move towards a person-centred approach to care and support in Scotland. In South Ayrshire this involved working collaboratively with people with lived experience, lived expertise, and professional experience to inform the final toolkit.

Moving forward we will utilise the GIRFE toolkit and principles into our wider programme of work including Team Around the Locality and the ongoing development of Connect South Ayrshire. Ensuring the GIRFE approach and principle has synergy with our other workstreams will support our objective to deliver a preventative, consistent and individualised approach to health and social care support delivery.



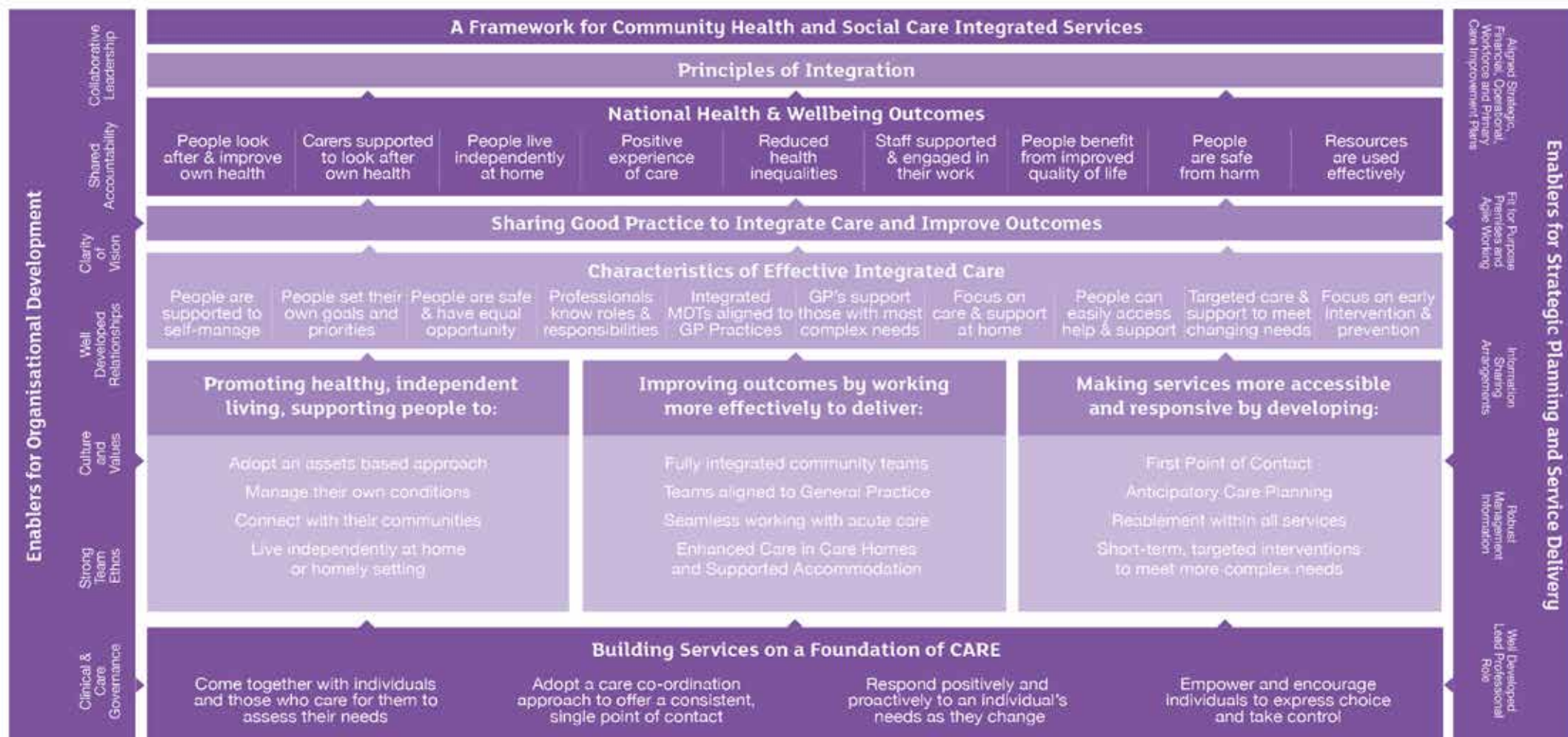
National Policy

On a national level we must consider:

- ❧ Public Bodies (Scotland) Act 2014 Carers (Scotland) Act 2016
- ❧ Community Empowerment (Scotland) Act 2015
- ❧ Equalities (Scotland) Act 2010
- ❧ National Care Service
- ❧ Scotland's Digital Health and Care Strategy
- ❧ The Promise
- ❧ Scotland's Public Health Priorities
- ❧ Primary Care Improvement Programme
- ❧ Social Care (Self Directed Support) (Scotland) Act 2013 (and Framework of Standards)

We will also incorporate the Framework for Community Health and Social Care Integrated Services (see next page) into our work.

Framework for Community Health and Social Care Integrated Services



Challenges and Opportunities



As with other Health and Social Care Partnerships across Scotland, South Ayrshire HSCP was born into a context of significant demographic and financial challenge. Some of these challenges are Scotland-wide but some are more pronounced in South Ayrshire given our particular composition and geography. The data presented previously, combined with our own intelligence can be distilled into the following challenges and opportunities:

Nationally there remain challenges in relation to:

- ❖ The demand for health and care services arising from the ageing of the population.
- ❖ A developing crisis in mental health and wellbeing and continued increases in suicide and drug-related deaths. The recovery from Covid-19 as well as

the long-term impacts on our mental health and physical health.

- ❖ The constraints associated with limitations of finance.
- ❖ The concerns matching workforce supply with increasing demand in health and care disciplines.
- ❖ Long-standing ICT issues, particularly with non-integrated systems within health and between health, care and others.
- ❖ The need to develop planning within the context of reducing carbon emissions in line with the Scottish target.

Locally there remains challenges in relation to:

- ❖ South Ayrshire's dependency ratio is the highest in Scotland and this provides challenges in relation to service demand, finance and workforce supply.
- ❖ There are challenges associated with the current NHS estate and ICT infrastructure as more advanced service models emerge.
- ❖ There are barriers relating to digital exclusion that we must overcome in order to modernize services.

Opportunities

There are many opportunities in South Ayrshire and offer us the ability to improve the services we provide.

- ❖ We have a committed and dedicated workforce as well as a resilient and engaged community.
- ❖ We have a strong partnership with our Third and Independent Sector and we have great examples of integrated working. This commitment is demonstrated in the 'South Ayrshire

Third Sector Interface and our South Ayrshire HSCP Partnership Agreement'

There is a stronger and more strategic plan for investment in the area via the Ayrshire Growth Deal – and linked to this is Community Wealth Building initiatives.

There are opportunities to deliver services differently with a focus on outcomes and co-produced by people using services as emphasised by the Independent Review of Adult Social Care and The Promise.

The Caring for Ayrshire programme recognises that change is needed locally, regionally and nationally to develop health, care and wellbeing for the benefit of our communities.

There is also significant investment and vision around transforming the way that we currently deliver services in both Children's Health, Care and Justice services and within Community Health and Care Services.

The challenges brought about by the Covid-19 pandemic accelerated reform in how much of our work is delivered, such as: greater use of remote working for staff, access for patients through technology including the use

of NearMe videoconferencing for teams and a large community-based mobilisation as well as increased self-management. There has also been less dependence on physical spaces and reduced bureaucracy for information sharing and other technical challenges.

There has been a greater focus on partnership working in South Ayrshire, particularly with our Community Planning arrangements and the progressing of priority work in relation to collective priorities (e.g. our approach to Ageing Well in South Ayrshire) and in relation to our focus on inequality through shared work directed towards our Ayr North locality. Building on the greatly improved approach to integrated children's services there are growing partnership relationships with Council departments such as Housing, Leisure, Community Learning and Development and Trading Standards, as examples. The Alcohol and Drug Partnership and arrangements for Public Protection are other examples.

A clearer focus on the link between health and housing/homelessness. Housing Contribution Statement –of which is appended – bears witness to aligned priorities and joint working. We

have used this opportunity to consider how we 'plan for prevention' in relation to housing and meeting the housing needs of our Ageing Population in the future.

The partnership with local primary care providers not least that with General Practice as set out within the Primary Care Improvement Plan and the investments that will grow Multi-disciplinary Team working around the Practice.

As well as the above a key opportunity is the considerable local assets that are available to us locally including our local area with natural, historical, and cultural assets and a transport infrastructure with good connections across Scotland.

We also have communities who are willing to play their part and have great examples of volunteering across life stages and in all communities.



Our Journey to 2024

As a HSCP we have come a long way in working towards our vision since the last Strategic Plan was implemented in March 2021. A report taken to our Integration Joint Board in June 2024 set out some of our key achievements since our Strategic Plan was agreed in March 2021. The full report can be found [here](#).

It is impossible to capture all of the work that has taken place, below are a few case studies of work progressed since 2021:

Belmont Family First

Belmont Family First Service was first introduced as part of a pilot project and was developed to support South Ayrshire to meet the aspirations of The Promise, Scotland's Independent Care Review, and our ambition that Children and Young People of South Ayrshire will Grow Well, Live Well and Age Well. Based on the Ten Principles of Family Support, the team delivers a family centred approach to early intervention and prevention.

The service received permanent funding in December 2022.

Belmont Family First Service is based in Belmont Academy and works in partnership with education, health, and community partners. The team offers support to young people and their families from Belmont Academy and the cluster primary schools. The aim of the service is to reduce the number of referrals to statutory services by providing early intervention and direct support to families. The support is timely and responsive, empowers families to strengthen their relationships, grow together, develop resilience, and reach their full potential. The team embrace a strength based, family centred approach and utilise a nurturing family-based approach as well as Signs of Safety and Safer Together models.

Belmont Family First Service actively support families who are struggling with the cost-of-living crisis and associated challenges such as food, fuel, and digital poverty. Since the service commenced the team have supported families to access over £16,410.28 in funding.

Due to the success of the model, this is now being rolled out across other school clusters in South Ayrshire.



Young Carers in South Ayrshire

The Young Carers Strategy 2021 – 2026 sets out our local response to the statutory duties (responsibilities) of the Carers (Scotland) Act 2016 - which is a law that says what support must be given to carers, including young carers.

A Young Carers Officer was appointed in 2022 to drive the strategy and to take forward the actions identified to support our Young Carers including awareness raising and creating opportunities for young carers in South Ayrshire.

The Young Carers Strategy has the following three strategic themes including I am safe, healthy, and active, I am nurtured, achieving and respected and I am responsible and included.

In 2023, 'The Weekend' film was developed from a group of young carers' own personal experiences. The young people learned how to express and share in a safe environment and had the courage to open up about real issues as the project progressed. This, in turn, led to the development of a realistic storyline.

The young carers learned how to research a story, build a storyboard, and devise a piece of dramatic fiction based on this. The group learned to develop and produce a film practically, using professional film making equipment.

The project culminated in a night of celebration of the young people's achievements, A Night at the Oscars, which provided a local platform to raise the profile of young carers. The young carers involved in the project participated in a Question-and-Answer session and the event attended by almost 300 people.

The Weekend, has since won a number of awards. This has contributed to the awareness raising reach of the film due to wide-spread media coverage online, in printed press and national radio.

Core and Cluster Housing Model

South Ayrshire HSCP have developed a housing model, Core and Cluster, for both Mental Health and Learning Disability service users who require additional support with housing, enabling people to live independently in their own homes and be active participants in their own communities.

We have seen a significant increase in demand for this type of housing over the last 4 years.

We received keys to the new Ayr housing development at Fort Street in March 2022. Fort Street has been developed in partnership with South Ayrshire Council's Housing team to provide a new supported accommodation facility. The accommodation has been specifically designed for adults with physical and mental health illnesses in South Ayrshire. This is just one example of developments introduced during this period through our new Core and Cluster Model.

The development consists of eleven 1-bedroom properties offering modern accommodation in the heart of Ayr town centre. Each new home has been designed to suit the needs of the individual, helping to support residents in a way that promotes independence as well as reducing risk.

Learning Disability Strategy 2022-27

The South Ayrshire HSCP developed the new Adult Learning Disability Strategy in August 2022 to ensure that organisations operating in South Ayrshire were able to meet the principles set out in the National Strategy for Learning Disability - The Keys to Life. The strategy focuses on empowering people with Learning Disabilities to have: a healthy life, choice and control, independence, and active citizenship.

This strategy is a bold five-year vision to ensure people with learning disabilities in South Ayrshire can achieve their full potential. The strategy was informed by engagement with service users, families, and carers, as well as with staff from organisations from across the sectors currently engaged in supporting people with a learning disability.

These included the League of Champions, a group of people who have come together from across South Ayrshire to champion the rights of people living with a learning disability, made up of service users, family members and staff. Supporting this piece of work our new league of champions continue to work with the HSCP to embed the principles of the strategy into practice.

Team Around the Locality

Team Around the Locality (TATL) is a key development enabling the operational implementation of the ambitions set out in the IJB Strategic Plan.

The model aims to deliver information, advice and support through a strength-based model to individuals and carers. Successful implementation of the TATL model requires several key elements: empowering leadership, a clear vision, defined roles, effective local operational arrangements - all of which are supported by an enabling infrastructure.

During 2023 Senior Managers and Professional Leads for each locality were appointed to new posts and there was a period of engagement with local communities and stakeholders. The output from the TATL engagement informed the development of new Locality Plans for each of the six localities during 2024.

The development of community front doors that provide the right information/support from the right person at the right time are key to the success of the TATL model. This is to ensure timely access to information, advice and support. To embed this our vision was to integrate hubs in communities acting as convenient points of access for individuals seeking support.

From this we have developed Connect South Ayrshire alongside our Third Sector Interface VASA, which bring together a streamlined approach to accessing information online via a website, via telephone and through in person hubs in each locality. Our first Connect Hub opened in Ayr on 1st November 2024 and is a convenient point of access for individuals seeking information, advice and various support services such all in one place. This will continue to develop across other localities with further hubs opening in 2025 as we strive to ensure we meet people at the right place and at the right time.

Ageing Well in South Ayrshire

South Ayrshire has one of the oldest populations in Scotland. It is therefore fitting that the HSCP has been working with South Ayrshire Council and VASA to establish us as one of three Age Friendly Communities in Scotland. The work to develop an Ageing Well Strategy began in June 2023, bringing together key stakeholders from SA HSCP, Community Planning Partners, and Third Sector. Over the course of 2023, three Ageing Well Champions Boards have been established in Girvan, Ayr, and Troon.

A period of significant engagement was undertaken to inform the strategy which was co-produced with our Champions Boards and Community Planning Partners.

The strategy and action plan was launched at an event held at Ayr Gaiety on Tuesday 10th September 2024.

An Ageing Well Programme Officer has been appointed to take forward the actions identified in the strategy and progress will be reported via the Community Planning Board.



Annual Performance Reports

There is much work that takes place each year as we move towards achieving our strategic objectives and it is impossible to highlight all of the good work which takes place every day. There is further detail and more examples of specific service led activities and progress demonstrated in our Annual Performance Reports which are published each year. The reports can be viewed [here](#).

The Scottish Government requires an annual report to be prepared by the Chief Social Work Officer (CSWO) which details the service quality, performance and key challenges of statutory social work services. The latest report can be found [here](#).

Listening to you

In preparing this Plan, we have met with as many of you as possible in order to allow your views and opinions to shape what we do and how we do it.

This Strategic Plan has been developed by engaging and consulting with our staff, partners, and the communities we serve. This feedback along with the responses from our survey questionnaire, Strategic Needs Assessment and locality profiles has given us an understanding of local perspective and things that matter to people. The process of engagement led to revising and re-drafting of the plan to fully reflect what staff, our partners and communities were telling us. We believe that the plan is now much richer, thanks to the many helpful contributions we have received throughout the development process.

We will continue to seek out the voices of local people when reviewing and updating this Plan. Our initial engagement exercise began in August 2024. A number of methods were used to engage with stakeholders to inform the refresh of the Strategic Plan.

We developed a survey to find out what matters to our stakeholders in terms of health and social care in South Ayrshire.

The survey was targeted at the public and communities, the Third Sector and provider organisations and children and young people. The survey was shared with all of our internal and external networks and promoted on social media.

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We have produced a separate engagement and consultation report which sets out what we heard from the public, children and young people and people who use our services. This can be found [here](#)

.....

We want to build on the engagement that has already taken place and ensure that your views are constantly shaping the way services are delivered by the HSCP.

The Independent Review of Adult Social Care and The Promise emphasise the value of shaping services with the people who use them, their families, and carers. We will ensure that we are communicating effectively and in a variety of accessible ways. We need to know what is working and what is not working so we can make changes.

In 2024 we published a new [Communications Strategy 2024-29](#) for the HSCP. Effective communication is at the very heart of achieving our vision. A key objective of the strategic plan is for the HSCP to be transparent and listen to our communities.

The Communications Strategy sets out how we plan to use communications to keep our communities, our staff and our partners up to date with work being taken forward by the HSCP. This includes improving access to information, celebrating success, providing opportunity for engagement and raising awareness of the fantastic services and support available in South Ayrshire.

We will work on delivering a new Engagement Plan for South Ayrshire HSCP to help guide and inform consultation activity in the future. This will provide us with a framework on how we can improve our engagement with those who do not traditionally take part and provide direction on how best we can engage with communities. In doing so, we will ensure our engagement activity is aligned closely with South Ayrshire Council and NHS Ayrshire and Arran.

Strategic Objectives to 2031

In 2021, we were ambitious in setting strategic objectives that can lead us to improving outcomes over the next ten years, we remain committed to these and can evidence progress being made.

As set out above, we are mindful of the fast-changing landscape in which health and social care services are operating, however we want to commit to a long-term horizon for our ambitious objectives.

Our Strategic Plan 2021-31 sets out seven strategic objectives for 2031. This document explains how we arrived at these objectives and how we will achieve them. During 2024 we have carried out engagement with our communities to ensure our objectives are still relevant and reflective of the needs of the people in South Ayrshire.

These strategic objectives will continue to drive the services provided and commissioned by the HSCP and are based on the engagement and conversations we have had with our partners and the community as well as reflecting existing commitments across the Council, the NHS and the broader Community Planning Partnership.

To achieve the priorities a range of activity is planned or underway. During the life of the Strategic Plan there will be further activity that emerges which the HSCP will deliver with its partners. All of the activity which is progressed will be relevant to one or more of the Strategic Objectives and will contribute towards meeting the national health and wellbeing outcomes set out by the Scottish Government.



We make a
positive impact
beyond the
services we deliver



We focus on
prevention
& tackling
inequality



We nurture
& are part of
communities
that care for
each other



We work
together to
give you the
right care in the
right place



We are
transparent
& listen to you



We help build
communities
where people
are safe



We are an
ambitious
& effective
Partnership

The activities we will undertake in South Ayrshire are informed by a number of factors:

- What people have told us is important to them. Many of the comments our stakeholders have made during the development of this Plan have influenced our objectives and our activities.
- Information that is routinely collected through the HSCP's performance management arrangements (such as locally defined performance indicators) and the national integration indicators. These help tell us where there are issues that need to be addressed in local operational performance and progress with integration.
- Information on the population profile of South Ayrshire from a wide range of sources including our Strategic Needs Assessment, provided by Public Health Scotland.
- Financial resources available to carry out the activity to meet our priorities.
- The following sections provide examples of what has influenced the content of this Plan and the activity that will be progressed. More examples of activity to be progressed is located on our website and will be kept under review during the lifetime of the Plan to ensure that we adapt to an ever-changing world.



How Will We Get There and How Will We Know?

This section outlines some of the key, high-level actions we will take to achieve each of our strategic objectives, looks at how we will measure our progress against these objectives and sets out how this will relate to the South Ayrshire Wellbeing Pledge.

The Strategic Objectives have a ten-year horizon to 2031, but we understand these are uncertain times in which to be planning health and social care services so we will revise our operational and financial plans to adapt to changes in national policy and local context.

Building on these strategic objectives and reflecting where we are as a partnership, we will also be developing and publishing a range of supporting strategic documentation over the coming months, including a revised Adult Carers Strategy and Older People's Service Plan.

Underpinning all of the work we are undertaking in South Ayrshire, is our vision of **“empowering our communities to start well, live well and age well”**.



Our Approach to Planning in South Ayrshire

In South Ayrshire, our Local Outcome Improvement Plan and the Health and Social Care Partnership's Strategic Plan are supported by Service Improvement Strategies/Plans and Team Plans to ensure that a 'golden thread' is in place to support delivery of Community and Partnership visions, strategic objectives and strategic outcomes.

We have a tiered approach to planning how we develop our strategies and plans. This means that we organise our planning across four different levels; Community Planning Level, Partnership Level, Service Level and Team Level.

The diagram to the right illustrates the 'golden thread' of key planning documents and how we link strategic high-level plans to each Team and valued member of staff.

As a previously stated, we are committed to our vision of "empowering communities to Start Well, Live Well and Age Well". This links to the outcomes of Place and Wellbeing identified by our Community Planning Partners and is at the heart of our Local Outcome Improvement Plan, which combines and focuses our joint resources towards achieving this.





Objective 1: We focus on prevention and tackling inequality.

As we move towards 2031, our services will continue to be targeted towards early intervention and preventative work. This, of course, means keeping people out of hospital and supporting people early to prevent them reaching our services. We will also continue to work to tackle the root causes of health inequalities, including poverty.

How Will We Get There?

We will work with our Community Planning Partners to tackle child poverty through [South Ayrshire's Child Poverty Strategy 2024-29](#). We will play a key role in developing opportunities for and make significant investment in our most economically deprived communities such as Ayr North and promote social justice. We will work with children and young people and their families to support them to be effective contributors and not engaged in offending behaviours.

The Family Nurse Partnership programme will work to improve pregnancy and birth outcomes, through improved prenatal behaviours; improve child health and development, through positive, responsive caregiving; and, improve economic self-sufficiency of the family, through developing a vision and plans for the future. We will continue our work in tackling social

isolation and improving mental wellbeing, ensuring we are working closely with our partners, particularly our Third Sector colleagues. We will better understand and address disparity in outcomes based on protected characteristics including ethnicity and gender.

As we move towards 2028 we will focus on:

- Delivering improvement in the priority areas identified in the [Children and Young People's Service Plan 2023-26](#): The Promise, Families, Voice, Healthy, Included and People.
- Progressing our [Independent Advocacy Plan 2024-29](#) which we launched in June 2024 to ensure people in South Ayrshire have their voice heard, can express their needs, make informed decisions, and have their rights and interests protected.
- Working with our Community Planning Partners to embed the new Integrated Impact Assessment tool within the HSCP which will improve the way we consider the impact our decisions have on people as we prepare our strategies and make changes to our ways of working.
- Broadening the work of the [Social Isolation and Loneliness Strategy 2019-2027](#) alongside our Community Planning Partners and led by Public Health to ensure a wider impact.
- Delivering on our ambitious [Ageing Well Strategy for South Ayrshire](#) published in September 2024.
- We will develop a Health and Care Service Plan which will focus on how services will be shaped to support our approach to Ageing Well in South Ayrshire. This will complement the ambitions set out in our Ageing Well Strategy.
- We will focus on working with health and care services to deliver preventative and pro-active care by focusing on prevention, early intervention and self-management of health conditions to improve overall wellbeing.



Objective 2: We nurture and are a part of communities that care for each other.

Community resilience and the support of carers, parents, peers and social networks are fundamental to helping us improve health outcomes – it is not all about what services can deliver ‘to’ the people we support. Not everyone who uses HSCP services chooses or wants to – they may even be bound by legal measures – but when we do provide support, we will ensure that the service we provide is compassionate and honest.

How Will We Get There?

We value and support unpaid carers in their caring role and ensure they have a voice, including in the commissioning of services. We will support them to be able to take a break from caring and to look after their own health and ensure that unpaid carers are not defined by their caring role. Building on our commitment to putting Families First, and our Whole System ethos we will take a locality-based approach to supporting communities to be resilient and the HSCP being at the heart of communities supporting one another, including keeping South Ayrshire’s children within South Ayrshire and in families wherever possible and offering more support to Kinship and Foster Carers.

We will work with partners to build capacity within the community and, in particular, the HSCP will take a proactive approach to

improving mental wellbeing across South Ayrshire. In collaboration with our Community Planning Partners, we will continue to work on place-planning to build resilient and empowered local communities.

As we move towards 2028 we will focus on:

- Developing a new Adult Carers Strategy which is forward thinking and co-produced with unpaid carers to set the direction for the next five years in South Ayrshire.
- Continued work with Community Planning Partners to embed our Corporate Parenting duties and implement the foundations of The Promise through our [Corporate Parenting Plan 2021-30.](#)
- Considering options to work with our colleagues across South Ayrshire Council

and NHS Ayrshire and Arran to progress the development of a Living Well Village in Ayr Town Centre.

- Working towards the commitments set out within [South Ayrshire Adult Learning Disability Strategy 2022-27](#) which was designed to ensure that organisations operating in South Ayrshire are able to meet the principles set nationally and enable people to increase choice and control, independent living and active citizenship.
- Continuing our sector leading work for Young Carers in South Ayrshire through various programmes of work set out in our [Young Carers Strategy 2021-26.](#) and co-producing a new strategy with our young carers.
- Develop trauma informed therapeutic services for children looked after in Foster and Kinship Care, including the continuation of the Play Therapist role and enhanced training to reduce the number of family care break downs.



Objective 3: We work together to give you the right care in the right place.

This objective is about continuing to shift the balance of care, ensuring people are supported within the community wherever that is possible rather than in a hospital or institutional setting. This will improve outcomes for our citizens and help us to contribute to national policy as well as the Caring for Ayrshire vision.

How Will We Get There?

This will involve further promotion of independent living, choice and control, and aspirational support instilling an enablement and 'Home First' ethos promoted by our professionals, collaborating with the Third and Independent Sector, service users and carers to design and commission appropriate models of service to deliver on this commitment. This will include our comprehensive reviews of Care at Home and Learning Disability services.

We will continue our focus on bringing down delayed transfers of care, to get people to the right place for their care needs in South Ayrshire with constant oversight of local performance. We will keep South Ayrshire's children in South Ayrshire (reducing out with authority placements) and within families wherever possible.

We will work with our housing colleagues to ensure that people are in housing to best meet their needs, including children and young people. In addition, we will support people to die with dignity in a place where they feel most comfortable.

As we move towards 2028 we will focus on:

- Continuing with our focussed effort to address the number of Delayed Transfer of Care in South Ayrshire using innovative and forward thinking measures such as through the delivery of our Ageing Well strategy.
- Continuing to embed a new locality structure within adult services whilst delivering and continually improving our new Locality Plans for South Ayrshire which align to our Strategic Plan.

- Developing our new Connect South Ayrshire model which will see us open community hubs across each of our localities. We will progress our new single number telephone line to access our services and continue to develop our new Connect website alongside our Partners.
- Leading a comprehensive strategic review of rehabilitation in South Ayrshire led by Allied Health Professionals.
- Delivering our new [Mental Health](#) and [Dementia](#) strategies published in December 2024.
- Continuing to optimise health and care services delivery over the next 20-30 years across Ayrshire and Arran through Caring for Ayrshire.
- Delivering and embedding the Safe Staffing Act within our services in South Ayrshire.
- Producing a Technology Enabled Care Plan for South Ayrshire to support delivery of our [Digital Strategy](#) which sets out how we will use technology differently in future to support people to live more independently for longer.



Objective 4: We help to build communities where people are safe.

In the community, we are committed to keeping people safe, through our public protection agenda, the services supported by the Alcohol and Drug Partnership (ADP), our justice services and contributing to the community safety agenda, including the Violence Against Women Partnership. We will take a trauma-informed approach across these services.

How Will We Get There?

We will continue to work with partners to deliver robust public protection governance and share good practice between partners. This will include refreshing all relevant policies and procedures to support national policy commitments including the incorporation of the United Nations Convention on the Rights of the Child and delivering our commitment to The Promise.

The implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families) and our contribution to public safety through the Community Safety Partnership and tackling violence against women and girls in all its forms.

We will work with our Third and Independent Sector providers, building on recent

developments such as the Community Services Collaboration Group to ensure quality and safety across our commissioned services as well as those we directly provide.

Our Justice team will continue to support and manage those who have offended within our communities, including those who are within the Multi Agency Public Protection Arrangements (MAPPA), with integrity and compassion. We will work with partners – particularly across the ADP – to reduce suicide rates and drug related deaths in South Ayrshire and tackle these challenges in their context of economic inequality.

As we move towards 2028 we will focus on:

- Continuing our targeted work in Ayr North through our evolving 'Connect' programme of work.

- Delivering our new Alcohol and Drug Partnership strategy – [Recovery is Reality – 2023-26.](#)

Develop further South Ayrshire's Youth Justice "offer" through the Young Persons Support and Transition Team.

- Developing a Missing Persons protocol for South Ayrshire along with our Partner agencies which will set out our approach to both missing children and adults in South Ayrshire.
- Contributing to and developing the Trauma Informed agenda along with South Ayrshire Council including progressing training for our staff and partners on how we can be more trauma informed in our work.
- Learning from our recent Adult Support and Protection Inspection and implementing a range of improvements to build on what we have already delivered.



Objective 5: We are an ambitious and effective partnership.

While our ultimate objective is to improve outcomes for our communities, it is important that we look inwards and consider how we undertake our business and run our services effectively. Our ambition is to move from “good to great” and be sector leading through a culture of positive performance, continuous improvement and strategic reform.

How Will We Get There?

We will work across the HSCP to further embed a sense of identity and cohesion, undertaking learning, development and improvement activities together. We support and nurture staff and ensure that the Partnership is an attractive organisation to work in. Our governance and accountability processes will be highly effective and we will take an approach to performance management that drives continuous improvement. We will forge an improved strategic relationship with our trade union representatives. We will focus on quality improvement, embedding an improvement and self-evaluation ethos across our services, working alongside our Third and Independent Sector providers on this journey. Our services and approach to commissioning will embrace innovation and new technology.

As we move towards 2028 we will focus on:

- Working across services to deliver on the “[Liberated Method](#)”. This will consider new ways of working with those who need support in our localities through relationship practice and will enable staff to engage with local residents most in need of support in a creative and liberated manner.
- Delivering on the objectives set out within our new [Digital Strategy 2024-29](#) outlines a vision to transform our HSCP into a digitally empowered, data-informed, and user-centric organisation.
- Moving from ‘good’ to ‘great’ as a Partnership following the learning from our Joint Inspection of Adult Services.

- Delivering The Promise 2021-30 as we move into the second phase of delivery for 2025-29, continuing to support and care for young people with care experience in South Ayrshire.
- Striving to continue to develop our sector leading work and share our learning across Scotland and beyond.
- Delivering Quality Improvement activity and training opportunities, upskilling our teams to make real change within their service areas.
- Working with universities to learn from best evidence and best practice, and to evaluate and share our work.



Objective 6: We are transparent and listen to you.

Effective communication is at the very heart of achieving our vision. As set out in the South Ayrshire Wellbeing Pledge and throughout this Strategic Plan, the HSCP will involve the community, the people we support, carers and our partner organisations in the shaping of our services and maintain transparency and integrity along the way.

How Will We Get There?

We will improve our approach to communications and engagement and be transparent about how decisions are made.

This will involve constant dialogue with the community, our Locality Planning Partnerships, provider forums, Elected Members, Champions Boards and beyond.

We will listen to people who use our services, people who have lived experience, parents, carers and families and work to bring them into our decision-making forums, making better use of existing groups including Champions Boards and the Locality Planning Partnerships.

We will be transparent about the resources available and how these are utilised to meet the strategic objectives. We will listen to complaints and compliments made by the community and learn from them.

We will use best practice guidance such as the [National Standards for Community Engagement](#) and Scottish Government [Planning with People](#) guidance, revised for 2024.

As we move towards 2028 we will focus on:

- Embedding and promoting our revised [Communications Strategy 2024-29](#) for the HSCP which was published in June 2024 and sets out how we plan to use communications to keep our communities, our staff and our partners up to date with work being taken forward by the HSCP.
- Developing an Engagement Plan for the HSCP during 2025 which will provide a framework and standard for our staff and partners to demonstrate how can achieve meaningful engagement with our

communities in South Ayrshire building on existing strengths. It will also set out for our communities the benefits of engaging with us and how people can get involved.

- Further development of our Locality Planning Partnerships and Champions Boards to ensure communities can engage and participate in conversations with the HSCP in a meaningful way which can bring about improvement.
- Developing a new agreement with our Third Sector colleagues, setting out a new relationship based on trust and collaboration.
- Leveraging new technology to find alternative ways we can communicate and engage with our stakeholders and communities.



Objective 7: We make a positive impact beyond the services we deliver.

The HSCP will be conscious of its social, economic and environmental impact as an organisation. This will inform the way we deliver and commission services and consider how we can benefit the local economy and maximise wellbeing as an anchor organisation e.g. through our contribution to the Community Wealth Building agenda.

How Will We Get There?

We will build upon existing strategic partnerships to contribute constructively to the aims of our partner organisations and be proactive about these relationships with a particular emphasis on our Community Planning Partnership and Pan-Ayrshire Leadership Network.

We will continue to work in true collaboration with our Third Sector Interface, Voluntary Action South Ayrshire.

As we move towards 2028 we will focus on:

- Ensuring our services and our approach to commissioning align with and support the Community Wealth Building agenda.
- Continuing to support the Ayrshire Growth

Deal and ambitious set out in the Ayrshire Economic Development Strategy.

- Work with anchor partners to provide a platform to support wider economic regeneration and inclusive growth across the region.
- Continuing to build effective working relationships with our Community Planning Partners and undertake joint work areas to increase our impact.
- Making a concerted effort to understand and improve our environmental impact as an organisation supported by South Ayrshire Council and NHS Ayrshire and Arran.
- Developing our relationship with the University of the West of Scotland to make a formal strategic agreement that will

give us University status as an HSCP to enable us to so we have access to a future workforce and performance reporting and evaluation expertise so we can understand better the progress we are making.

- Ensuring the wellbeing of our workforce, and that of our partners, is positive and all members of staff have ready access to meaningful mental health, wellbeing and other supports.
- Continuing to support our colleagues in Public Health with broad health improvement work.
- Working collaboratively with colleagues in Pan-Ayrshire work and across Scotland including with our Community Planning Partners.

Measuring our Impact

Measuring the performance and impact of our services is a vital part of what the HSCP does – it helps us to drive excellence across our services and provide accountability for our performance.

Our plans and performance measures will be aligned to each of our Strategic Objectives in order to ensure there is a golden thread that links the work that we do.

Our Annual Performance Report (APR) will continue to be approved and published annually by the Integration Joint Board as required under the Public Bodies (Joint Working) (Scotland) Act 2014.



The HSCP reports on a range of indicators determined by the legislation or by national agreement, including:

- ❧ The 15 National Health and Wellbeing Outcomes Progress (including the 'National Outcomes for Children' and 'National Outcomes for Justice')
- ❧ The Ministerial Strategic Group for Health and Community Care Core Indicators
- ❧ The National Outcomes for Community Justice Services
- ❧ Financial reporting through medium term financial forecast and regular budget monitoring reports to the IJB.
- ❧ Adult and Child Protection Data Performance Information reported to the Adult Protection and Child Protection Committees.
- ❧ The Local Government Benchmarking Framework (LGBF).

There is a need to establish more effective measures that promote whole system collaboration and prevention and early intervention rather than focusing on short term crisis and deficit measures within

individual organisations. We will continue to work with national organisations to influence these measures.

It's important that we demonstrate our impact in a meaningful way against the Strategic Objectives so we will continue to develop a performance framework for the HSCP that looks at the story behind the numbers.

We will work with other organisations – including the Third Sector, the Independent Sector and our Community Planning Partners – to develop a whole system approach to performance that measures what is important to communities and not just to individual organisations.

This will combine performance information with service feedback, intelligence from community engagement and our Locality Planning Partnerships, indicators of wellbeing, socio economic indicators (to track our progress against tackling inequality) and we will place an emphasis on individual stories or qualitative data to reflect our person-centred approach to health and care.

Locality Planning

Locality Planning in South Ayrshire remains an important vehicle of engagement and active participation for the HSCP.

Since the last plan was published in 2021, recommendations from the Locality Planning review have been implemented and embedded. These include:

-  Ensuring a better and more appropriate local membership together with engagement from key HSCP staff.
-  Utilising recent Locality Planning profiling to further refine local priority setting.
-  Develop more extensive locality data to allow for greater dialogue regarding allocation of resources.
-  Have clearer linkage with strategic HSCP planning function.
-  Build on the successful Small Grant/ Participatory Budgeting work ensuring the link to other HSCP strategic work on local community capacity building.

In 2024, new Locality Plans for each area were developed in consultation with local people through our Locality Planning Partnership and Team Around the Locality conversations. These are linked to the objectives of our Strategic Plan and will help us to achieve our vision throughout our localities.

Troon and Villages LPP priority areas:

- Supporting people living with long term health conditions
- Tackling Social Isolation & Loneliness
- Promoting Good Mental Health and Wellbeing

Prestwick and Villages LPP priority areas:

- Tackling social isolation and loneliness.
- Carers and young carers.
- Positive mental health and wellbeing.

Ayr North LPP priority areas:

- Promoting good mental health and wellbeing.
- Supporting an inclusive economy that reduces poverty and inequality.
- Reducing harms from alcohol, tobacco and drugs.
- Supporting our ageing communities.

Ayr South and Villages LPP priority areas:

- Promoting good mental health and wellbeing.
- Community connectedness.
- Supporting our ageing communities.

Girvan and South Carrick LPP priority areas:

- Tackling social isolation and loneliness.
- Promoting good mental health wellbeing and physical health.
- Managing long term health condition.
- Tackling drug and alcohol issues.
- Support unpaid carers in the community.

Maybole and North Carrick LPP priority areas:

- Promoting good physical and mental health, including ageing well.
- Tackling drug and alcohol issues.
- Tackling social isolation and loneliness.

Team Around the Locality

A key focus for the locality, and the golden thread throughout delivery of the locality plans, will be the design and implementation of the Team around the Locality model.

The HSCP Locality Management Team will be working in partnership with the locality and stakeholders to shape and deliver services to empower individuals and communities to Start Well, Live Well and Age Well.

The objective of the model will be to connect practitioners and people from health, social care, independent sector, the voluntary sector, and the community with a focus on the needs of individuals and their local community.

Within the model is a vision that includes integrated hubs serving as a convenient point of access for individuals seeking support. These hubs will provide information, advice, assessment, treatment and various support services all in one local location.

The model will be based on the following principles:

-  Person centred; Engage individuals in thoughtful dialogue and joint decision making. Providing the information, advice, and support needed to protect their independence.
-  Building local capacity; strengthening

local community capacity, promoting local responses, including volunteering, and developing micro-enterprises.

-  Partnership working; fostering strong partnerships with the local community as well as with teams, partners and independent organisations.
-  Integrated care: striving for coordinated, collaborative services that cater to specific needs and promote the wellbeing of local communities.
-  Community engagement: active engagement with local residents to collectively shape services and support to address the needs of the local community.
-  Quality improvement: integrating quality improvement approaches into our work, ensuring we provide the best outcomes for our communities.
-  Prevention/early intervention; ensuring timely access to information, advice, and support, promoting independence and ageing well.
-  Strength / asset-based assessment: building upon the strengths of individuals, their families, and the communities that support them to live well.

The Team Around the Locality model will bring into line clear alignment of support and care for individuals in the locality ranging from community led focus on prevention, early intervention and supported self-management to coordinated and integrated supports for adults with complex care needs.

The model will be aligned to clinical standards, evidence-based practice, professional development and staff governance to ensure that the workforce is prepared, competent and confident. This will mirror recognition within the NHS Staff Governance Framework that the workforce must be well informed, involved in decision making, appropriately trained, and developed, treated fairly and with respect, and working within a safe environment.

Fundamental to this approach across the locality and plan will be psychological safety and a culture where all key stakeholders are encouraged to be curious with a focus on learning and continuous improvements.

Equalities and Human Rights

South Ayrshire Health and Social Care Partnership is fully committed to delivering services that are fair for all and uphold our responsibilities as specified in the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

As we have consistently demonstrated over the life of our Partnership, we have strived to not only to meet our duties under the equalities legislation but also to ensure that equality and human rights becomes part of everything we do, within our structures, behaviours and culture.

We continue our commitment to delivering rights-based care and support and ensuring people can access support at the point they feel they need it (including for advice and signposting to local community-based resources) as recommended in The Independent Review of Adult Social Care in Scotland (2021).

It is a key priority for the HSCP to respect and promote the rights of children and young people and involve them in all decisions made about them by further embedding the UN Convention on the Rights of the Child (UNCRC) in our policies and practices preparing for this to become law.

We strongly believe that reducing the impact that inequalities have on local people and

communities is of paramount importance. The commitments we have made within this Strategic Plan will engender a culture, which promotes equality, values diversity, protects human rights and social justice and tackles discrimination for both our workforce and our residents.

Since 2017, and in partnership with other Ayrshire public sector organisations, we have undertaken and supported a wide range of activities that have helped to progress and advance each of the four Ayrshire Shared Equality Outcomes. These outcomes are that, in Ayrshire:

-  People experience safe and inclusive communities
-  People have equal opportunities to access and shape our public services
-  People have opportunities to fulfil their potential throughout life
-  Public bodies will be inclusive and diverse employers

These activities focused on improving the lives of people across Ayrshire a by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

The [Equality Outcomes and Mainstreaming Report for 2021-2023](#) outlines our commitment to promoting equality and provides an overview of our progress in mainstreaming equalities into the Partnership's day-to-day business processes.

A new Equality Outcomes and Mainstreaming Report will be written to detail our progress up to March 2025. We will also look to develop new Equality Outcomes for South Ayrshire following a period of consultation. The HSCP will work in partnership with our South Ayrshire Council colleagues to deliver this.

An Integrated Impact Assessment has been carried out as part of the development of the Strategic Plan, which will continue to inform our strategic commissioning and service delivery activities. This Plan will be updated to reflect the new position once this is agreed later in 2025. Going forward, we will ensure human rights and equalities standards are prominent within our commissioning processes.

Strategic Risk

The HSCP has identified a number of strategic risks which are detailed within Pentana. Risks are assigned to the relevant owners who are required to review and update these regularly. Strategic Risks are reported to the Council, NHS and governance committees within the HSCP.

Furthermore, there is oversight of these performance targets taken to the IJB. The Performance and Audit Committee (PAC), Health Care Governance, Adult and Child

Protection Committees, have oversight to these and for transparency once agreed, these are shared with appropriate groups.

During 2023/24 there has been work undertaken to streamline the reporting of Strategic Risks aligning this to the format that is used by South Ayrshire Council. This format clearly details the high-level risks; Financial, Workforce and Premises.

There is an agreed process for reducing

risk, which includes the identification of mitigations, actions and reductions/improvements. Strategic Risk and Operational Risks registers (where services have developed these) are co-linked and used to inform, hold account, drive change and improvements and benchmark positive outcomes or, where risk needs to be managed, ensure that the best practice is embedded and sustained to ensure citizens in South Ayrshire can Start Well, Live Well and Age Well.



Enabling Our Plan

Financial Resources

NHS Ayrshire and Arran and South Ayrshire Council delegate resources to the Integration Joint Board for services set out in the Integration Scheme. The delegated resources are used by the IJB to direct the two partner organisations to deliver health and social care services on behalf of the IJB. The IJB has a duty to set a balanced annual budget aligned to the Strategic Plan. It is up to the IJB to determine how the total delegated funding will be utilised. The IJB is a legal entity in its own right and is expected to operate under best practice governance arrangements.

The Health and Social Care Partnership and its partners face significant uncertainty and financial challenges over the next few years. This is driven by both demand and costs pressures. Over the last few years inflationary pressures have impacted costs associated with pay awards, energy prices, cost of living prices. This has impacted services delivered and commissioned from our partners.

The Medium Term Financial Forecast was approved in May 2023, and sets out the financial outlook covering 4 years to 2026-27. The purpose of the medium-term financial forecast is to assist in the strategic planning process ensuring financial resources are available to deliver the priorities in the Strategic Plan.

Funding levels from Scottish Government remain as annual allocations, planning assumptions on availability of financial resources are based on the Scottish Government Resource Spending Review and annual budget information. The Annual Budget Setting exercise for the Health and Social Care Partnership includes an update on the medium-term financial position for the following 4 financial years.

Best Value

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent, and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

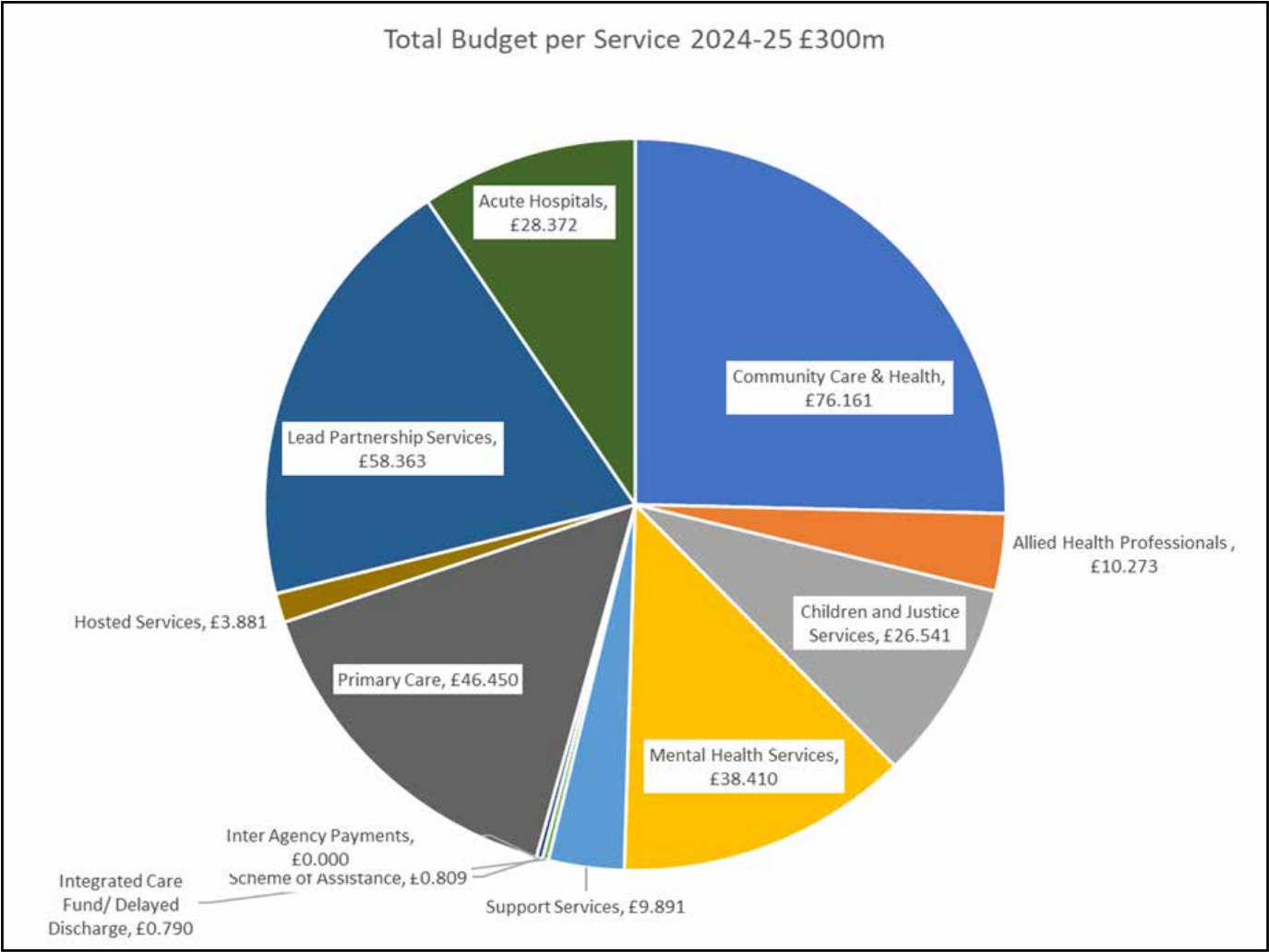
Improvement and Innovation

The Integration Joint Board approved a £6m investment in an Improvement and Innovation fund. The fund is for services to invest in specific projects aimed at improving services to address current demand pressures and / or reduce future demand pressure through innovation and changes to ways of working. From a financial perspective improvement in services should ensure future financial sustainability in line with non-recurring funding. Quarterly highlight reports are provided to the IJB on the fund along with more detailed annual progress reports.

2025-26 Annual Budgeting Exercise

The annual budget setting exercise is required to direct funding to meet the health and social care needs of South Ayrshire citizens. This includes analysis of local, national and global factors impacting on the demand for, and cost of, services increasing at a faster rate than the available resources. The budget setting processes will ensure funding is allocated ensuring best value at the same time meeting the objectives of the Strategic Plan and encompassing the objectives set out in the Council Plan and the Caring for Ayrshire plan along with other strategies and plans e.g. Digital Strategy, Children and Young People’s Service Plan and locality plans.

Resources available per service area in financial year 2024-25



Commissioning for Services

It is important that the HSCP commissions its services in a way that works collaboratively with our partners to ensure best value and the achievement of excellent outcomes for the people those services support.

In South Ayrshire we understand the difference between 'commissioning' and 'procurement' of services. Commissioning is the whole approach taken, across the lifetime of service contracts where we use data that is gathered to inform us of service need. We 'procure' services at regular intervals to indicate the starting and end point of the service contract. Both parts work together in harmony here in South Ayrshire and are critical to the success of any ethical approach as both parts influence and inform the other.

Ethical commissioning is underpinned by collaboration:

-  with the people we support and the wider population to tailor our commissioned services to local need – we listen well.
-  with our 'provider' partners to co-produce services by working together to design services – we are innovative in our approach and make a positive impact beyond the services we deliver.

 taking an informed approach, taking a whole-system approach to the way we commission services – we work together to give the right care in the right place.

We will actively pursue a 'do with' approach and value the opportunity to encourage participation.

Priority areas for maximising the opportunities and driving improvement across our approach to ethical commissioning include:

 **Engagement with the those who have lived/living experience, our community and understanding our population:** we will draw on population data and ongoing engagement with the community to understand the need within South Ayrshire and our localities and take a strategic approach to commissioning services based on this information. We will co-produce services with the people who access our services.

 **Engagement with 'provider' partners:** we will work closely with our Third and Independent Sector 'provider' partners to collaborate on our commissions. This approach will be accompanied by our ongoing engagement with and support to 'provider' partners to ensure that we commission appropriate services which

deliver high quality care.

 **Quality assurance:** we will continue to develop our quality assurance approach in commissioned services, supporting 'provider' partners to provide high quality and safe services, encouraging a culture of self-evaluation and applying rigour to public protection in collaboration with Regulators and through good clinical and care governance.

 **Best value:** we will achieve best value in our commissioned services, to deliver fit for purpose contracts that will offer financial transparency, to support providers and outline theirs and our expectations and improve the outcomes for those people we support.

By taking an ethical approach to commissioning we will draw upon key policy drivers and national directives. We will also place existing assets at the heart of our approach to commissioning activity. We will work to encourage active participation in ethical commissioning, share learning and progress. We will continue to encourage and support improvements, sustainability, collaboration and review with Procurement the best procurement routes to achieve these outcomes.

Property and Assets

The HSCP does not own any of its own buildings, instead we use those of South Ayrshire Council and NHS Ayrshire and Arran. This makes it even more important for us to work in close partnership with our partners and make sure we are taking a joined-up, strategic approach to the use of property and assets. This can look include the co-location of services, where we look to situate different services within the one building or location to enhance our delivery.

A big part of this will be working with NHS Ayrshire and Arran and others on the Caring for Ayrshire vision which seeks to enhance whole-system use of assets (including premises) to better support self-care and boost local resources through better linked up, partnership working with Third Sector, voluntary and independent organisations. We will continue to explore all opportunities to achieve best value by co-locating our services with partners.

A major focus for us will be working out what a modern footprint will look like for the HSCP, ensuring we are able to work flexibly, reduce our costs and our impact on the environment but in a way that does not compromise our accessibility to the public.

Transport is also a key enabler of easy access to our services for the people who use them and their families and carers.

Workforce

People are at the heart of everything we do. The workforce of the HSCP is our greatest asset. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

Effective workforce planning is essential to deliver on our strategic objectives and to ensure we are an ambitious and effective Partnership. We will continue to assess local and national workforce challenges and consider the changing landscape as we plan the delivery of our services, whilst continuing to work in innovative ways.

We will deliver on a new one year Workforce Plan during 2025 which will look ahead to enable delivery of our strategic objectives.

Digital Transformation and Data

Transformation of services is key to shift the balance of care to community-based services this can be achieved by creating new ways of working that are more effective and efficient in enabling the citizens of South Ayrshire to live better lives.

Digital transformation will be a core focus going forward. The rate of change in digital technology is rapid and growth in the uptake of technologies such as mobile devices, social

media, and high-speed broadband is changing the way we live, providing those living in our communities with greater choice and control than ever before.

This presents a huge opportunity for the HSCP to change the face of health and social care delivery and transform our services so that care can become more person-centred.

In June 2024, we launched our new [Digital Strategy 2024-29](#) which aligns closely with national and local strategies, including [Scotland's Digital Health and Care Strategy](#) and the digital strategies of both NHS Ayrshire and Arran and South Ayrshire Council.

Our Digital Strategy looks towards a future where technology and data are seamlessly integrated into our operations, service delivery, and decision-making processes. It outlines a vision to transform our HSCP into a digitally empowered, data-informed, and user-centric organisation.

The strategy presents a roadmap for enhancing digital access, services, foundations, and skills across all our teams. It also emphasises the importance of leadership in fostering a culture of digital literacy and innovation. In parallel, the strategy highlights our commitment to a robust, ethical, and privacy-compliant data strategy.

We aim to utilise both qualitative and quantitative data to inform decision-making,

improve service delivery, and demonstrate impact. The successful implementation of this strategy will transform how we work, how we deliver services, and how we engage with our communities.

It will enhance the efficiency and effectiveness of our services, support our teams in their roles, and ultimately, put people at the heart of their care.

Leadership and Culture of Continuous Improvement

South Ayrshire's health and social care workforce is critical to the effective delivery of health and social care. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

We have a workforce of highly capable, committed and enthusiastic people, including skilled and dedicated leaders.

Our vision is for a culture which values leaders, regardless of hierarchy or experience or discipline. It is one in which people strive for continuous improvement, are enabled to be innovative. We want to see staff flourish and take pride and joy in their work.

Our partnership approach starts from an

understanding that we are collaborating as a wider workforce bringing all of our combined assets to achieve shared goals.

In South Ayrshire we are committed to a culture of Quality Improvement (QI). The Partnership's Framework for Quality Improvement was approved by the Health and Care Governance Group in February 2023 and describes the Partnership's desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.

A QI Delivery Group, consisting of a diverse group of passionate individuals, was established to oversee and support implementation of the Framework for Improvement, using improvement leaders from across the Partnership no matter their job role or level.

The Group has focussed on delivering against the following Primary Drivers:

-  An improvement culture is embedded at every level of the organisation;
-  A framework is in place to support a quality improvement approach;
-  A programme is in place to build capacity and capability;
-  A technology enabled community of

improvers are equipped and supported to deliver improvements;

-  A comprehensive communications plan ensures that a variety of methods are used to communicate and support the Partnership's model for improvement.

We have a number of staff who have undertaken national level training, and we continue to encourage and support participation where we can.

We know that despite challenges and budget pressures we must continue to ensure that our staff have the necessary training and support for them to undertake their roles.

Partnerships

Partnerships are important because they enable action on the determinants of health, which is vital in addressing health inequalities. Our priorities are strongly connected to, and will help to build on our existing commitments, strengthen our contribution to local strategic planning and Community Planning Partnership activity, recognising that key partners will have a number of common priorities. A number of key multi-agency priorities are being progressed through our Community Planning Partnership and Locality Planning Partnerships. Co-production with communities and

especially with people with lived and living experience, must be at the core of designing, providing, and improving our services and achieving our strategic outcomes.

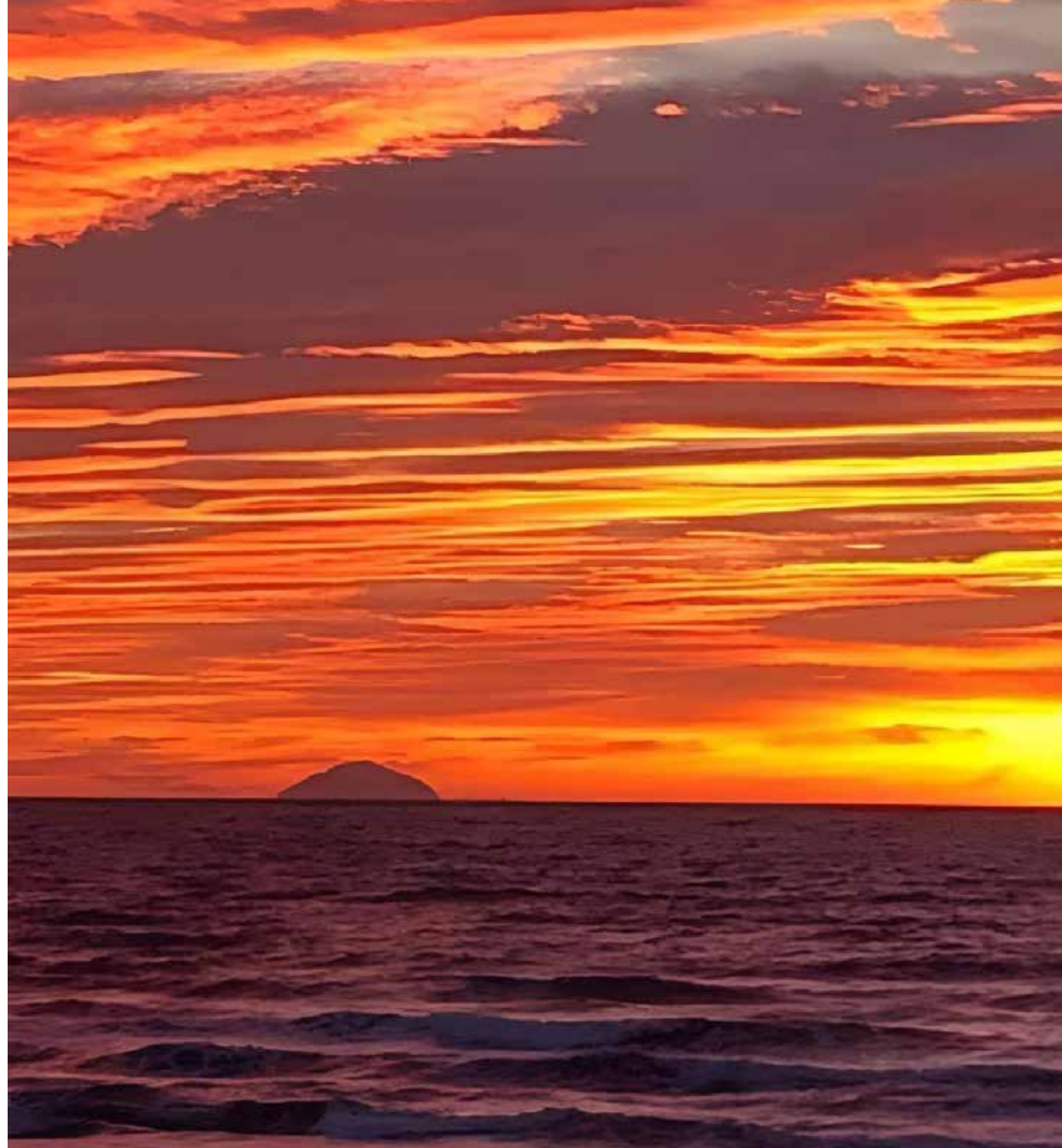
Housing

Recent years have seen the development of closer working relationships between health and social care and housing.

At a strategic level, this has meant housing representation when developing key plans, including the Strategic Plan, Alcohol and Drug Partnership (ADP) Strategy, Ageing Well Strategy, and the Corporate Parenting Plan as it is recognised that good housing options has a significant positive impact on people's wellbeing.

Similarly, Health and Social Care have been involved in the development of key housing plans, including the Local Housing Strategy (LHS), the Housing Need and Demand Assessment (HNDA) and the Strategic Housing Investment Plan (SHIP).

This close working between Housing and Health and Social Care has supported the development of targeted projects to help meet the specific needs of certain groups within our population, including people with learning disabilities, people with poor mental health, people with experience of repeat homelessness and complex needs and young people leaving care.



Appendix 1: Lead Partnership Statement

Lead Partnership arrangements continue to be in place across Ayrshire & Arran.

South Ayrshire HSCP

South Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and North Partnerships.

Continence

The Integrated Continence Service promotes continence by empowering patients to self-manage through behaviour and lifestyle interventions. The objectives of the service are to offer intermediate clinics across Ayrshire and to offer an advisory service to patients, carers, care homes and voluntary organisations. Whilst also providing educational service to NHS clinicians.

Family Nurse Partnership

The Family Nurse Partnership programme (FNP) is a licensed, intensive preventative home visiting programme. FNP focuses on helping first-time mothers, 19 years old and under) to engage in preventative health practices, supporting parents to provide responsive, sensitive, and positive parenting, and helping them to develop self-efficacy to both identify and achieve their future goals.

Family Nurses in Scotland also deliver the Universal Health Visiting Pathway to the families they serve, alongside the FNP home visiting schedule. Family Nurse Partnership is a structured programme of tailored visits delivered by specially trained Family Nurses. This begins early in pregnancy and continues until the child's second birthday. The three key goals of FNP are to:

- Improve pregnancy and birth outcomes, through improved prenatal behaviours.
- Improve child health and development, through positive, responsive caregiving.
- Improve economic self-sufficiency of the family, through developing a vision and plans for the future.

The FNP's key achievements and the priorities that lie ahead are:

- Supported our first 3rd year mental health nursing student with her placement within Family Nurse Partnership.
- Supported our team leader colleagues and nurses within Health Visiting, School Nursing, Social Work and HMP Kilmarnock with workshops on clinical supervision.
- Started to roll out Motivational

Interviewing Workshops for our Health Visiting, School Nursing and other colleagues within the multi-agency team.

- The service is working with the Peri-natal Mental Health service steering group to look at how it can best support clients both antenatally and post-natally with the significant levels of trauma that they have often encountered growing up.
- Developing a contraceptive champion model which will allow a Family Nurse (qualified in Family Planning) to deliver certain methods of contraception to clients within their home. This model is currently working well in FNP – NHS Lothian.
- Continuing to develop our breastfeeding champion model by using new resources and cascading up to date learning and training to members of the rest of the team. The motivational interviewing workshops for colleagues in other areas will also continue to be supported looking at a variety of ways in which these skills can be used to help explore different topics including breastfeeding.

East Ayrshire HSCP

East Ayrshire HSCP will continue to manage and deliver primary care services across Ayrshire and Arran through Lead HSCP arrangements on behalf of the North and South Health and Social Care Partnerships:

- General medical services.
- Community pharmacy.
- Community Optometry.
- Dental Services: General Dental Service and the Public Dental Service; and Ayrshire Urgent Care Service.

In addition, NHS Ayrshire & Arran directly commission East Ayrshire HSCP to conduct Primary Care Contracting on behalf of the Board.

The vision for Primary Care services in Ayrshire and Arran is to have sustainable, safe, effective, and person-centred services, which will be delivered in partnership between communities, Primary Care, Health and Social Care Partnerships and the Acute, Third and Independent Sectors. The Ayrshire and Arran vision aligns to the Scottish Government's vision for the future of Primary Care service delivery, which is for multi-disciplinary teams, comprising a variety of health professionals, to work together to support people in the community.

General Medical Services

Primary Care is usually a patient's first point of contact, and it is estimated that around 90% of NHS contacts take place within general practice. There are 53 GP practices across Ayrshire and Arran who all operate as separate independent businesses in their own right.

General practice brings a range of healthcare services to work alongside people and families in local communities. To help strengthen this, a new control was introduced in 2018 to facilitate a refocusing of the GP role as Expert Medical Generalist (EMG). This is still being delivered locally through the Primary Care Improvement Plan (PCIP).

This integrated health and care model brings a number of additional professionals into general practice, including nursing staff, pharmacists, mental health practitioners, MSK physiotherapists and community link workers to promote the GP role as an EMG within the practice team. In addition, patients are also signposted, where appropriate, to other primary healthcare professionals within the community.

During the lifetime of the Strategic Plan, the Macmillan Improving the Cancer Journey service will also become a key partner providing primary healthcare in the community by supporting the clinical and social needs of people, families and carers

affected by cancer diagnoses. This aligns to the Caring for Ayrshire vision which focusses on individuals, families and communities with general practice and primary care providing accessible, continuing and co-ordinated care.

The further development of digital approaches and improvements with the remote access platform will be required and will support general practice and multi-disciplinary team members working across various sites. A review and scoping of GP practice premises to identify areas of greatest challenge and opportunities for future models of care will be included with the NHS Ayrshire & Arran whole system plan anticipated to progress during the lifespan of the Strategic Plan aligned to the organisation's short/medium/long term plans.

Community Optometry

Community Optometrists provide a first point of treatment for minor eye ailments. If people require medicine for an eye problem this is provided free of charge from the community pharmacy through Pharmacy First Scotland.

Community Optometry provides a range of services in addition to routine eye examinations and dispensing glasses etc. Optometry practices can carry out post-operative cataract reviews, some are accredited to undertake Diabetic Eye Screening, and some provide the Low Vision Aid service. Geographical access to eye care

at optometrist practices across all HSCPs in Ayrshire & Arran is good. Some fixed site practices also provide a domiciliary service and further coverage is available from large mobile optometry providers, which offers a service to those who are unable to access high street practices for their eye care needs.

A number of Community Optometrists are becoming independent prescribers. These contractors are able to manage and treat a wider range of presenting eye conditions within the scope of their practice and in the community setting. Recently Community Optometrists were given increased digital access to clinical systems to enhance patient access and information sharing with secondary care services. This reduces the need for urgent referrals into secondary care services and supports the national Right Person, Right Place campaign.

Dental Services

NHS General Dental Services (GDS) is typically the first point of contact for NHS dental treatment for patients within the community. People register with a dentist in order to receive the full range of NHS treatment available under GDS.

The Public Dental Service (PDS) acts as both a specialised and safety-net service providing care for individuals who are unable to obtain care through the GDS such as those with

special care needs, or patients living in areas where there were few NHS dentists providing GDS. The PDS provides out of hours dental care and a range of programmes supporting health inequality and dental education is also incorporated within the service.

Oral health prevention is a key priority across Ayrshire and Arran. The Scottish Government published the Oral Health Improvement Plan (OHIP) in January 2018. The aims of the OHIP are to focus on prevention, encouraging a more preventive approach to oral health care for patients of all ages to ensure that everyone can have the best oral health possible, and that education and information sharing is specifically targeted at individuals and groups most at risk such as those who do not attend regularly for check-ups, communities in low income areas and particularly those people who either smoke or drink heavily.

The Child smile Toothbrushing Programme is a supervised programme that is also delivered by the oral health team aimed at helping children develop an important life skill at an early age, supporting positive development in their immediate social and physical environment.

Ayrshire Urgent Care Service

Primary Urgent Care Services are delivered through the Ayrshire Urgent Care Service

(AUCS) which provides a 24/7 urgent care response to the population including out of out of hours General Medical Services.

Over recent years, the service has adopted a multi-disciplinary integrated approach to out of hours services in Ayrshire bringing together Primary Care services, social work, and mental health services. AUCS operates from the Lister Centre at University Hospital Crosshouse supported by local primary care treatment centres based at University Hospital Ayr and Ayrshire Central Hospital in Irvine and the home visiting service as required for patients who need urgent care when their GP Practice is closed. In partnership with NHS24, there is continued promotion of self-care and redirection to the most appropriate services, i.e. local pharmacists.

As well as providing General Medical Services during the out of hours period, AUCS acts as a 24/7 Flow Navigation Centre (FNC) to support patients navigation through various community led urgent care pathways. These innovative pathways support an improved patient journey with continued focus on community based services. The success of the new pathways and ways of working is a result of good working relationships across Ayrshire and Arran and wider system partners including NHS 24, Scottish Ambulance Service, Police Scotland, as well as strengthened connections with GP practices and Community Pharmacy.

Data from the service demonstrates the effectiveness of avoiding unnecessary hospital attendances or avoidable admission to hospital which has better outcomes for patients. AUCS continues to build on the unique 24/7 model which incorporates OOH and FNC through continuous review of all pathways to evaluate efficiency and effectiveness to create and sustain fully person centred pathways for all patients, getting the right care in the right place at the right time.

North Ayrshire HSCP

North Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and South Partnerships.

Mental Health Inpatient Services

Mental Health Inpatient services across Ayrshire, including:

- Acute inpatient assessment for individuals experiencing functional and/or organic presentation
- Low secure male inpatient services
- Intensive psychiatric care provision
- Generic and forensic rehabilitation services, including community-based provision at Warrix Avenue, Irvine

- Hospital Based Complex Continuing Care for individuals 65 and over at the Ailsa site.
- Inpatient addiction service, offering inpatient detoxification programme, residential and day attendance rehabilitation programme.

Also included within the inpatient portfolio of services are:

- Community forensic team
- Acorn – service based at Ailsa offering structured activity, sheltered employment opportunity and supporting individuals who have/are experiencing mental disorder to develop a range of skills.

Inpatient services are split between Woodland View at Ayrshire Central Hospital site in Irvine and at Ailsa Hospital site in Ayr, the majority of adult services being based at the new bespoke provision within Woodland View.

Pan Ayrshire Mental Health Unscheduled Care Service

The Pan Ayrshire Unscheduled Care Mental Health Service is operationally managed by the North Ayrshire HSCP, however, has bases and touchdown points within East and South HSCP as well as its mainland Acute and Community Hospital sites. The following teams are included:

- Intensive CPN team
- Mental Health Liaison team
- Alcohol & Drug Liaison team
- Elderly Mental Health Liaison team
- Mental Health Advanced Nurse Practitioner team
- The Emergency Services Pathway falls within this service and is supported by the above teams. This pathway is operational 24 hours per day, 7 days per week, 365 days of the year and provides a professional-to-professional response to our colleagues from Police Scotland and Scottish Ambulance Services.
- The Mental Health Unscheduled Care Assessment Hub within Woodland View (Ward 7B) will also be supported and manned by the staff from the above teams. This service will provide an alternative setting of intensive assessment for adults aged 18-65 who would have been previously admitted to adult acute admission wards at Woodland View.

Learning Disability Assessment and Treatment Service

The Assessment & Treatment (A&T) Unit is a 7-bed inpatient admissions unit based in Ward 7A, Woodland View. The unit provides access to specialist intensive multi-disciplinary A&T services for adults living in Ayrshire who have a learning disability. 'People with learning disability have a significant, lifelong, condition that started

before adulthood, which affected their development, and which means they need help to:

- Understand information,
- Learn skills, and
- Cope independently.

The Multi-Disciplinary Team (MDT) consists of Learning Disability Nurses, Psychiatrists, GP, Psychologist, Pharmacist, Occupational Therapist, Speech & Language Therapist, Physiotherapist and Dietician.

Criteria for admission include:

1. The individual has an established diagnosis of Learning Disability.
2. The individual is aged 18 or over.
3. The individual is currently open to the Community Learning Disability Team or has been assessed as suitable for input from the Community Learning Disability Team.
4. The individual has severe emotional, behavioural or mental health difficulties
5. Provision of assessment and treatment in the community by appropriate members of the Community Learning Disability Team has been difficult or unsuccessful.
6. All less restrictive alternatives to admission have been considered.

7. There is a significant degree of risk to self or others.

8. It has been assessed that the individual would benefit from receiving Assessment and Treatment in a specialist Learning Disability inpatient setting.

Admission will not be considered appropriate in the following circumstances:

1. Where the reason for request for admission is because of a placement breakdown and where there has been no indication identified for assessment and treatment in hospital.
2. For respite.
3. Where an individuals' management plan clearly states that hospital admission would not be of benefit.
4. For assessment and treatment of physical health problems or for rehabilitation following a period of physical ill-health. Planned admissions should take place within hours whenever possible. Out of hours admissions will be facilitated to Ward 7A.

Only individuals who are receiving active input from the Community Learning Disability Teams should be considered for admission directly to Ward 7A. If an individual is not active to the CLDT they should be admitted

initially to an Adult Mental Health Ward. The admitting ward should alert Ward 7A MDT to the admissions and members of the Ward 7A MDT will arrange to carry out an assessment as soon as practicable.

Psychology Services Psychological Services are provided across Ayrshire and Arran and are embedded within various specialist teams. Specialities covered are:

- Child Psychology
- Community Paediatric psychology
- Medical Paediatric psychology
- Infant Mental Health
- Perinatal Mental Health
- Adult Mental Health
- Older Adults
- Clinical Health psychology
- Neuropsychology
- Staff Wellbeing service
- Learning disability services
- Adult Forensic psychology
- Adult Inpatient psychology
- NASIS
- Addictions psychological service

- Eating Disorders Psychological service
- V1P Veteran Service

The service deploys a range of staff within these specialist roles to undertake focused work and leadership roles.

Child and Adolescent Mental Health Service (CAMHS)

The CAMHS service is a specialist Pan Ayrshire mental health services providing assessment, diagnosis, and treatment for young people with mental health conditions. CAMHS deliver services in line with the National CAMHS Specification published Sept 2021. CAMHS teams include:

- Specialist Community CAMHS (SCCAMHS)
- CAMHS Unscheduled and Intensive Treatment (CUAIT) Team
- Neurodiverse-CAMHS (N-CAMHS)

Ayrshire & Arran Perinatal and Infant Mental Health Service

The Ayrshire & Arran Perinatal Team is a specialist, tertiary care community mental health service offering assessment, diagnosis and treatment to individuals in the perinatal period across Ayrshire. The team works with women who wish to start a family but are at

risk of becoming severely mentally unwell.

The service also treats women who are pregnant or in the post-natal period and have severe mental illness or are at high risk of becoming severely unwell. The Infant Mental Health Team “Mini Minds Matter” focus on both indirect and direct work. Indirect work includes teaching, training, consultation, supervision, reflective practice, and strategic input; a focus is on upskilling the other member of the IMH system. Direct work will include evidence-based assessment and intervention approaches (once appropriate clinical space has been found).

In addition, North Ayrshire has lead responsibility for the following Early Years Services:

Community Eating Disorder Service (CEDS)

Community Eating Disorder Services provide a Pan Ayrshire life span service for individuals experiencing an eating disorder such as Anorexia Nervosa and Bulimia Nervosa who require intensive community treatment, CEDS also provide input to acute inpatient services.

Child Immunisation Team

In East and South Ayrshire, the HSCP Immunisation Team deliver all immunisation

clinics, where in North clinics are delivered by both the Immunisation Team and many GP surgeries. The team is also responsible for the pupil immunisation programme in all Ayrshire schools.

Community Infant Feeding Service

The community infant feeding nurse works across Ayrshire to provide a specialist service to families experiencing complex challenges with infant feeding. The service supports health visiting staff with advice and provides direct support to families via telephone, face to face discussions or home visits.

Child Health Administration

Child Health Administration team coordinates, manages and supports the delivery of Ayrshire’s child immunisation programme and development screening programmes. The team maintains all records and information in relation to its remit and provides information to the Information Statistics Division (ISD) via nationally established data systems.

Appendix 2: Housing Contribution Statement 2025-2028

Introduction

There is a clear link between the quality of people's housing and their health, wellbeing and wider social inclusion. A substantial national and international evidence base has shown that poor and insecure housing can have a negative impact on a household's health. Equally, health can have an impact on people's housing. Where a property no longer meets a person's health needs, it often becomes more difficult for them to live comfortably and participate in society. Analysis of homelessness and healthcare data in Scotland has demonstrated that spikes in health interactions often precede a homeless application, indicating opportunities for early intervention to prevent homelessness, as well as opportunities to address the underlying housing issues that may be contributing to poor health.

Joint working between the Health and Social Care Partnership (HSCP) and Housing is critical to ensure positive outcomes for certain populations, in particular; older people, people with disabilities, people with poor mental health, homeless people, people with multiple complex needs and young people leaving care. With regards to homelessness, South Ayrshire is in the

process of transitioning towards a Rapid Rehousing approach, with a focus on prevention, early intervention and targeted programmes to end homelessness at the centre of this. Within this approach there is a clear opportunity for South Ayrshire Council's Housing Service and Health and Social Care Partnership to work together more effectively to prevent homelessness where we can, and to ensure our most vulnerable clients receive the assistance and support they need from all relevant services. This approach to homelessness is part of a wider shift within Housing towards pro-active rather than reactive approaches to meeting people's needs.

We are keen to ensure that people with additional needs are able to live inclusive lives, with housing that is adaptable to their needs; our vision is to create lifetime homes, including for those with a learning disability and mental health issues. We have developed 'core and cluster' models of housing with care to support people to live within communities in their own tenancies in partnership with Registered Social Landlords. Care provision is commissioned to meet the individual needs whilst also offering social inclusion with community participation and access to other opportunities for example employment and wellbeing activities. Close joint working relationships between Housing and Health and Social Care teams

has highlighted the importance of planning for the future together in order to address the shared challenges we anticipate for the future. A commitment to continued communication and co-operation will ensure we are in a strong position to respond to the changing needs of the communities we serve.

Housing's Role in the Partnership

A Joint Housing Development Group is at the core of the close working relationship between Housing and the Health and Social Care Partnership (HSCP). This is a co-chaired, bi-monthly meeting agreeing a strategic, multi-disciplinary response to local issues. Opportunities are provided for early involvement and influence in the provision of new affordable homes locally. At a strategic level there has been Housing representation when developing key plans including the Children and Young People's Service Plan, South Ayrshire's Parenting Promise, the recently launched Ageing Well Strategy and the review of the Mental Health and Dementia Strategies. Similarly, Health and Social Care Partners have been involved in the development of key Housing plans, including the Local Housing Strategy (LHS), the Housing Need and Demand Assessment (HNDA) and the Strategic Housing Investment Plan (SHIP). This close working between Housing, Health and Social

Care has been the catalyst for targeted projects to meet particular needs, including, core and cluster models for those with learning disabilities and poor mental health, services for those with multiple complex support needs and young people leaving care and new affordable housing units that are easily adaptable to meet changing needs and support the Ageing Well agenda.

Overview of Evidence and Key Issues

Housing Need and Demand Assessment (HNDA) 2021-2026

There was a slight reduction in South Ayrshire's population over the last 20 years, decreasing only marginally. Projections suggest the population will continue to decline steadily to 2040.

Net migration has been relatively stable over the last twenty years. Natural population change (more deaths than births) is expected to be partially offset by an increase in net migration over the next ten years. This is primarily migration from elsewhere in Scotland, with migration from the rest of the UK also contributing.

While the overall population has been decreasing, the total number of households has been increasing. This tells us that people are tending to live in smaller households.

Within South Ayrshire, 72% of dwellings are houses with detached and semi-detached being most common. It is estimated that 65% of dwellings have 4 or more rooms. The predominant tenure in South Ayrshire is owner-occupation making up 67% of all dwellings. The social rented sector makes up 19% of all housing and the private rented sector accounts for 11% of the local housing stock.

South Ayrshire Council is the biggest social landlord owning 76% of the social housing stock. The second largest provider of social housing is Ayrshire Housing. West of Scotland Housing Association also makes a sizeable contribution. The remainder is made up by other local and national Registered Social Landlords (RSL's) operating in the area, offering a mix of general needs and specialist accommodation.

The private rented sector makes a valued contribution to South Ayrshire's Housing Market and new national regulations have further improved security and quality for tenants. However, affordability, landlord preferences and limits on housing costs paid to single people under the age of 35 create barriers for some households.

South Ayrshire's population is older than Scotland as a whole. It is estimated that 33% of households are 60 years or older compared to 25% for all of Scotland.

South Ayrshire is estimated to have a significantly higher proportion of 'older smaller' households (23%) than all of Scotland, estimated at 14%. These households have two adults and at least one of pensionable age.

Under-occupancy is common, particularly amongst older households. Around 72% of South Ayrshire's households are defined as under-occupying.

Overcrowding is most common in the social rented sector. It is estimated that 6% of households are overcrowded.

When two or more households are living together in a single dwelling, we refer to them as concealed households. This is often a cause of overcrowding. There are an estimated 348 concealed households.

Affordability can be an issue in accessing owner-occupation and given the prevalence of this tenure in South Ayrshire this can make it difficult for some households to find suitable housing.

More than a third of households (36%) would not be able to afford a property at the lower quartile sale price (£86,000), while 57% of households would not be able to afford a property at the median sale price (£135,000).

Around 4% of the local population live in an area defined as 'remote rural' while a further

15% of our population live in ‘accessible rural’ areas. The housing challenges in rural areas often differ to those in urban areas, particularly the hidden demand for housing.

An in-depth study of rural housing needs is underway out to ensure that housing responses in rural areas are targeted towards stemming rural depopulation and addressing local housing issues.

An estimated 7.2% of the local population is living with a physical disability with an estimated 1810 wheelchair user households. In the context of an ageing population, it is anticipated that the proportion of our population requiring accessible or adapted housing will increase.

To address these needs, new build social housing units are designed to meet the Lifetime Homes standard and Housing for Varying Needs making them as suitable as possible and adaptable by design. The Lifetime Homes Standard is a series of sixteen design criteria intended to make homes more easily adaptable for lifetime use at minimal cost. Our RSL partners contribute towards the delivery of specialist housing options and developing new housing to meet Lifetime Home and Housing for Varying Needs Standards.

The HNDA estimates that there are currently 101 households who require ground level accommodation and 179

households requiring wheelchair accessible accommodation giving an estimated total of 280 households whose needs will not be met by in-situ solutions.

A target has been set within our Local Housing Strategy to develop 20 units of affordable wheelchair accessible housing each year. This target will be kept under review within our Strategic Housing Investment Plan (SHIP). Consideration will also be given to an annual contribution from private developers.

South Ayrshire Council received 936 applications for assistance under homelessness legislation in 2023/24. This was an increase of 61 cases in the previous year. Over the same period, the Council let 793 properties. This was made up of 664 general needs lets and 129 supported housing lets. 54% of these lets were made to people on the homeless list.

The Council is required to provide temporary accommodation to any household they believe to be homeless. To achieve this, the Council utilises accommodation from a variety of sources, including from the Council's own stock, RSLs, arrangements with private landlords and through a bulk leasing scheme with a private company. As at 31st March 2024, 393 units were provided from these sources for use at temporary accommodation.

It is difficult to predict future trends in

homelessness, however our approach remains to ensure a flexible supply of temporary accommodation to meet needs.

The key themes that have emerged from our data collection for our Housing Need and Demand Assessment are:

- an ageing population.
- smaller, older households.
- an increase in net migration.
- anticipated increasing need for accessible and adapted housing.

The confluence of the above themes results in South Ayrshire having a higher dependency ratio than the national average. Predictions suggest the gap between the dependency ratio in South Ayrshire and for all of Scotland will continue to widen over the coming years raising pressure on public services, particularly Housing, Health and Social Care services.

Shared Outcomes and Service Priorities

Local Housing Strategy

South Ayrshire Council has recently developed the Local Housing Strategy 2023-2028 in partnership with local people

and professionals from a wide range of organisations. This strategy recognises, from the outset, that good quality, affordable housing that meets our needs is fundamental to health and wellbeing.

The aims of the Local Housing Strategy over the next 5 years have clear links to health and social care priorities.

People across South Ayrshire can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected;

This outcome is about promoting the Placemaking principals in the design of new housing developments and working with partners to improve and regenerate existing neighbourhoods. Housing will continue to work collaboratively with services and local people to address complex issues within local areas.

The possibility of homelessness is identified by a range of services at an early stage and homelessness prevention methods are utilised to assist. Good quality accommodation, advice and support will be available where it cannot be avoided;

To achieve this outcome housing services will ensure that good quality housing advice is available and accessible to all in South Ayrshire. We will work with our partners to

ensure that they can recognise households at risk of homelessness at an early stage and take appropriate action to ensure homelessness is prevented where possible. The provisions of the national homelessness agenda will be implemented within South Ayrshire and we will continue our transition to Rapid Rehousing.

Our Housing First Service will continue to provide support, in line with a clear set of principles, for those who are experiencing homelessness and are assessed as having multiple complex support needs. The services provided for those who are homeless or at risk of homelessness will be trauma informed, person-centred and strength-based with data sharing arrangements in place.

People with particular needs are able to live with freedom, choice and control in a home that maximises their health, wellbeing and independence;

To achieve this outcome, we will work with Health and Social Care Partners and local people to ensure that appropriate housing options are available to meet local needs. Together we will ensure early interventions prevent housing crisis and housing solutions meet the needs of households. Effective information sharing arrangements between Housing, Health and Social Care are essential to support positive outcomes for people accessing multiple services. We also recognise that access to relevant information,

advice and support helps people to overcome adversity and live independently. Importantly, we will embed The Promise values within our approaches.

People across South Ayrshire live in warm, dry, energy efficient homes which they can afford to maintain.

Ensuring the housing stock meets local and national property condition standards and landlords and owners are meeting their legislative responsibilities is crucial to the health and wellbeing of the occupants. Delivery of this outcome will be supported by a range of measures including the provision of information, advice, assistance and training.

Improving energy efficiency and targeting these works at the people with the greatest need reduces instances of fuel poverty and carbon emissions. We will ensure that people living in all tenures can access local and national funding for energy improvements. Advice and assistance will continue to be widely available to help reduce the risk of fuel poverty and child poverty.

Housing Related Challenges

Ageing Well- The Community Planning Partnership has recently launched an Ageing Well Strategy, developed in recognition that by 2040 1 in 4 people living in South

Ayrshire will be older. As well as planning strategically for the future, it is hoped this strategy will become a local action plan and will encourage people to be active, connected and involved.

Housing has an important role in ensuring people can live well into their older years. The outcomes and actions set within our Local Housing Strategy aim to ensure that the local housing stock and the surrounding area is delivering good quality living standards where people feel safe and connected.

As the population ages, the need for ground level accommodation and wheelchair accessible housing is expected to increase. A target has now been set for the delivery of new affordable wheelchair accessible housing and consideration will be given to a target for private sector housing. New affordable housing developments are providing new units of ground level and amenity housing.

We will work collaboratively with the HSCP to review the use and allocation of South Ayrshire Council's sheltered housing to ensure those with the greatest need can access this housing with support model and the HSCP have a pathway for those who are unable to return home as a result of changing needs.

There are ongoing areas of work where collaboration between services assists in meeting health and wellbeing needs locally:

Social housing providers have been delivering new affordable housing to meet Lifetime Homes/Housing for Varying Needs standards for many years now ensuring that homes are adaptable to meet the changing needs of households.

Adaptations are delivered within the public and private sector to ensure that people can remain independent in their own home. However, there are budget constraints and in recent years a housing options approach has been taken to support people to make informed choices where adaptations are likely to be extensive and costly and in circumstances where housing cannot be suitably adapted to meet needs.

People with poor mental health, learning disabilities or other support needs- A number of developments have been taken forward by the Housing service and our RSL partners in recent years to meet the specific identified needs of HSCP clients. We intend to continue to work in partnership to identify similar opportunities to progress new build and buyback opportunities to meet specific housing and support needs in our community. In addition to meeting these specific needs, we again need to plan ahead for the future, thinking about different accommodation and support models. These considerations tie in with the response to the issue of social isolation amongst older people and people with disabilities. This is again something that requires partners to work together to provide

solutions at a neighbourhood level, as bricks and mortar solutions will only go so far in meeting these needs.

Rapid Rehousing Transition Planning-

The Scottish Government set out a comprehensive and far-reaching vision to end homelessness and rough sleeping in Scotland in 2018. The cornerstone of recommendations is a transition to a Rapid Rehousing approach. This is a model that focuses on providing people experiencing homelessness with a settled housing option as quickly as possible, and minimising stays in temporary accommodation. A key element in this approach involves preventing homelessness from happening in the first place. Over the 5 year transition period, a number of significant challenges were brought about as a result of the Covid-19 pandemic, Britain's exit from the European Union, a Cost-of-Living Crisis and now, in year 6, a national housing emergency. All of these significant events have created challenges which have slowed progress. However, work continues towards the targets set within the Plan.

The Scottish Government introduced a Housing (Scotland) Bill in 2024, part of which is seeking to deliver on the ambition to end homelessness. This includes proposals for relevant public bodies including health boards to ask if an individual is homeless or at risk of homelessness, and to take action if they are. Locally this means working together

to better understand how we can prevent homelessness from occurring and ensure that appropriate pathways are in place for those at risk. Conversations are now underway to consider our future approach.

Housing First is a component of Rapid Rehousing and was introduced in South Ayrshire in 2019. It provides a multi-agency response to repeat homelessness for those with multiple complex support needs. Partners include Housing, Justice Services, Mental Health Services and the Alcohol and Drug Partnership. Homeless Network Scotland outline 7 principals for delivery of a Housing First approach and fidelity to these principals is key to delivering positive outcomes. The multi-agency group has a focus on ensuring the approach conforms with these national guidelines.

Young people with experience of care-

Joint working between Housing and Social Work colleagues has been in place for many years through the Youth Housing Support Group, and latterly the Improving Housing Outcomes for Young Care Leavers (IHOYCL) group. Through these arrangements, housing and HSCP staff have worked together to find solutions to issues as they arise, resulting in new ways of working and an ambition to create new models of housing and support for young people with experience of care. The IHOYCL group has set out its aim to ensure young people leaving care do not need to make a homeless application in order to meet

their housing needs, and work continues on this ambition.

A jointly funded and co-commissioned service to provide accommodation and support to young people aged 16-25 was introduced in 2021 and remains in place. Relationship and strength-based practice is central to the delivery of this service, ensuring a flexible and trauma-informed Housing Support service that is tailored towards meeting each young person's individual needs and supporting them in pursuing their goals and aspirations.

A decision has been taken recently by South Ayrshire Council to include Care Experienced as a local protected characteristic within our Integrated Impact Assessment. Partners are now in discussions about how this changes service provision for those who are care experienced.

Resource implications

It is not possible to produce a costed resource request in relation to this Housing Contribution Statement given the many variables involved. Funding discussions will typically take place between Housing and HSCP on a project-by-project basis.

Appendix 3: National Outcomes for Health and Wellbeing, Children and Justice

We provide a report on our progress against these outcomes every year in our [Annual Performance Report](#).

National Outcomes for Health and Wellbeing

Outcome 1	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 3	People who use health and social care services have positive experiences of those services, and have their dignity respected.
Outcome 4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 5	Health and social care services contribute to reducing health inequalities.
Outcome 6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
Outcome 7	People who use health and social care services are safe from harm.
Outcome 8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services.
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National Outcomes for Children

Outcome 10	Our children have the best start in life.
Outcome 11	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
Outcome 12	We have improved the life chances for children, young people and families at risk.

National Outcomes for Justice

Outcome 13	Community safety and public protection.
Outcome 14	The reduction of reoffending.
Outcome 15	Social inclusion to support desistance from offending.

Appendix 4: National Indicators

1. Percentage of adults able to look after their health very well or quite well.
2. Percentage of adults supported at home who agree that they are supported to live as independently as possible.
3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided.
4. Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated.
5. Percentage of adults receiving any care or support who rate it as excellent or good
6. Percentage of people with positive experience of care at their GP practice.
7. Percentage of adults supported at home who agree that their services and support
had an impact in improving or maintaining their quality of life.
8. Percentage of carers who feel supported to continue in their caring role.
9. Percentage of adults supported at home who agree they felt safe.
10. Percentage of staff who say they would recommend their workplace as a good place to work.
11. Premature mortality rate.
12. Rate of emergency admissions for adults.
13. Rate of emergency bed days for adults.
14. Readmissions to hospital within 28 days of discharge.

15. Proportion of last 6 months of life spent at home or in community setting.
16. Falls rate per 1,000 population in over 65s.
17. Proportion of care services graded good' (4) or better in Care Inspectorate Inspections.
18. Percentage of adults with intensive needs receiving care at home.
19. Number of days people spend in hospital when they are ready to be discharged.
20. Percentage of total health and care spend on hospital stays where the patient was admitted in an emergency.
21. Percentage of people admitted from home to hospital during the year, who are discharged to a care home. *
22. Percentage of people who are discharged from hospital within 72 hours of being ready. *
23. Expenditure on end of life care. *

* Indicators under development

MSG Indicators

- | | |
|---|--|
| 1. Unplanned admissions | 4. Delayed discharges |
| 2. Occupied bed days for unscheduled care | 5. End of life care |
| 3. A&E performance | 6. The balance of spend across institutional and community service |

Strategic Plan 2021-31 2025 Refresh Engagement Report



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Introduction

This report outlines the engagement activity that has taken place throughout the development of the refresh of South Ayrshire Health and Social Care Partnership's Strategic Plan 2021-31. A multifaceted approach to engagement was taken which included focus groups, online surveys and information sessions. Learning and feedback has also been incorporated from the development of other strategies over the past year to ensure we are reflecting as many views as possible into our strategic plan.

Targeted engagement took place from June 2024 until March 2025 and focused on people who use our services, staff, carers, the third sector, our stakeholder organisations and the wider public. Over the engagement period we have engaged with hundreds of people from ages 5 to 103 across all 6 localities in South Ayrshire.

Engagement

In addition to the targeted engagement outlined below we have taken learning and feedback from other engagement we have carried out since the first iteration of the Strategic Plan came into place in 2021. We have valuable learning from the establishment of the Team Around the Locality Model, the Learning Disability Strategy, Ageing Well Strategy, the Independent Advocacy Plan, the Live Well Adult Mental Health Strategy and the Age Well Dementia Strategy.

Through engagement undertaken for these areas of work we know that people in South Ayrshire need us to work collaboratively with our partners to achieve the improved health and wellbeing outcomes we have set upon ourselves. With person centred care at the heart of our plan we look forward to working with our communities to achieve our ambitions.

Community Planning Participation and Engagement Group

On the 26th of August the plans to refresh the HSCP Strategic Plan were taken to the Community Planning, Participation and Engagement Group. This group is held by Voluntary Action South Ayrshire (our third sector interface) and is multi agency group with membership spanning across the public and third sector. This was an opportunity to share the plan for engagement and link in with various services across South Ayrshire. We presented our plans to seven group members who then shared the information to their vast networks.

Tier 1 Engagement Event

An engagement event was held at UWS in Ayr on the 29th of August to launch the formal consultation period for the Dementia and Adult Mental Health Strategies. We used this platform as an opportunity to link in with our third sector providers to provide an overview of the plans to refresh the Strategic Plan and to gather feedback on what was important to them. 48 people attended the event with presentations from 14 services across South Ayrshire.



The 14 organisations in attendance had the opportunity to ask and understand how their services fit into our strategic vision. The conversations generated were positive and highlighted the importance of communication and working together as we all aim to achieve a common goal together. This is highlighted in the Strategic Plan refresh. The organisations also took away our survey flyers in both physical and digital copies to share far and wide to ensure we gathered as much feedback as possible. This feedback is outlined in the survey responses.

Participatory Budgeting Events

To engage with as many people as possible we linked in with the annual Participatory Budgeting (PB) events to engage with attendees. These events were held across all 6 localities and provided the opportunity to engage with almost 100 people.



We asked people at the events to take part in an awareness task. Two activities. Here people were presented with 3 questions:

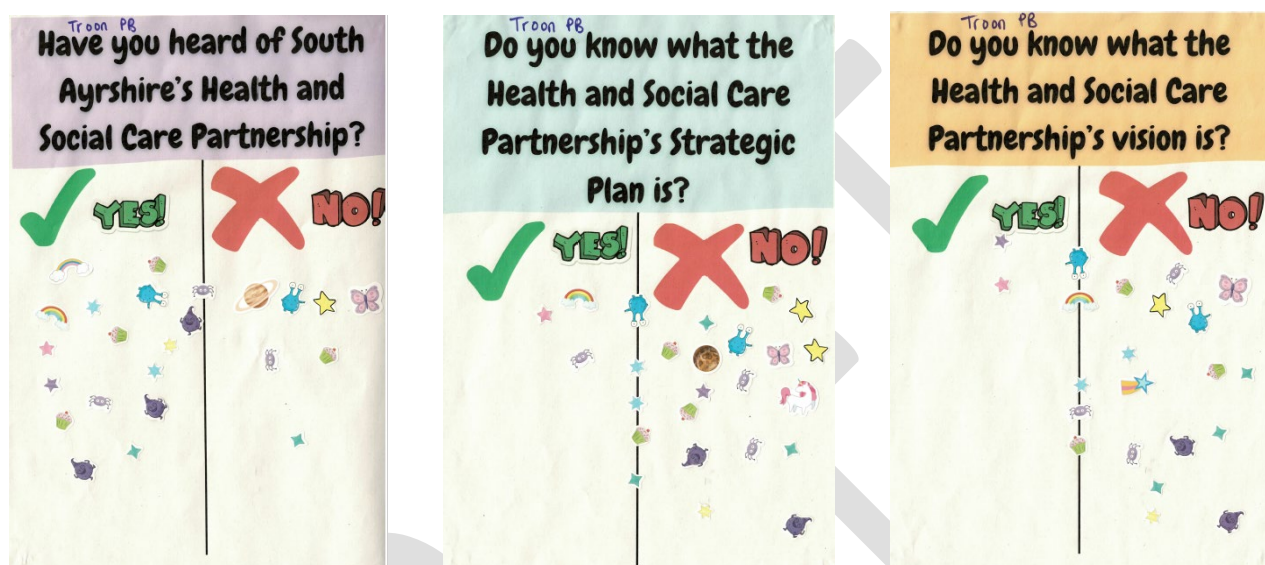
- Have you heard of the Health and Social Care Partnership?
- Do you know what the Health and Social Care Partnership's Strategic Plan is?
- Do you know what the Health and Social Care Partnership's vision is?

To do this we gave each person 3 stickers to indicate their level of understanding. Following the sticker exercise conversations were held to help people understand what the HSCP is and to help us understand what they think is important to be included in the Strategic Plan.



Troon and Villages

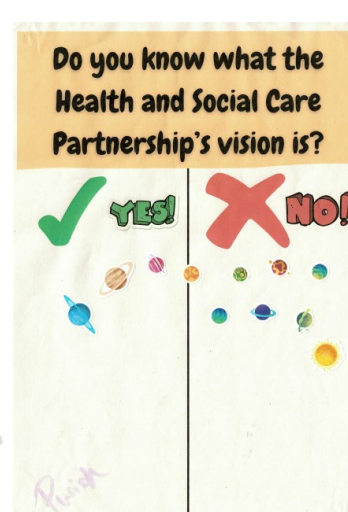
The Participatory Budgeting event in Troon took place on the 3rd of September 2024 and here we engaged with 24 people. Most people attending the Troon and Villages event told us that they had heard of the Partnership but few people knew about the Strategic Plan or the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	16	7	1
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	17	5
Do you know what the Health and Social Care Partnership's vision is?	2	15	5

Prestwick and Villages

The Participatory Budgeting event in Prestwick took place on the 3rd of September and here we engaged with 11 people. Most people attending the Prestwick event told us that they had heard of the Partnership but less people knew about the Strategic Plan or the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	8	3	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	7	1
Do you know what the Health and Social Care Partnership's vision is?	3	7	1

Ayr South and Villages

The Participatory Budgeting event in Ayr took place on the 9th of September and here we engaged with 20 people. Most people attending the Ayr South and Villages event told us that they had heard of the Partnership, a number of people had also heard of the Strategic Plan and the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	18	2	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	9	7	8
Do you know what the Health and Social Care Partnership's vision is?	9	10	1

Maybole and North Carrick

The Participatory Budgeting event in Maybole took place on the 12th of September and here we engaged with 20 people. Most people attending the Maybole and North Carrick event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	12	7	1
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	17	0
Do you know what the Health and Social Care Partnership's vision is?	3	17	0

Girvan and South Carrick

The Participatory Budgeting event in Girvan took place on the 26th of September and here we engaged with 10 people. Most people attending the Girvan and South Carrick event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	7	3	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	2	8	0
Do you know what the Health and Social Care Partnership's vision is?	8	1	1

Ayr North

The Participatory Budgeting event in Ayr took place on the 1st of October and here we engaged with 11 people. Most people attending the Ayr North event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	9	2	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	8	0
Do you know what the Health and Social Care Partnership's vision is?	2	9	0

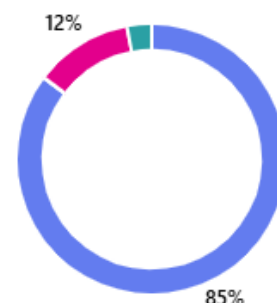
Online Survey

A survey targeted at people living in South Ayrshire as well as staff and partners was developed to inform the plan. The survey aimed to gain an understanding of what people thought of our vision, values, strategic objectives and long term visions for health and social care in South Ayrshire.

The survey went live on the 29th of August and was available for just over 6 weeks with a closing date of the 11th of October. A total of 40 people responded to the survey.

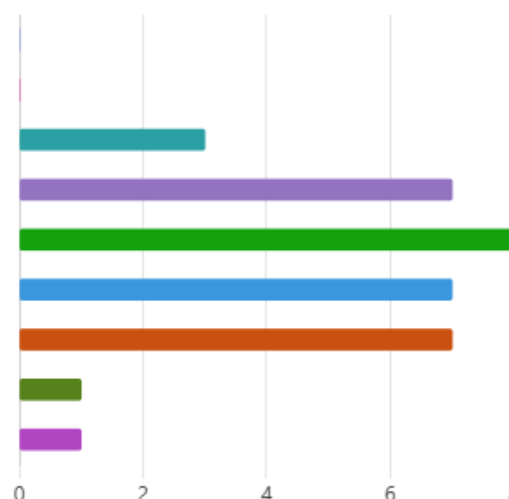
1. Which of the following best describes your gender identity?

Female	29
Male	4
Non-binary	1
Prefer not to say	0
Other	0

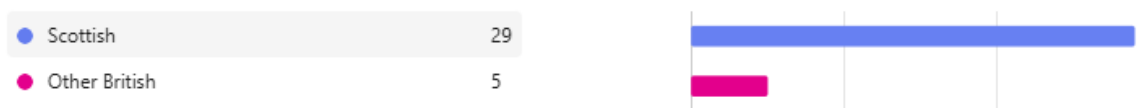


2. Which age group are you in?

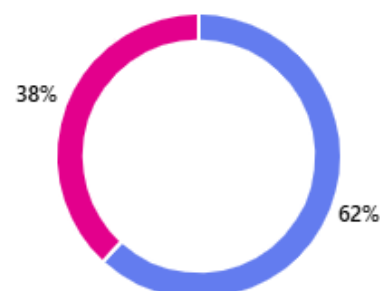
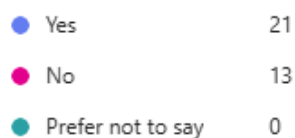
Under 16	0
16-24	0
25-34	3
35-44	7
45-54	8
55-64	7
65-74	7
75 or over	1
Prefer not to say	1



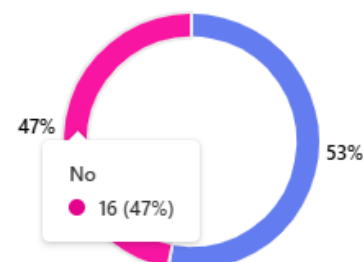
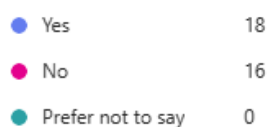
3. What is your ethnic group?



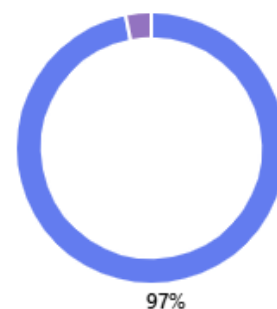
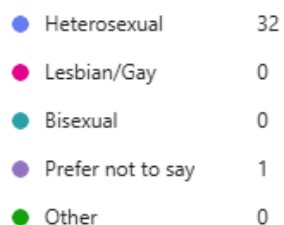
4. Do you have a health condition, illness or disability which has lasted, or is expected to last at least 12 months?



5. Does your condition, illness or disability reduce your ability to carry out day to day activities?

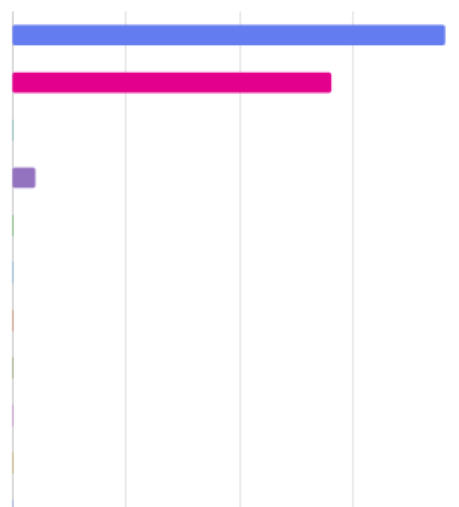


6. Which of the following best describes your sexual orientation?



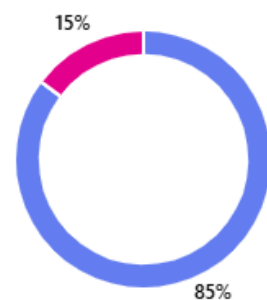
7. What religion, religious denomination or religious body do you belong to?

● No religion	19
● Church of Scotland	14
● Roman Catholic	0
● Other Christian	1
● Muslim	0
● Hindu	0
● Buddhist	0
● Sikh	0
● Jewish	0
● Pagan	0
● Other	0



8. Do you live in South Ayrshire?

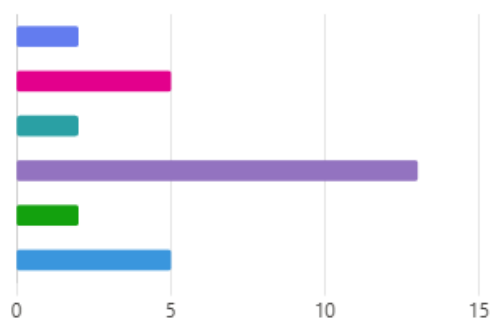
● Yes	29
● No	5



'More

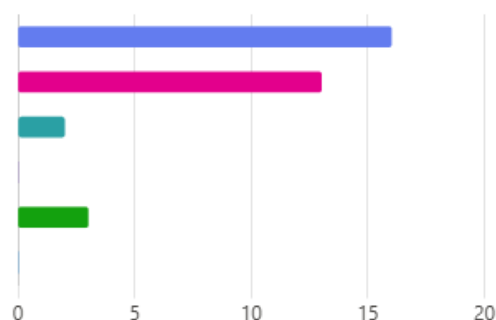
9. Which locality area do you live in?

● Troon and Villages	2
● Prestwick and Villages	5
● Ayr North	2
● Ayr South, Coylton and Villages	13
● Maybole and North Carrick	2
● Girvan and South Carrick	5



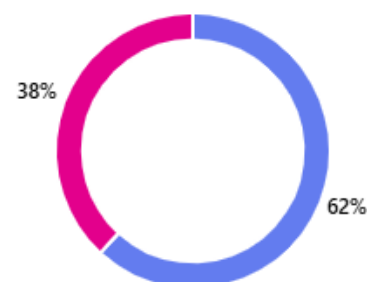
10. In which capacity are you completing this consultation?

● Member of the public	16
● Employee of South Ayrshire Council/ NHS Ayrshire and Arran (SAHSCP)	13
● Third Sector Representative	2
● Private Sector Representative	0
● Carer of someone who receives health/social care services in South Ayrshire	3
● Elected Representative	0



11. Do you think the vision 'Empowering our communities to start well, live well and age well.' Remains fit for purpose?

● Yes 21
● No 13



12. Please explain your reasoning.

'Yes I think it fits well due to the aging population in South Ayrshire.'

'It's what is needed.. should be the vision'

'Relevant to everyone, regardless of age and health/wellbeing.'

'Yes we need more support to be able to work and be healthy'

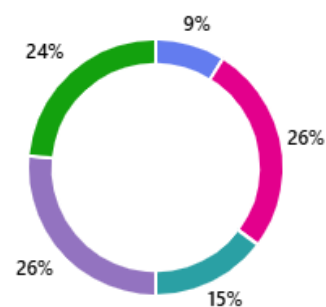
'I think the vision is fantastic but the carrying out is tricky'

'The vision is broad and ambitious'



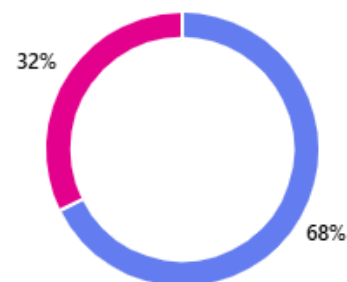
13. To what extent do you agree we are achieving our vision?

● Strongly agree 3
● Somewhat agree 9
● Neither agree nor disagree 5
● Somewhat disagree 9
● Disagree 8



14. Do you think our values remain fit for purpose?

● Yes 23
● No 11



15. Please explain your reasoning.

'Being open is very important along with honesty and clear expectations of services. Therefore supporting service users with the right information empower them'

'I think it needs to be clear and concise and that is what these values are.'

' These are the values that should be adhered to, but also should be evident in their actions. Unfortunately not always the case.'

'Necessary to recognise the contribution individuals can make to own and others wellbeing - and support this'

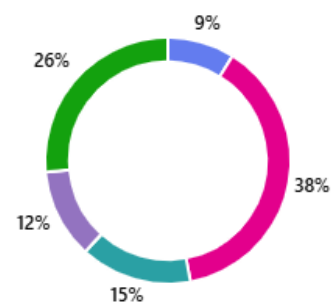
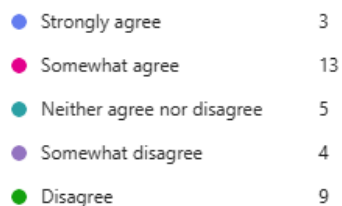
'I think sometimes there is long wait times and pressures on services though that we don't always deliver on compassionate care, but feel this is very important. Being open and honest about what we can deliver is important.'

'They are ambitious and forward thinking'

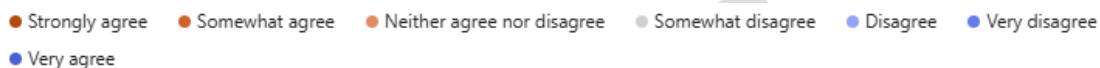
'They are the important values'



16. To what extend do you think we are demonstrating our values?



17. To what extent do you think we are achieving our objectives?



We focus on prevention and tackling inequality

We nurture and are part of communities that care for each other

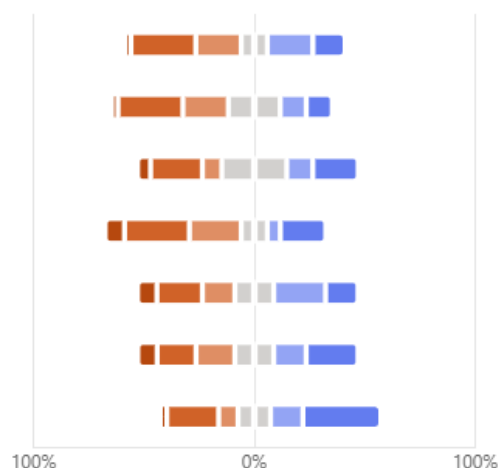
We work together to give you the right care in the right place

We help build communities where people are safe

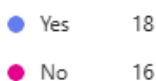
We are an ambitious and effective Partnership

We make a positive impact beyond the services we deliver

We are transparent and listen to you



18. Do you think these objectives remain fit for purpose?



19. Please explain your reasoning.

'I think we need to be doing more, get back to basics, sometimes you cannot even get people to communicate with you when you work for the council so I can only imagine how members of the public feel. People should take pride in their jobs and we need to focus on prevention work rather than cure/crisis intervention.'

'I think the objectives are inclusive and would be amazing if they could be achieved.'

'There has been alot of work trying to give people the right support in the community to keep them safe and confident at home for as long as possible, and trying to put things in place before crisis point'

'They are broad and inclusive'

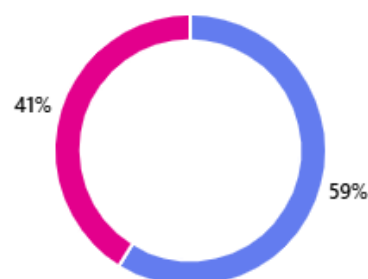
'I feel they are important objectives that should continue to be used'

'I think we still have a way to go to improve the services people receive and to work on eliminating the postcode lottery that people currently experience.'



20. Do you know what the Wellbeing Pledge is?

● Yes 20
● No 14



21. How can we further promote the Wellbeing Pledge?

'I think just continue the work that is being done, a presence at team meetings, community meetings and online forums.'

'Interactive Teams sessions, lots of information coming through via emails and becomes difficult to prioritise what is most important to read.'

'I only know about it through being an employee of SAC. My family members are residents of SAC and pay large council tax bills and have never heard of this. We need to advertise this pledge all over the area and encourage participation in all aspects of engagements.'

‘By continuing to support staff to promote and stick to our part of the pledge and encouraging others to stick to theirs.’

‘More engagement with community councils and community groups’

‘Regular inclusions in staff bulletins’



Consultation

Following a period of engagement to inform the Plan a Draft Plan was written to share for consultation and further comment/changes.

Locality Planning Partnerships

Over the consultation period the Locality Planning Partnerships (LPPs) were presented with our Draft Strategic Plan to comment on and provide improvements or additions we could make. This outlook allowed us to reflect on the South Ayrshire wide Plan at a more localised level. In total we engaged with over 60 people across the 6 meetings.

The LPPs fed back that they were delighted with the contents of the plan and were encouraged by the spotlight on the Team Around the Locality Model. They agree that the move towards a more localised way of working will achieve improved outcomes for the people of South Ayrshire.

Care Home Forum

On the 16th of January 2025 we attended the Care Home forum to give an overview of the draft Strategic Plan and the route than was taken to get there. The group highlighted the importance of collaborative working and were encouraged to see this was highlighted in the Plan. The group had no further comments or wished to amend.

Ageing Well Board

Throughout the engagement period we attended the Ageing Well Board. The group fed back that they were encouraged to see the links to other plans and strategies at both a local and national level, in particular the Ageing Well Strategy. The Board highlighted the importance of bringing together the plethora of work happening across the Partnership into one centralised, overarching Plan.

Third Sector Health and Wellbeing Forum

On 12th of February we attended the Third Sector Health and Wellbeing Forum at VASA. The Forum is a group that is run by VASA and meets every two months to ensure the Third Sector's voice is heard by strategic partners.

This group acknowledges that all Strategic Objectives were integral to achieve improved outcomes for people in South Ayrshire but they highlighted early intervention and prevention in particular.

NHS Ayrshire and Arran's Transformation and Sustainability Directorate

NHS Ayrshire and Arran's Transformation and Sustainability Directorate provided detailed feedback around the inclusion of Caring for Ayrshire in the Strategic Plan. They provided additional information to include in the plan around Caring for Ayrshire and how the programme links with other services in South Ayrshire. The feedback also clarified where Caring for Ayrshire fits within the local and national picture at a strategic level.

League of Champions

In February the League of Champions looked at the draft of the strategic Plan to provide us with valuable feedback. The League of Champions is a space for adults with learning disabilities to come together to support each other and champion the right of people living with learning disabilities.

The group took time to go through each strategic objective and provided the following detailed feedback.

Objective 1 – the group liked that “preventing and tackling inequality” was the first Objective. One person said that it should be “tackling and preventing inequality” and said that you can only prevent inequality if you tackle it first. The group were able to give good examples of where people have made assumptions about their learning disability and the importance of seeing them as “just people the same as you”.

Objective 2 – the group spent time reflecting on this and what it means to be part of a community that care for each other. The group felt that the League of Champions is a good example of this, being a voice for people whose voices are not often heard. Looking out for friends, talking about worries in the League of Champions.

Objective 3 – we work together to give you the right care in the right place. The group had good examples of where they have had negative experiences of care being provided to them where they haven’t felt involved in decisions or had choices. Several people in the group were able to give excellent examples of where they have worked with their service Provider and where they have been listened to and involved in planning their supports. When this happens, people feel their support is right for them.

Objective 4 – we help build community where people are safe – the group spoke about what they can do to keep themselves safe and times where they have encouraged others to get help when they need it. The group are inviting PC McGarva Community Police along to a future League of Champions meeting.

Objective 5 – ambitious and effective partnership – the group struggled to get this concept, but in further discussion a few said that this was like “thinking ahead and doing what you say you are going to do” “working together” and “listening to each other”.

Objective 6 – we are transparent and listen to you – one person in the group said it would have been good if this was objective 1 because it is so important to feel listened to.

QR Feedback

We also circulated the draft to a wide range of people set out below. From this we received positive feedback appreciating the work that has gone into the plan as well as a few suggestions on how to improve wording. These were considered and incorporated into the plan.

- All HSCP Staff
- VASA
- Newsletter
- Social Media
- Website
- South Ayrshire Community Planning Partnership
- NHS Communications Team
- Carers
- LPPs

DRAFT

Integrated Impact Assessment Summary Report

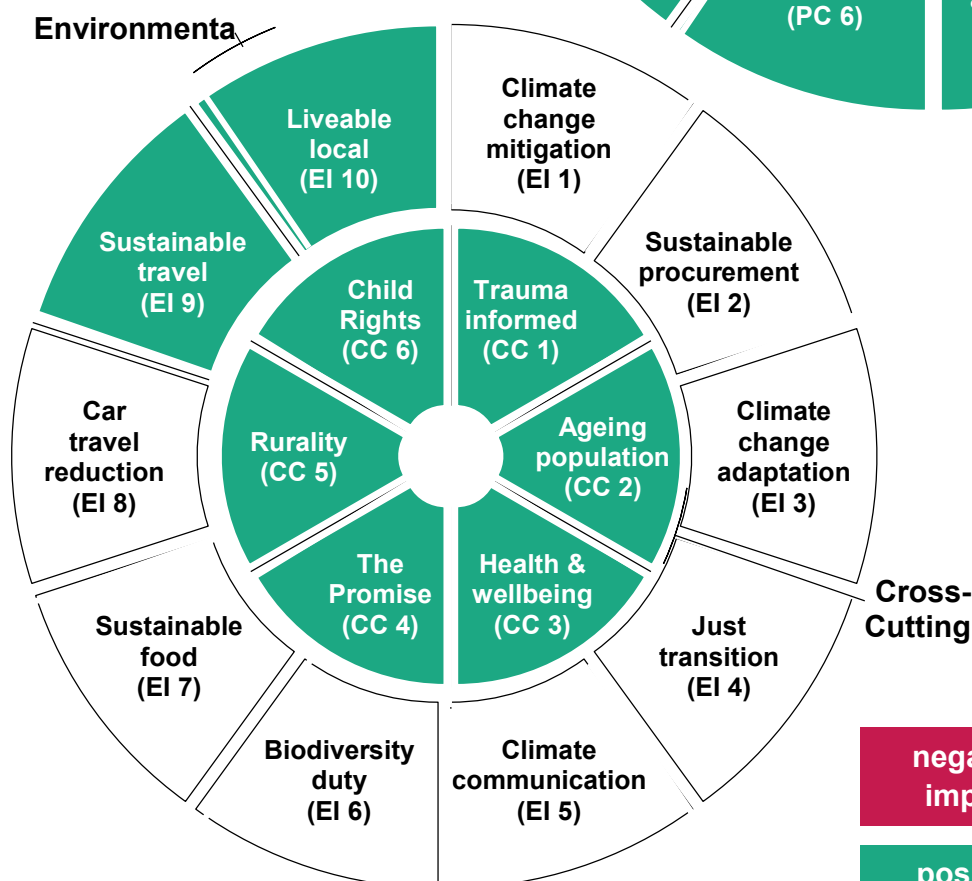
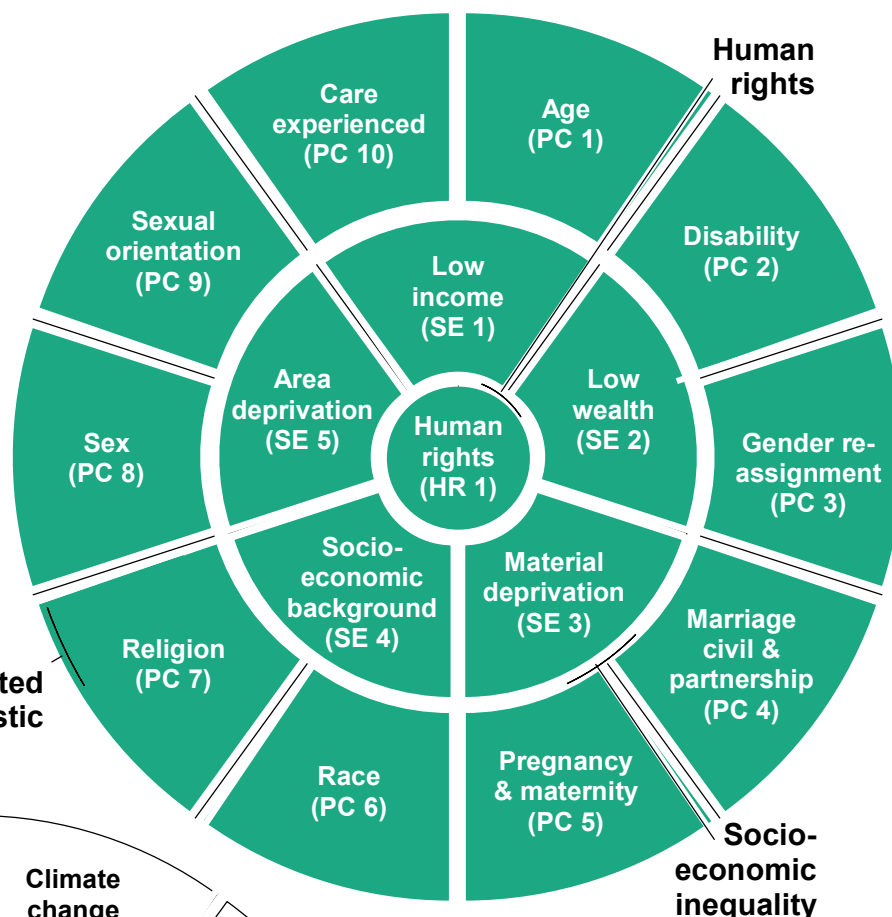
South Ayrshire HSCP Strategic Plan
2021-31 2025 Refresh



Completed by:

Hanna Dearie,
Planning and Performance
Officer,
Planning and Performance

Date started 24th July 2020



To be implemented on:

2nd March 2025

Review date:

2nd March 2028

Oversight Panel:

South Ayrshire Health
and Social Care
Partnership

**negative
impact**

**uncertain / not
clear**

**positive
impact**

**no impact / not
applicable**

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

The refreshed Strategic Plan seeks to mainstream equalities in its overarching outcomes and will ensure that any subsequent action points do not disproportionately disadvantage one community or group over another. South Ayrshire HSCP is committed to eliminating discrimination and stigmatisation and the structure which has been put in place will play a positive role in the contribution towards this vision.

Advancing equality of opportunity?

The refreshed Strategic Plan is inclusive of everyone and ensures equality of opportunity to improve outcomes. The HSCP seeks to encourage and improve participation through our Champions Boards and Locality Planning Partnerships which represents 'communities of interest' across South Ayrshire.

Fostering good relations?

The refreshed Strategic Plan is inclusive of everyone and ensures equality of opportunity to improve outcomes. In addition, the HSCP has identified key areas of focus within the plan taking into consideration our ageing population. The HSCP seeks to encourage and improve participation through our Champions Boards and Locality Planning Partnership which represents 'communities of interest' across South Ayrshire.

Consultation declaration

We confirm consultation has been carried out as part of this process.

Child Rights & Wellbeing Impact Assessment (CRWIA) summary

CRWIA for a non-legislative policy/measure

CRWIA title:

HSCP Strategic Plan 2021-31 2025 Refresh

Publication date:

03/12/25

Summary of policy aims and desired outcomes

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

Executive summary

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

Background:

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

Scope of the CRWIA, identifying the children and young people affected by the policy, and summarising the evidence base:

The Plan considers specific health, wellbeing and protection issues relating to children. The plan supports priorities such as Young Carers and embedding The Promise in South Ayrshire.

Children and young people's views and experiences:

Children and Young People had an opportunity to contribute to the refreshed Strategic Plan and have done so as set out in the engagement report. Staff and Partners working with young people also had the opportunity to respond to the consultation and feed back on

Key Findings, including an assessment of the impact on children's rights, and how the measure will contribute to children's wellbeing:

It is essential that all children and young people have equitable opportunities to improve their health and wellbeing outcomes and this may require promoting the interests of one group of children above another.

Monitoring and review:

The Implementation Plan of the Strategic Plan will be reviewed on an ongoing basis and a progress report will be provided to the Integration Joint Board.

CRWIA Declaration Authorisation

Policy lead:

Sheila Tyeson, Senior Manager Planning and Performance

Date:

26th February 2025

Deputy Director or Equivalent:

Sheila Tyeson

South Ayrshire Council

**Report by Director of Communities and Transformation
to South Ayrshire Council
of 26 June 2025**

Subject: International Ayr Show – Festival of Flight

1. Purpose

- 1.1 The purpose of this report is to update the Council on the financial position in relation to the International Ayr Show 2025 and to seek approval to access funding from uncommitted reserves.

2. Recommendation

2.1 It is recommended that the Council:

2.1.1 notes the estimated budgetary position for the International Ayr Show in 2025; and

2.1.2 approves access to funding from uncommitted reserves of a maximum sum of £590,000 for the International Ayr Show in 2025 as outlined in Sections 4.3 to 4.5.

3. Background

- 3.1 In January 2025, a report to Service and Partnerships Performance Panel provided information on the cost to deliver the air show in 2024.
- 3.2 The allocated budget was £395,000 (£250,000 core air show budget and £145,000 from other events budgets). We received £154,000 from sponsorship income and £200,000 was drawn down from the UK Shared Prosperity Fund to support local traders. Further costs were offset by income totalling £193,000. This left £243,000 of unbudgeted costs which was covered by over-recovery of payroll turnover within the Directorate. The overall cost to deliver the air show was therefore £1.185m.
- 3.3 It should be noted that some minor adjustments were made to costs coded to the airshow as part of the 2024/25 year-end close down process, resulting in a reduced overspend of £227,000 compared to the projected overspend identified as part of the Service and Performance Panel report earlier in the year. As stated above the overspend is being met through the over-recovery of payroll turnover within the Directorate.
- 3.4 It was also reported that the cost to deliver the 2024 air show was higher than initially projected and that this was attributed to: significant increases in supplier costs; the site was larger with more infrastructure requirements; and the introduction of new charges which were not included in 2023.

- 3.5 On 10 June 2025, a paper was presented to Service and Partnerships Performance Panel setting out the high level findings from the economic impact assessment which was carried out on the 2024 air show. The final assessment indicated an estimated total gross expenditure for the 2024 air show to be £7.9m. An increase on the previous year of £0.7m.

4. Proposals

- 4.1 In 2023, income received from sponsorship and income generated through the event amounted to £256,325. In 2024 this increased to £347,000. Whilst the increase was positive these remain variable amounts and could be subject to significant fluctuation in either direction.
- 4.2 In addition, although £200,000 UK Shared Prosperity Fund (UKSPF) has been drawn down for the event in 2025, this cannot be relied on for future years as the funding itself, or the eligibility criteria for the funding, may be subject to change.
- 4.3 The balance between the allocated expenditure budget, inclusive of the UKSPF allocation (£595,000) and the estimated expenditure, based on last year (£1.185m) is £590,000. It is proposed to earmark this as a maximum amount that can be drawn from uncommitted reserves.
- 4.4 It should be noted that the proposed draw from reserves does not take account of the potential income that may be generated through sponsorship and income generated through fees and charges on the actual days of the event. Given that the level of income can fluctuate, as evidenced by the differences between the income generated in 2023 and that generated in 2024, and that any income generated on the day will be heavily impacted and influenced by the weather, it is considered prudent to de-risk this element of the event by providing a commitment from reserves that excludes the netting off of income generated.
- 4.5 By agreeing to a commitment of £590,000 from uncommitted reserves it is fully expected that the final draw will be significantly less once the income generated through sponsorship and general event income is netted off. Only the net expenditure balance that is required will be drawn down after offsetting sponsorship income and general event income.

5. Legal and Procurement Implications

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

6. Financial Implications

- 6.1 As identified in paragraphs 4.3 to 4.5 the proposal requests a maximum commitment of £590,000 from reserves but is subject to the netting off of any future income generated. By way of an example, if this approach were applied using the actual income generated in 2023 then a draw of circa £334,000 would be required, whereas if the same levels of income as 2024 were achieved then only circa £256,000 would be drawn from the uncommitted reserve.

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 The risks associated with rejecting the recommendations is that the event net expenditure may exceed the current budgets held for the Airshow within the directorate and will require to be found from underspends elsewhere within the Directorate to offset the overspend.

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 proposal is in relation to day-to-day operations or maintenance of existing assets 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.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 2 of the Council Plan: Live, Work, Learn: Work and Economy and Priority 3 of the Council Plan: Civic and Community Pride: Pride in South Ayrshire.

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

13.1 Not applicable.

14. **Results of Consultation**

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

14.2 Consultation has taken place with Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, 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 of 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:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
On financial close of the Air Show, report to Service and Partnerships Performance Panel on the total amount drawn down from uncommitted reserves	April 2026	Director of Communities and Transformation

Background Papers Report to Service and Partnerships Performance Panel of 14 January 2025 – [The International Ayr Show – Festival of Flight 2024](#)

Report to Service and Partnerships Performance Panel of 10 June 2025 – [The International Ayr Show – 2024: Economic Impact Assessment](#)

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Date: 18 June 2025