

South Ayrshire Council
Report by Chief Executive
to South Ayrshire Council
of 18 September 2025

Subject: Revised Portfolio Structure

1. Purpose

1.1 The purpose of this report is to seek consideration of amendments to the Portfolio Structure.

2. Recommendation

2.1 It is recommended that the Council:

2.1.1 considers the contents of this report;

2.1.2 agrees the amendments to the Portfolio Structure proposed in [Appendix 1](#) and notes the Policy Leads for each of the Portfolios set out in [Appendix 2](#); and

2.1.3 requests that the Chief Governance Officer arranges publication of the revised Scheme of Delegation incorporating any agreed amendments.

3. Background

3.1 Revisions to the Council's decision-making structure were approved by Council on 19 May 2022 and 1 March 2023.

4. Proposals

4.1 It is proposed that Elected Members consider and approve the proposed amendments to the Portfolio Structure (as outlined in [Appendix 1](#) and notes the Policy Leads for each of these Portfolios set out in [Appendix 2](#)).

4.2 Revisions to the Scheme of Delegation will require to be made to reflect any proposed changes.

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.

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6. Financial Implications

6.1 Costs will be met from existing resources.

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 Brian Connolly, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

15/

15. Next Steps for Decision Tracking Purposes

- 15.1 If the recommendations above are approved by Members, the Chief Executive 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 details of membership of Panels, etc	26 September 2025	Service Lead – Democratic Governance
Updated Scheme of Delegation to be published and notified to employees	26 September 2025	Chief Governance Officer

Background Papers **Report to South Ayrshire Council of 19 May 2022 – [Review of Political Decision Making Structure and Appointments to Panels](#)**

Report to South Ayrshire Council of 1 March 2023 - [Review of Political Decision Making Structure, Working Groups and Outside Bodies](#)

[Scheme of Delegation](#)

Person to Contact **Cleland Sneddon, Chief Executive**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612002
E-mail cleland.sneddon@south-ayrshire.gov.uk

Date: 9 September 2025

Policy Lead Role Within Cabinet

Eight members of the Cabinet will take on specific accountabilities as Policy Leads for specific areas of Council services and interests referred to as Portfolios. Appointment to the role of Policy Lead for a specific area is a political decision taken by full Council following nomination by political groups.

The Leader of the Council will be the Policy Lead for the Economy and Strategy Portfolio and, whilst Policy Leads will hold responsibility for the remit of their Portfolio, it is expected that they will act corporately in the best interests of the Council as a whole by promoting collaborative working across Portfolios.

In any situation of uncertainty, it is for the Chief Executive to determine within which Portfolio a function or power delegated to the Cabinet lies. For the avoidance of doubt, there is no delegation of powers, function or decision making on behalf of the Council to any individual member of the Council.

Policy Lead Key Purpose:

To improve the quality and effectiveness of services and provide a focus for a particular Council service and an effective overview of its performance and functions.

Specific Accountabilities:

- To undertake the role of Policy Lead and spokesperson in relation to the services and topics included in the Portfolio.
- To form an effective working relationship with other members of the Cabinet and the Council in support of the strategic interests of South Ayrshire
- To represent the policy development and service implementation/ performance within your Portfolio within Cabinet and the wider Council.
- To form an effective working relationship with the Council's Corporate Leadership Team and staff throughout the Council.
- To represent the Council, as appropriate, at meetings and events both within and external to the Council
- To develop effective working with relevant key partners

Core Accountabilities:

- To support the creation of an inclusive working environment.
- To support the development of an effective Member/ officer partnership.
- To maintain the highest standards of conduct.
- To be an advocate for South Ayrshire and its citizens.

- To represent the views of the relevant Ward but always in the context of what is best for South Ayrshire as a whole.

Policy Lead Portfolios

1. Council Leader, Economy and Strategy

The Policy Lead role for the Economy and Strategy Portfolio will always be fulfilled by the Council Leader. The Policy Lead will be responsible for exercising political leadership of the Council, coordinating strategic planning and communicating the vision, outcomes and objectives of the Council and its services. The Policy Lead will hold accountability for securing Best Value on behalf of the communities of South Ayrshire.

The Policy Lead will take a coordinating role in relation to Council transformation activity taken forward by services throughout the Council.

The role will include responsibility for economic development services across all industry sectors including representing the Council in regional working such as the Ayrshire Growth Deal and other pan Ayrshire economic initiatives

The portfolio will therefore include responsibility for:

- ensuring the development and ongoing monitoring of a cross-Council corporate strategy in relation to the Council's powers and duties in pursuit of Best Value as contained in the Local Government in Scotland Act 2003;
- setting policy for and ensuring ongoing monitoring and review of the Council Plan and the preparation of a revised/ new Plan(s);
- planning and delivery of the South Ayrshire elements of the Ayrshire Growth Deal and associated economic growth and inward investment opportunities;
- Economic Development services and associated initiatives and events;
- the development of potential Shared Services opportunities;
- monitoring and review of cross-Council and external communications;
- monitoring and review of the decision-making structure and corporate governance arrangements;
- monitoring and review of Members' remuneration and allowances;
- service review framework;
- monitoring and review of electoral arrangements;
- monitoring and review of emergency planning arrangements;
- monitoring and review of Corporate Safety and Health and Safety (including Occupational Health);
- monitoring and review of Risk Management and Insurance;

- overview of Business Continuity Strategy and operation;
- Leadership of the Council's Transformation Programme in conjunction with the Policy Lead for Finance and Corporate Services.

2. Council Depute Leader, Commercial/ Operational Services

To exercise strategic and political leadership to secure Best Value in the planning and delivery of commercial/ operational services supporting the vision and priorities set out within the South Ayrshire Council Plan.

On the basis that the Ayrshire Roads Authority is responsible for delivery of roads services as set out Section 5 of this Scheme, and also on the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1 of this remit, the Policy Lead will oversee the following services/ functions within their portfolio to ensure their effective management and continuous improvement:

- Grounds Maintenance including Parks;
- Waste Services Strategy and Operations (Refuse Collection, Streetscape and Cleansing);
- Road Network Management and Maintenance;
- Flood Prevention;
- Facilities Management Services (Catering and Cleaning);
- Fleet Management;
- Transportation Planning;
- Museums and cultural services;
- Rural Communities;
- Development of Rural Areas – for example, planning and economic development;
- Access to Countryside;
- Tourism;
- Links with Europe; and
- Public Libraries.

3. Education and Lifelong Learning

To exercise strategic and political leadership to secure the effective management of education and lifelong learning in South Ayrshire ensuring social justice.

This Portfolio includes ensuring, wherever possible, the provision of co-ordinated and integrated education and related services, designed around the needs of children, young people and families. The Policy Lead will, where appropriate, ensure investment in education, skills, training and the creative development of current and future workforce skills, so as to engender greater self-fulfilment, social mobility and employment opportunities.

On the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1, in pursuit of this remit the Policy Lead will oversee the following services/ functions to ensure their effective management and continuous improvement:

- Early Years Services;
- Primary School Education;
- Secondary Schools Education;
- Additional Support for Learning and Inclusion;
- Parental Involvement;
- Children/ Disability;
- Play and Out of School Care;
- Youth Support (in conjunction with the Youth Champion);
- Skills Development and Training;
- Adult and Continuing Education;
- School Sport; and
- School Estate.

4. Health and Social Care

To exercise strategic and political leadership in relation to the provision of services which contribute to social well-being of residents in South Ayrshire and Community Safety as it relates to the Council's functions. This portfolio also has responsibility for strategic and operational oversight of Equalities and Fairer Scotland duties.

On the basis that the South Ayrshire Integration Joint Board is responsible for the strategic and operational oversight of integrated health and social care services that are delivered by the Council, the Policy Lead for this portfolio will oversee the following services/ functions to ensure their effective management and continuous improvement and be a member of the Integration Joint Board:

- Social Care Services (including in the Community/ the Elderly/ Care Establishments);
- Assistance to Chronically Sick and Disabled;

- Community Justice Services;
- Looked After and Accommodated Children;
- Care and Protection of Children;
- Adult Support and Protection;
- Fostering and Adoption;
- Council Alcohol and Drug Services;
- Through Care and After Care; and
- Youth Justice.

5. Housing and Property Services

To exercise strategic and political leadership and to formulate appropriate strategic and operational plans to achieve the Council's objectives in relation to Housing (across all sectors), Property Asset Management and Customer First objectives, and to ensure the effective implementation of those plans and objectives. This should be undertaken specifically in relation to the implementation of strategic plans covering Housing procedures, allocations, lettings, homelessness and the maintenance of a balanced housing supply across the range of sectors.

On the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1, the Policy Lead will oversee the following services/ functions to ensure their effective management and continuous improvement:

- Housing Capital Programme (in conjunction with the Policy Lead for Finance and Corporate Services);
- Housing Plans, Policies and Strategies;
- Housing Policies and Procedures (Allocations, Lettings, Homelessness, etc);
- Housing Management Operations;
- Homelessness Services;
- Asylum and Immigration Support;
- Landlord Functions and Responsibilities (All Sectors);
- Asset Management and Professional Design Services (including capital project delivery and all acquisitions and disposals) and Infrastructure;
- Property Planned and Reactive Maintenance Services;
- Biodiversity; and
- Renewable Energy Strategy.

6. Planning and Regulatory Services

To exercise strategic and political leadership to ensure the wider public protection objectives of the Council are being met through the protection, planning and improvement of the built and natural environment and its supporting infrastructure all in accordance with the Council's Strategic Aim for the Promotion of Sustainability.

On the basis that the Cabinet will make recommendations to Council as appropriate, in accordance with the provisions set out in Section 1 of this remit, the Policy Lead will oversee the following services/ functions to ensure their effective management and continuous improvement:

- Planning Policy and Maintenance of the Local Development Plan;
- Building Standards;
- Environmental Health Services;
- Consumer and Trading Standards Services;
- Licensing Services;
- Road Traffic Regulation;
- Registration Services;
- Burials and Bereavement Services.

7. Finance and Corporate Services

To exercise strategic and political leadership in relation to the management, regulation and control of the Council's resources and ensure that these fully reflect the Council Plan, strategic objectives and outcomes.

The following functions comprised within this Portfolio are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1 of this Scheme):

- ensuring the development and ongoing monitoring and review of a cross-Council integrated planning, budgeting and performance management framework (applicable to all corporate and service planning processes);
- monitoring and review of arrangements for the management, regulation and control of the finances of the Council to ensure their effective and efficient utilisation;
- monitoring and reviewing expenditure and ensuring final out-turns within the allocations provided for in the Council's approved revenue and capital budgets;

- receiving, scrutinising and approving services' bids for resources for new service initiatives within the remit of each of the Portfolios and making appropriate recommendations to Council – in particular to approve services' Annual Capital Programme bids as regards project priorities within the remit of each of the Cabinet's Portfolios;
- ensuring compliance with the Council's corporate governance regime, and both national and local corporate governance frameworks; and
- ensuring compliance with the Council's approved cross-Council corporate strategies including Asset Management, Human Resources, Information Technology and their associated policies and procedures in all areas for which the Cabinet has responsibility.

In pursuit of this remit the Policy Lead will oversee the following functions/ services to ensure their effective management and continuous improvement:

- Audit and Review Services (Internal and External);
- Corporate Accounting and Accounting Services;
- Management of the Housing Revenue Account and Related Issues;
- Housing and General Services Capital Programmes (in conjunction with the Housing and Property Services Policy Lead);
- Council Tax and Benefits;
- Information Governance and Records Management (including the Ayrshire Archives);
- Human Resources and Employee Relations;
- Organisational Development (OD) and Training and Development;
- Treasury Management/ Service Arrangements;
- Procurement and all Contracts (in conjunction with other Policy Leads as appropriate);
- Legal and Democratic Services;
- Customer Contact Services;
- Payments and Administration; and
- ICT Strategy and Operations.

8. Leisure and Community Services

To exercise strategic and political leadership and to formulate appropriate strategic and operational plans to achieve the Council's objectives in relation to the promotion of sport and leisure and the development of the capacity of communities in South Ayrshire through effective community planning activities.

The following functions comprised within this Portfolio are hereby delegated to the Cabinet as specific delegations (subject to the exceptions at para 1.1 above and in addition to the general delegation to the Cabinet at para 3.1 above and on the basis that the Cabinet will make recommendations to Council as appropriate in accordance with the provisions set out in Section 1 of this Scheme).

In pursuit of this remit the Policy Lead will oversee the following functions/ services to ensure their effective management and continuous improvement:

- Sports Development;
- Leisure Services Operations and Facilities;
- Leisure Trusts;
- Golf;
- ensuring strategic and political leadership of the Community Planning process to (a) review the achievement of Community Planning objectives, (b) prepare a revised/ new Community Plan(s), (c) ensure collaborative planning between agencies to tackle cross-cutting issues, (d) ensure continued improvement in services through collaborative working;
- monitoring and review of the Community Plan for the South Ayrshire area;
- monitoring and review of the Council's community engagement and locality planning in relation to those matters not included in the Economy and Strategy Portfolio, in particular, the Policy Lead will oversee the following functions/ services to ensure their effective management and continuous improvement:
 - * Community Councils;
 - * Area Community Planning;
 - * Community Development; and
 - * others as appropriate.



Political Decision Making Structure

Other Decision-Making Panels

Regulatory Panel (3)

Alan Lamont (Chair)
 Martin Kilbride (Vice-Chair)
 Ian Cavana
 Alec Clark
 Mary Kilpatrick
 Lee Lyons
 Craig Mackay
 Duncan Townson
 Vacancy

Local Review Body (3)

Alan Lamont (Chair)
 Martin Kilbride (Vice-Chair)
 Ian Cavana
 Alec Clark
 Mary Kilpatrick
 Lee Lyons
 Craig Mackay
 Duncan Townson
 Vacancy

Appeals Panel (Various) (3)

Ian Cavana (Chair)
 Laura Brennan-Whitefield
 (Vice-Chair)
 Iain Campbell
 Mary Kilpatrick
 Gavin Scott
 Duncan Townson

Chief Officers Appointments/ Appraisal Panel (3)

Brian Connolly (Chair)
 Alec Clark (Vice Chair)
 Kenneth Bell
 Julie Dettbarn
 Duncan Townson

Licensing Board (4)

William Grant (Chair)
 Kenneth Bell
 Laura Brennan-Whitefield
 Martin Kilbride
 Bob Pollock
 Gavin Scott
 Duncan Townson

The Council's representatives on the undernoted are as follows:

Ayrshire Shared Services Joint Committee

Alec Clark
 Martin Kilbride
 Craig Mackay
 Philip Saxton

South Ayrshire Integration Joint Board

Hugh Hunter (Chair/Vice Chair)
 Julie Dettbarn
 Alan Lamont
 Cameron Ramsay
 Proxies: Ian Davis
 George Weir

Council (28 Members) (7)

Provost Iain Campbell (Chair)

(meets 8 week cycle)

Cabinet (3)

**Health and Social Care
 Policy Lead**

Hugh Hunter

**Council Leader, Economy and
 Strategy Policy Lead**

Brian Connolly (Chair)

**Education and Lifelong
 Learning Policy Lead**

William Grant

**Depute Council Leader,
 Commercial/ Operational
 Services Policy Lead**

Alec Clark

**Finance and Corporate Services
 Policy Lead**

Ian Davis

**Housing and Property Services
 Policy Lead**

Martin Kilbride

**Planning and Regulatory
 Services Policy Lead**

Bob Shields

**Leisure and Community
 Services Policy Lead**

Chris Cullen

Policy Leads hold accountability for the above Portfolios Contribution to the Council's Strategic Vision, corporate aims and objectives as outlined in the Council Plan and Community Plan

Audit and Governance Panel (3)

Julie Dettbarn (Chair)
 Brian McGinley (Vice-Chair)
 Kenneth Bell
 Mary Kilpatrick
 Alan Lamont
 Bob Pollock
 Cameron Ramsay
 George Weir

Service and Partnerships Performance Panel (3)

Philip Saxton (Chair)
 George Weir (Vice-Chair)
 Kenneth Bell
 Ian Cochrane
 Stephen Ferry
 Lee Lyons
 Brian McGinley
 Gavin Scott