

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

11 September 2025

Dear Councillor

SOUTH AYRSHIRE COUNCIL

You are requested to participate in a meeting of South Ayrshire Council to be held **on Thursday 18 September 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) 26 June 2025 (copy herewith).

(b) Minutes of Panels.

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

- (i) Audit and Governance Panel of [4 June 2025](#) and [25 June 2025](#).
- (ii) Cabinet of [28 May 2025](#) and [17 June 2025](#).
- (iii) Chief Officers Appointments/Appraisal Panel of [9 January 2025](#).
- (iv) Local Review Body of [6 May 2025](#)
- (v) Regulatory Panel – Licensing of [29 May 2025](#) and [19 June 2025](#).
- (vi) Regulatory Panel – Planning of [5 June 2025](#) and [24 June 2025](#).
- (vii) Service and Partnerships Performance Panel of [10 June 2025](#).

4. Revised Portfolio Structure – Submit report by Chief Executive (copy herewith).
5. Representation on Outside Bodies – Submit report by Chief Governance Officer (copy herewith).
6. SAC LLP (Nominees) Ltd – Submit report by Chief Governance Officer (copy herewith).
7. Small Grants Scheme – Submit report by Chief Governance Officer (copy herewith).
8. Standing Orders Relating to Contracts – Submit report by Chief Financial Officer (copy herewith).
9. Financial Regulations Review – Submit report by Chief Financial Officer (copy herewith).
10. Treasury Management Annual Report 2024/25 – Submit report by Chief Financial Officer (copy herewith).
11. Guidance on Justification to Support Capital Projects – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
12. Memorial Policy – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
13. Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2025 to 2026 – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
14. Review of Capital Estimates : General Services Capital Investments Programme 2025/26 to 2036/37 – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
15. Capital Investment Programme – Troon Regeneration:
 - (a) Capital Investment Programme – Troon Regeneration – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
 - (b) Troon Pool - Scotland's Public Sector Heat Decarbonisation Fund Phase 2 – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
16. Ayrshire Growth Deal Spaceport – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
17. Notice of Motion
 - (a) Moved by Councillor Craig Mackay, seconded by Councillor Brian Connolly:

"Council notes with deep concern the rise in far-right ideologies, and in particular the hateful and blatantly racist campaigns against asylum seekers.

South Ayrshire has a proud history of offering refuge and sanctuary to those seeking safety, most recently including those fleeing from Ukraine - many of whom are now well integrated within our communities.

Recent demonstrations involving those with far-right views outside hotels housing asylum seekers in both England and Scotland, together with extremist content promoted online and through social media by far-right groups and political parties, must be called out and condemned. Far-right groups have clearly been subverting public discourse, spreading misinformation, and exploiting economic hardship by scapegoating migrants and other marginalised communities. Such behaviour and the influence it has on wider society is a threat to the compassionate and inclusive values we hold in South Ayrshire.

Council reaffirms its commitment to human dignity, freedom and equality. Council publicly condemns the rise of extreme rhetoric in UK politics and commits to challenging hate and division wherever it arises."

18. Formal Questions
19. **Citadel Leisure Centre- Submit joint report by Depute Chief Executive and Director of Housing, Operations and Development and Director of Communities and Transformation (Members only).**
20. Consideration of Disclosure of Above Confidential Report.

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

Webcasting

Please note: this meeting may be filmed for live and subsequent broadcast via the Council's internet site. At the start of the meeting, it will be confirmed if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during this webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

Generally, the press and public will not be filmed. However, by entering the Council Meeting, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public. In making use of your information, the Council is processing data which is necessary for the performance of a task carried out in the public interest.

Live streaming and webcasting takes place for all public South Ayrshire Council meetings. By entering a public Council meeting you are consenting to the possibility that your image may be live streamed on our website, be available for viewing online after this meeting, and video and audio recordings will be retained on Council Records. Further information on how we process your personal data can be found at: <https://south-ayrshire.gov.uk/59239>

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Committee.Services@south-ayrshire.gov.uk

Copyright

All webcast footage is the copyright of South Ayrshire Council. You are therefore not permitted to download footage nor upload it to another website nor take still photographs from this footage and distribute it without the written permission of South Ayrshire Council. Please be aware that video sharing websites require you to have the permission of the copyright owner in order to upload videos to their site.

SOUTH AYRSHIRE COUNCIL.

Minutes of a hybrid webcast meeting
on 26 June 2025 at 10.00 a.m.

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

Present Remotely: Councillors Kenneth Bell and Lee Lyons.

Apologies: Councillors Ian Cochrane and Martin Dowey.

Attending in County Buildings: L. McRoberts, Acting Chief Executive; K. Braidwood, Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; S. Mulholland, Acting Director of Education; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; W. Wesson, Chief HR Officer; C. Cox, Assistant Director – Planning and Development; M. Inglis, Head of Children's Health, Care and Justice Services; K. Briggs, Service Lead – Legal and Licensing; T. Simpson, Service Lead – Corporate Accounting; C. Iles, Service Lead – Planning and Building Standards; J. Hall, Co-ordinator (Planning Strategy); C. Neillie, Solicitor; S. Tyeson, Senior Manager (Planning and Performance – Health and Social Care); J. McClure, Committee Services Lead Officer; A. Gibson, Committee Services Officer; J. Chapman, Committee Services Officer; and C. McCallum, Clerical Assistant.

In Attendance: C. Sneddon.

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;
- (2) intimated that apologies had been received from Councillors Cochrane and Dowey; and
- (3) advised that he had written, on the Council's behalf, to express the Council's warmest congratulations to the following who had received Honours in the King's Birthday Honours List:
 - (i) Margarette Bryan of Ayr who received an MBE for services to the retail sector in Scotland; and
 - (ii) Paula Daly of Dundonald of the Royal National Mission to Deep Sea Fishermen who received an MBE for services to Fishermen and their Families.

Additional Item

Councillor Brian Connolly, seconded by Councillor Alec Clark, gave notice of an urgent exempt item for consideration by Council.

Provost advised that, in terms of Standing Order No. 13.1(12), he had exercised his discretion that this matter be considered in terms of urgency at the end of the meeting.

2. Sederunt and Declarations of Interest.

The Acting 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. 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 [1 May 2025](#) as a correct record.

The Council

Decided: to approve the Minutes of 1 May 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 (Special) of [14 May 2025](#) as a correct record.

The Council

Decided: to approve the Minutes of 14 May 2025 (Special) and authorise these minutes to be signed as a correct record.

- (c) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the Minutes of South Ayrshire Council (Special) of [20 May 2025](#) as a correct record.

The Council

Decided: to approve the Minutes of 20 May 2025 (Special) and authorise these minutes to be signed as a correct record.

- (d) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the Minutes of South Ayrshire Council (Special) of [23 May 2025](#) as a correct record.

The Council

Decided: to approve the Minutes of 23 May 2025 (Special) 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 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 Convention of Scottish Local Authorities.

There was submitted a [report](#) (issued) of 19 June 2025 by the Chief Governance Officer seeking approval to make alterations to the list of representatives on the Convention of Scottish Local Authorities (COSLA).

The Chief Governance Officer introduced the report.

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

The Council, having considered any other amendments which may be required to COSLA representation,

Decided:

- (1) to note the change in the representative nominated by members of the Administration identified in para 4.1 of the report, namely that Councillor Chris Cullen replace Councillor Bob Pollock as the Council's representative on the COSLA Environment and Economy Policy Board; and
- (2) to request that the Conservative Group Leader confirm the appointment as Conservative representative to the Convention of Scottish Local Authorities identified in paragraph 4.2 of the report (subsequently agreed as Councillor Ian Davis).

5. Appointments to Panel

There was submitted a [report](#) (issued) of 20 June 2025 by the Chief Governance Officer seeking approval to make changes to the membership of Panels.

The Chief Governance Officer introduced the report.

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

The Council, having considered any other amendments which may be required to membership of Panels,

Decided:

- (1) to note the change in the representative nominated by members of the Administration identified in paragraph 4.2 of the report, namely that Councillor Martin Kilbride replace Councillor Bob Pollock on Ayrshire Shared Services Joint Committee;
- (2) to note the change in the representative nominated by the Labour Group identified in paragraph 4.4 of the report, namely that Councillor Duncan Townson replace Councillor Philip Saxton on the Chief Officers' Appointments/Appraisal Panel;
- (3) to appoint a new member to the South Ayrshire Integration Joint Board to replace Councillor Mark Dixon (subsequently named as Councillor Alan Lamont); and
- (4) to request that officers make the required amendments to the list of Panels to reflect these changes.

6. Representation on Outside Bodies.

There was submitted a [report](#) (issued) of 19 June 2025 by the Chief Governance Officer seeking approval to make alterations to the membership on the list of Outside Bodies.

The Chief Governance Officer introduced the report and advised that an amendment also required to be made to the Ayrshire Community Wealthbuilding Commission, namely that Councillor Brian Connolly replace Councillor Martin Dowey (as Leader) on this Body.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report and the amendment to the membership of the Ayrshire Community Wealthbuilding Commission.

The Council, having thanked Councillors Mackay and Saxton for their contribution to the CK Marr Trust during their term,

Decided:

- (1) to approve the appointment of Councillors Kenneth Bell and William Grant as Trustees of CK Marr Educational Trust (as Governors);
- (2) to approve the amendment to the membership of the Ayrshire Community Wealthbuilding Commission, namely that Councillor Brian Connolly replace Councillor Martin Dowey on this Body (as Leader); and
- (3) to request that officers make the required amendments to the list of Outside Bodies to reflect these changes.

7. Representation on Working Groups.

There was submitted a [report](#) (issued) of 19 June 2025 by the Chief Governance Officer seeking approval to make alterations to the membership of Working Groups.

The Chief Governance Officer introduced the report and advised that further alterations to representation on Working Groups would be submitted to the next meeting of South Ayrshire Council on 18 September 2025.

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

A question was raised on whether a Member was being displaced from the Best Value Member/Officer Working Group on Councillor Clark's appointment and the Chief Governance Officer advised that Councillor Connolly had been appointed to this Group at a previous Council meeting replacing Councillor Martin Dowey, however, Councillor Connolly had already been a Member of this Group, therefore no Member was being displaced on Councillor Clark's appointment.

The Council, having considered any other amendments which may be required to membership of Working Groups,

Decided:

- (1) to note the change in the representative nominated by members of the Administration identified at paragraph 4.1 of the report, namely that Councillor Alec Clark be appointed as a member of the Best Value Member/Officer working Group; and
- (2) to request that officers make the required amendments to the list of Working Groups to reflect this change.

8. Schedule of Meetings.

There was submitted a [report](#) (issued) of 18 June 2025 by the Chief Governance Officer seeking approval of a proposed timetable of meetings from August 2026 to April 2027.

The Chief Governance Officer introduced the report .

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

The Council

Decided: to approve the timetable of Council, Cabinet and Panel meetings from August 2026 to April 2027, as detailed in Appendix 1 to the report.

9. South Ayrshire Charitable Trust.

There was submitted a [report](#) (issued) of 19 June 2025 by the Chief Governance Officer providing an annual update on the South Ayrshire Charitable Trust; and seeking approval of the Trust Business Plan for the 2025/26 financial year.

The Service Lead – Legal and Licensing introduced the report and outlined that the South Ayrshire Charitable Trust commenced in 2015 as a consolidation of a number of historical trusts to provide simpler management and disbursement to those in need in South Ayrshire; that in the last eight years grants and donations of more than £700,000 had been made from this trust; that during 2024/25 Committees for Ayr, Girvan and Prestwick and Monkton had decided to utilise the remaining funds as outlined in Appendix 1 to the report; that Girvan funds included external investments in the name of predecessor trusts and trustees that were currently inaccessible, with the Finance Team working to resolve these access issues; that Appendix 2 to the report set out the business plan with the current limit for grants for Girvan in respect of those external investments; that a sum of £50,000 had been set aside in the 2025/26 Council budget for a Small Grants Scheme to replace Trust Grants and that the Service Lead – Corporate Accounting and other officers were considering options for the use of these funds and an update would be provided in due course; and that, if this sum was added to the trust fund of South Ayrshire Charitable Trust then a further report would be submitted to Trustees for a decision on how these monies would be allocated.

Councillor Brian Connolly, seconded by Councillor Ian Davis, moved the recommendations as outlined in the report.

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

- (1) the Charitable Trust being very successful and the existing grant process should remain and not be transferred to Thriving Communities as it would disadvantage local people; and the Service Lead- Corporate Accounting advised that the exhaustion of the majority of the trust funds and the Council's decision to create a budget of £50,000 for small grants had given officers the opportunity to examine the options available for these monies and that a report on this matter would be submitted to Council following Summer recess; that officers were conscious of the requirement for administration and audit fees associated with running the Charitable trust; and that the member's comments were noted and all members would be consulted on the best ways to spend these monies;
- (2) that this annual report advised of the inaccessible monies in the Girvan fund and what progress had been made over the past year in accessing these funds; and the Service Lead – Corporate Accounting advised that progress had been made with re-establishing contact with the investments houses and updating new trustees details was almost complete; following which the previous trustees could be removed and fresh instruction provided to the investment houses to release the funds held in abeyance, at which time the trustees could agree how these monies could be spent;
- (3) given the proposals for the £50,000, could an Elected Members' briefing be arranged following summer recess to explore these proposals further; and the Service Lead – Corporate Accounting advised that this could be arranged;

- (4) that the Charitable Trust was an excellent initiative which brought the trusts together and this should not be transferred to Thriving Communities; and the monies should not be utilised for administration fees and only used for what it was intended for; and the Service Lead – Corporate Accounting advised that, whilst the administration charges and audit fees were not excessive, it was a legal requirement that the Trust pay for those governance costs which officers sought to minimise;
- (5) that it had been a pleasure sitting on the Trust; that the small amounts granted to organisations had made a real difference to communities; and would the organisations be able to bid for small grants should this scheme be transferred to the grants fund process through Thriving Communities; and the Service Lead – Corporate Accounting advised that these bodies could still apply for grants and it would be an open and transparent process;
- (6) the role of the trustees and whether this report was presented to the members of the Council as trustees or as Elected Members; and the Service Lead – Legal and Licensing advised that all Members were trustees of this Trust which was a separate legal body and registered charity; that this annual report was presented to Council as Elected Members, however, when making decisions on the Trust these decisions were as trustees, therefore, if the Council wished to augment the funds remaining in this Trust, a report would be submitted to the Councillors as Trustees asking if the Trust wished to accept the £50,000 and outlining the options for the spending of these monies; and
- (7) that this Trust did fantastic work and provided grants to individuals in need of assistance.

The Council, having thanked the Service Lead – Legal and Licensing, the Service Lead – Corporate Accounting and the Solicitor for their work on this matter,

Decided: by a majority of 25 votes For the Motion and one Abstention,

- (a) to note the summary of grant and donation funding made by the Trust during 2024/25, as detailed in Appendix 1 to the report;
- (b) to approve the business plan for the running of the Trust for the year 2025/26, as detailed in Appendix 2 to the report; and
- (c) that an Elected Members' briefing be held following summer recess on this matter.

10. Audit and Governance Panel – 2024/25 Annual Report.

There was submitted a joint [report](#) (issued) of 18 June 2025 by the Chief Financial Officer and the Chief Governance Officer providing the Audit and Governance Panel annual report for 2024/25.

The Chief Financial Officer introduced the report and advised that the report provided a variety of information on the activity of the Audit and Governance Panel during the financial year; and that the Audit and Governance Panel considered the report at its meeting of 4 June 2025 when it was agreed to remit the report to this meeting of Council for consideration.

Councillor Ian Davis, seconded by Councillor Julie Dettbarn, moved the recommendations as outlined in the report.

Councillor Dettbarn, as Chair of Audit and Governance Panel outlined that she was pleased to be presenting the Panel's second annual report for the scrutiny of Council; that this was an important function to give Council the opportunity to hold the Panel and its members to account for the work undertaken on behalf of the Council in the past year; that the annual self-assessment allowed Panel members to identify areas for further improvement and that they should always be on a journey of self-improvement; thanked all Panel members for the work undertaken; and thanked the Chief Financial Officer and the Service Lead – Democratic Governance for their support.

Comments were made by a Member in relation to the good work carried out by Panel members, specifically around the financial elements; recognising the commitment of staff working tirelessly to complete the annual accounts, led by the Chief Financial Officer; that the practice of an annual report for Panels was beneficial and could be adopted by other Panels; that the annual self-assessment was important and other Panels should also consider carrying this out; that governance required to be prioritised by the Audit and Governance Panel and driven forward to ensure more transparency and accountability.

The Council, having thanked the members of the Audit and Governance Panel for the work undertaken,

Decided: to approve the Audit and Governance Panel annual report for 2024/25 (attached as [Appendix 1](#) to the report).

11. Girvan Conservation Area Management Plan.

There was submitted a [report](#) (issued) of 18 June 2025 by the Director of Housing, Operations and Development seeking approval to hold a public consultation on the Girvan Draft Conservation Area Management Plan (CMP).

The Service Lead – Planning and Building Standards introduced the report and advised that this document was the next stage in the planning authority supporting the Girvan story project; that a conservation area appraisal to extend the boundary of the conservation area had been undertaken and was approved in June 2024; that the Management Plan set out guidance and strategies and would guide the conservation of the core of the town centre buildings and would help inform all subsequent conservation decisions; and that, should the proposals be approved, it was intended to consult over the summer period and report back to Council thereafter.

Councillor Chris Cullen, 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) this report outlining the strategic approach to preserving and enhancing the unique character and heritage of Girvan's culture, that the management plan was designed to guide future developments, maintenance and investment decisions, it included an appraisal of various key characteristics, identified challenges and proposals and policies to safeguard Girvan's heritage by supporting sustainable regeneration and economic growth; and that this document would serve as a key tool for planners, developers and the local community to ensure that change was managed sensibly and positively;
- (2) this Plan being essential for the heritage of Girvan and the maintenance of that heritage and a priority document which tied in with the work of the Council;

- (3) that this was an extensive paper, however, there were no options outlined for Members should the recommendation not be approved; and the Service Lead – Planning and Building Standards advised that the Plan set out the key buildings in the area and the options going forward were set by national guidelines regarding good and bad practice for the protection and development of buildings and allowing the growth of these areas; and that the options for Members were to support this consultation or to not support the conservation of this area; and
- (4) Prestwick having identified a conservation area and asking if there had been a conservation management plan; and also requesting the position for Maybole; and the Assistant Director – Planning and Development advised that a review to look at a conservation area for Prestwick had commenced but did not proceed further; and that a management plan could only go forward once a designated conservation area had been identified; and that Maybole had been the subject of grant funding from various national bodies and had a management plan;

The Council

Decided:

- (a) to agree to public consultation on the draft Girvan Conservation Area Management Plan, as set out in Appendix 1, and that delegation be given to make appropriate typographical changes, if required; and
- (b) to agree that a further report would come back to Cabinet on 28 October 2025 detailing the consultation findings and seeking Cabinet approval to adopt the finalised and potentially modified Girvan Conservation Area Management Plan.

12. Local Development Plan 3 (LDP3) Public Engagement Framework

There was submitted a [report](#) (issued) of 18 June 2025 by the Director of Housing, Operations and Development seeking approval to implement the Public Engagement Framework for Local Development Plan 3 (LDP3).

The Service Lead – Planning and Building Standards introduced the report and laid out the various methods of engagement used to consult with the public.

Councillor Chris Cullen, seconded by Councillor Alan Lamont, moved the recommendations as outlined in the report.

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

- (1) acknowledging that the LDP2 had not been as successful as was hoped, however, this framework outlined how the Council would ensure meaningful, accessible and inclusive engagement with residents, business and stakeholders as the future land use and the development of South Ayrshire was shaped; that this document placed a strong emphasis on early involvement, digital accessibility and reaching under-represented groups to support the development of a robust and community driven Local Development Plan; and that the report set out key principles, methods and timelines for this engagement process;

- (2) being pleased to note that children and young people, Community Councils and Community Groups were all being consulted; that LDP3 was one of the Council's most important documents and it was important that as many people as possible were consulted; and asking how groups were being consulted, would it be through the links to Thriving Communities or other routes; and would various versions of the document be available to ensure it was accessible to everyone; and the Service Lead – Planning and Building Standards advised that all methods available would be used for consulting, including through Thriving Communities and the links through Community Groups would be built upon to ensure everyone was included; and that various versions of the document would be available, including in other languages and in braille;
- (3) that decisions could be controversial when a planning officer interpreted the framework in a particular way and the community had a differing view; and were officers confident that the framework was robust, gave clarity and gave enough consideration to the views of the community; and the Service Lead – Planning and Building Standards advised that there were always differences of opinion with some members of the public wishing to see growth and others wishing things to remain as they were and it was the role of Planning to strike a balance and that sometimes the decisions made by Planning were unpopular, however, Planning ensured that these decisions could be justified and a clear understanding given to the communities as to why the decision was made; that it was important to carry out the consultations to ascertain the differing opinions and the framework was set following the consultation and the document should be shaped from this consultation;
- (4) consultees for social housing; and the Service Lead – Planning and Building Standards advised that colleagues in Housing Services were consulted on those document and there was engagement with social landlords, however, Members should advise him of any other proposed consultees and these would be included;
- (5) that Ayr North was in the unfortunate situation of having no Community Council, however, there were active community groups so it was worthwhile to consult with them; that it was important to consult directly with young people as this was a long term strategy and the young people would be the recipients of these plans; and that the difficulty with the LDP documents was they were very strategic and prescriptive and the communication required to be inclusive; and the Service Lead - Planning and Building Standards advised that it was challenging taking the document out for consultation on a level that all consultees could understand, therefore, there were different styles of delivery which covered the same issues but in different tones with the same message; and that engagement with young people was necessary to take this document forward and they also helped engage their parents;
- (6) that Parent Councils should be consulted with and also the various Champions Boards within the Council;
- (7) that people would interpret this document in different ways and the consultation should be as wide as possible; and the Service Lead – Planning and Building Standards advised that it was his intention to get as many opinions as possible and not just from those with a special interest in the document;
- (8) the column entitled "DPEA Gatecheck of SAC Evidence Report" in Annex 2 being unchecked so had this been completed; and the Service Lead – Planning and Building Standards advised that Annex 2 set out the timescales going forward and the Gatecheck point was a role for the Scottish Government and outwith the control of the Council; and

- (9) that the first meeting of the LDP3 Member/Officer Working Group had been very productive with work on that Group becoming increasingly important and that the work of the Group should be reported back to all Members; and that the Scottish Government's timeframes for consulting on the LDP2 had not allowed for a proper consultation, were the timescales for consultation on LDP3 realistic and were resources in place to deliver this consultation effectively; and the Service Lead – Planning and Building Standards advised that there were always challenges in terms of resources, however, he was seeking support from the Scottish Government to assist in achieving the timescales; that he was confident an appropriate timetable was compiled and that, with resources and support from the Scottish Government, the Planning Service could complete this consultation, with assistance from Council colleagues in other Departments.

The Council

Decided:

- (a) to approve the LDP3 Public Engagement Framework set out in Appendix 1 to the report for implementation as the framework for defining how the Council would consult with various groups and communities in developing the South Ayrshire Local Development Plan 3; and
- (b) to note that, once dates for public consultations with Community Councils had been established, as set out in Annex 2 to Appendix 1, an Information Bulletin would be issued to all Elected Members for awareness.

Adjournment

The time being 11.10 a.m., the Council adjourned for 10 minutes.

Resumption of Meeting

Council resumed at 11.20 a.m.

13. Ayrshire Roads Alliance Service Plan 2025/26 and Performance Report 2024/25

There was submitted a [report](#) (issued) of 18 June 2025 by the Director of Housing, Operations and Development presenting the Ayrshire Roads Alliance Service Plan for 2025/26 and the Performance Report for 2024/25.

The Head of Roads, Ayrshire Roads Alliance, introduced the report and advised that the Ayrshire Shared Services Joint Committee had approved the 2025/26 Service Plan at its meeting of 6 June 2025; that a report had been presented to the Service and Partnerships Performance Panel for scrutiny on 10 June 2025 prior to this report to Council; and referred to an adjustment within the report to the Revenue Budget for East Ayrshire Council.

Councillor Chris Cullen, seconded by Councillor Martin Kilbride, moved the recommendations as outlined in the report.

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

- (1) some targets not being as high as expected, however in the current climate with the costs of materials and contractors, this was the best that could presently be hoped for;
- (2) as the price of tarmacadam had increased, had inflation impacted on what could be achieved; and the Head of Roads advised that over the last few years an increase in the cost of bitumen products had affected what works could be carried out as the bulk of the costs for the resurfacing works was for the materials themselves;
- (3) commending the report and noting that the approach being taken was generally working well; commending the Head of Roads for retaining good relationships with Community Councils and Community Groups; noting the improvement of the ARA website; advising of contact he had received from some constituents regarding roads requiring repairs and difficulties with the designation of parking areas; and seeking assurances that monies allocated to this Council and to East Ayrshire Council were monitored and spent in the respective areas; and the Head of Roads advised that repairs were carried out on a risk based approach whereby the biggest repairs were completed first, however, this may need to be extended to carrying out preventative treatments which could prove more cost effective; and that the monitoring of budgets was done individually for both Council areas and it was monitored where all monies were spent;
- (4) the fleet of electric cars and vans; and the Head of Roads advised that the fleets were separate and that in East Ayrshire these were being changed over to electric vehicles; and the Director of Housing, Operations and Development advised that a report on the Fleet Strategy for this authority had been submitted to Service and Partnerships Performance Panel on 21 May 2025;
- (5) the vast improvements on the A714; and enquiring if there had been any feedback on the introduction of the pavement parking legislation; and the Head of Roads advised that enforcement had commenced in South Ayrshire on 1 May 2025; that enforcement had been high in May but had now tailed off and parking attendants were finding less infringements; and that exemptions were being considered for some areas as a result of feedback and these would be brought forward later in the year to promote those exemption orders to allow pavement parking in those areas;
- (6) whether monies could be ring-fenced to tackle pot holes and resurfacing on residential roads; and the Head of Roads advised that, when prioritising spending for resurfacing, the level of use and speed of a road was judged with the higher class of road more likely to achieve funding; that, with a limited budget it was important to tackle the correct roads; and that, should the Council wished to allocate additional funding to residential roads and footpaths, they could be prioritised in future;
- (7) outlining that the pavement parking ban was a good initiative, however, the flexibility of the parking enforcement officers was appreciated as it was not possible to avoid pavement parking in some streets; and enquiring how the Plan would be affected if prices of materials continued to rise; and the Head of Roads advised that ARA would require to be flexible with the Plan and that, should prices increase, the budget would be monitored and works may require to be reduced to remain within budget;

- (8) disappointment about a street in Ayr where there had been several accidents recently and had not been raised for exemption; and the Head of Roads advised that, had this street been raised by Members, her team would be aware of it, however, the ARA worked under strict guidelines over which streets they could make exempt and, although her officers were flexible, certain streets could not be made exempt;
- (9) thanking the Head of Roads for the exemption of a street in Maybole as this street was never able to have a car parked on the road;
- (10) constituents contacting him to advise that they had received a fine for pavement parking, however were not able to pay the fine for almost a week; and requesting that ARA ensure these fines were uploaded expeditiously to ensure the fine did not increase; and the Head of Roads advised that these fines should be uploaded within twenty four hours, however, should there be an issue with the system, this would be taken into account when people were paying a fine; and
- (11) a complaint from a member of the public regarding them receiving a ticket for parking on the pavement in a private road; and the Head of Roads advised that tickets should not be issued for private or adopted areas and if the Member supplied her with the details she would look into this.

The Council

Decided:

- (a) to approve the Development Plan Scheme 2025 (Appendix 1) for publication, and consultation, including the proposed Participation Scheme for public and stakeholder consultation; and
- (b) to approve the Delivery Programme 2025 for Local Development Plan 2 (Appendix 2).

14. Integration Joint Board (IJB) Strategic Plan Refresh

There was submitted a [report](#) (issued) of 18 June 2025 by the Director of Health and Social Care seeking approval of the refreshed IJB Strategic Plan for 2025-28 .

The Senior Manager (Planning and Performance) introduced the report and laid out the background to this Strategic Plan, including the engagement which had been carried out; and advised that, should this Plan be approved at this meeting, it would be published via various means and progress would be reported through the IJB.

Councillor Hugh Hunter, seconded by Councillor Julie Dettbarn, moved the recommendations as outlined in the report.

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

- (1) this being a service which had improved dramatically since the inception of this Plan; that the work carried out by the service was to be commended and the Plan itself was extremely ambitious, however, he was confident that the ambitions would be realised due to achievements already made;

- (2) that it was good to take account of the progress made; that the collaboration and partnership working was commendable with everyone pulling together for the people of South Ayrshire; and that, as part of the Scottish Government's public service reform agenda, a film had been published on social media regarding the Ageing Well Strategy in South Ayrshire which was outstanding work;
- (3) that this was a very detailed document which acknowledged the issues of an ageing population; and that the figures regarding mental health revealed that there had been an increase of 18.9% of people prescribed medication for mental health issues showing that mental health issues were not to be stigmatised and anything the Council could do to assist people with these issues was beneficial;
- (4) that it was pleasing to note the journey the IJB had been on; commending the leadership team for their work whilst noting the recent changes in staffing; that partnership arrangements were key to success with the IJB, having other organisations play into the prevention agenda to ensure that people did not get ill rather than assisting them when they were ill; and enquiring if the officer agreed that the two areas that required to be focussed on next were around prevention and getting other organisations to be central to the wellbeing agenda; and the Senior Manager (Planning and Performance) advised that the actions and activities of the Health and Social Care Partnership Senior Management Team and operational team was around the prevention agenda, however they also had a day job around meeting people's needs who were further down their health care journey but were focussed on prevention and the Scottish Government was also focussed on early intervention; and that whilst there was a degree of uncertainty around losing two senior members of staff, the team was strong and would continue on their journey and ensure the strategic plan was delivered;
- (5) outlining that the Housing Statement in Appendix 2 of the report recognised the good work carried out within the Housing Service and the Health and Social Care Partnership providing specialist accommodation for particular groups of people and recognising that more work required to be undertaken around the prevention of homelessness and asking how this was being taken forward; and the Senior Manager (Planning and Performance) advised that the Health and Social Care Partnership was working strategically with a number of groups to ensure that good accommodation and easy access to this accommodation was available for people with additional needs;
- (5) improving housing outcomes for young care leavers which set out the aim to ensure that they did not require to make a homeless application to meet housing needs; that it was unacceptable that any care leaver should require to make a homeless application to gain housing as everyone was a corporate parent; and how would this be addressed; and the Head of Children's Health, Care and Justice advised that he agreed it was unacceptable that young people were requiring to present themselves as homeless and that, for the corporate parenting executive group, this was a key priority; that he strived to deliver on this to ensure that no child who was care experienced presented as homeless, however, this was challenging due to lack of housing and limited foster carers;
- (6) that in relation to the prevention agenda, health and wellbeing of residents fed in from the sports and leisure facilities which were phenomenal in South Ayrshire; and that there was a huge programme of preventative measures;
- (7) the good work done by the locality planning panels throughout South Ayrshire; and the review of Girvan Community Hospital which had introduced various clinics to enable local people to have treatment without travelling to larger hospitals;

- (8) that the locality planning groups had experienced challenges in attracting membership from the public, however the support from officers was excellent; and that the funding these groups could make to bodies in their area was welcomed as a small grant could make a huge impact on these groups and this funding should be protected; and
- (9) wishing Tim Eltringham, Director of the Health and Social Care Partnership; Billy McClean, Head of Head of Community Health and Care Services; and Linda Semple, Chair of the IJB, well in their future endeavours; acknowledging the outstanding work carried out by the Health and Social Care Partnership; referring to the fund established for efficiency and transformation which had engaged staff at all levels, giving them an opportunity to bid for "pet projects"; and outlining that, although two senior members of staff were leaving the Partnership, due to the outstanding leadership training, other officers would be able to step up and carry on the work.

The Acting Chief Executive advised that the Scottish Government had recently released a video on Ageing Well; and that, following the launch of the public service reform work, a recent event had been held in Edinburgh whereby South Ayrshire had led a section of the work on the radical place leadership within Ayr North and that the feedback on this innovative work and how services were delivered in Ayr North had been incredible.

The Council, having thanked the Head of Children's Health, Care and Justice, the Senior Manager (Planning and Performance) and their staff for the work undertaken on this Plan,

Decided: to approve the contents of the refreshed IJB Strategic Plan 2025-28 (Appendix 1 to the report).

15. International Ayr Show – Festival of Flight.

There was submitted a [report](#) (issued) of 18 June 2025 by the Director of Communities and Transformation providing an update on the financial position in relation to the International Ayr Show 2025; and seeking approval to access funding from uncommitted reserves.

The Director of Communities and Transformation introduced the report and outlined the overspend for the 2024 event and the reasons for this; outlined the income generated from the 2023 and 2024 events, the sources of the income and reasons for the fluctuation in income; referred to the impact the weather may have on the 2025 event; advised that, by agreeing to a commitment of £590,000 from uncommitted reserves it was expected that the final draw would be significantly less once the income generated through sponsorship and general event income was netted off; advised that the economic impact assessment which had been carried out on the 2024 Ayr Show indicated an estimated total gross expenditure for this event to be £7.9m, an increase on the previous year of £0.7m; and outlined the benefits that the International Ayr Show brought to the area.

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

Adjournment

The time being 12.15 p.m., the Council adjourned to allow an Amendment to be put to writing.

Resumption of Meeting

The Council resumed at 12.30 p.m.

By way of Amendment, Councillor Philip Saxton, seconded by Councillor Brian McGinley, moved that, in addition to the recommendations in the report, the following be included:

That Council

- 2.1.3 agrees that a report comes to Service and Partnerships Performance Panel in January 2026 which provides the Economic Impact Assessment for the 2025 Ayr Show and a breakdown of the revenue and income available at that time; and
- 2.1.4 agree that officers provide a members' briefing on the decision that this is a free event and the steps taken by officers to generate income at the Ayr Show.

Councillor Connolly and Clark, as Mover and Seconder of the Motion, agreed to accept the terms of the Amendment into their Motion.

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

- (1) this being a major event for South Ayrshire which was building year upon year raising the profile of South Ayrshire across the UK; the education of children who had attended the STEM (science, technology, engineering and mathematics) exercises and the STEM tent at the event which would give them aspirations to achieve a job in this field; and that, although monies were being spent on the Ayr Show, this had a result on tourism and education and through investment in the Prestwick apron, all being a boost for South Ayrshire;
- (2) being fully supportive of the Ayr Show, however, the Impact Assessment for the 2023 event had not been assessed by Service and Partnerships Performance Panel (S&PPP) until January 2025 which was eighteen months after the show; that the Impact Assessment for the 2024 show had been scheduled to be considered at the S&PPP in June 2025, however, Panel Members had deferred this report to allow them to read the report fully prior to scrutiny at Panel; and that it was important that due diligence was done before more funding was committed to and Members had to be satisfied that this event was a good use of tax payers' money and was best value;
- (3) that the Ayr Show was a popular event, however, Members required to ensure there was value for money and costs against the Council were minimised as much as possible, especially in the current climate; and that Members required to know and receive evidence on who was benefiting from these monies to ensure due diligence was carried out and the Council required to generate as much income as possible to offset costs;

In response to questions and comments, the Director of Communities and Transformation advised that £1.18m was the total overall cost to deliver the Ayr Show which included the £347,000 of income and sponsorship which was not directly from the Council budget and also included £200,000 from the UK Shared Prosperity Fund to support local traders; that she scrutinised every invoice and purchase order in order to cut costs; that this was the third year of running this event and lessons had been learned from the previous two events and a different approach was being taken this year in terms of delivery of food and beverage and it was expected that more income would be generated for the Council; that the Council had conducted its own Economic Impact Assessment in 2023, however, due to staff shortages, ECOS had carried this out in 2024 and also following the 2025 event as they could gather more data; that, weather permitting, income should rise again this year; and that, although the maximum commitment of £590,000 had been requested, those monies would not leave reserves and would only be drawn down when the final figure minus the income and sponsorship was known following the event.

- (4) the SNP Group being unable to support this draw down on uncommitted reserves in the current climate; that an event on this scale should be budgeted for in advance when it was clear this event had not been and that, in terms of Best Value, the Council required to account for every penny; and that it would be preferable for the officer to report back to Council once the amount required was known; and the Director of Communities and Transformation advised that, when the budget was initially identified it was anticipated that additional monies would be required from the Significant Events Budget to support the monies identified; and outlined the significant increase in costs from the event in 2018 to the event in 2023 advising that therefore the Council aspired to generate as much income as possible to keep costs down;
- (5) the monies requested being from reserves and this situation being worst case scenario; that it was unlikely the show would progress should there be no income from sponsors or traders; that the recommendation in the report was preferred rather than officers requesting more monies later, however, every penny should be accounted for; and in relation to the amendment, whilst he was pleased to note that a third party would be producing the Economic Impact Assessment, would January 2026 be sufficient time for this to be carried out; and the Director of Communities and Transformation advised that ten to twelve weeks was sufficient to carry out an Economic Impact Assessment as the company would be on site this year collecting data and last year proved difficult as the company was working on data provided by officers; that some sponsorship monies were already in place and contracts fixed; that the variables were where the Council took percentages of income; and that the intention was to access uncommitted reserves rather than requesting a specific budget to allow officers to identify the gap in funding and draw down on that amount;
- (6) when it was anticipated that this event would break even or make a profit; and the Director of Communities and Transformation advised that, had costs remained the same in year 2 of the Ayr Show, the event would have broken even; that she was doing everything possible to minimise costs and achieve Best Value, however, as a public body there were strict procurement regulations which proved challenging; that she was confident things were moving in the right direction and dependent on the numbers of people attending the Show, she was hopeful this event would get to a point where it was breaking even or even making a profit, however, the main costs were not the aircrafts but were road closures, fencing, toilet facilities, etc;
- (7) whilst appreciating the STEM work which was taking place, she could not support this paper as constituents had written to her advising that, whilst they enjoyed the Ayr Show, the monies could be spent in more worthwhile ways;

- (8) that, prior to the first of the Ayr Shows it had been stated that the aim was to break even around year three; that the Ayr Show was being held at the expense of other events in terms of monies and officer time; and that the additional £590,000 sought could not be justified given the wider budget challenges;
- (9) the S&PPP receiving a summary report with the full report now having been emailed to all Members, however it was important that the full report be scrutinised at Panel; and raising concerns at the comments from those businesses surveyed in the "Review Impact" section of the report;
- (10) the Economic Impact Assessment being carried out by an external company and whether this would give the Council a more robust financial cost benefit analysis; and the Director of Communities and Transformation advised that the company carried out the work in 2024 using data collected by staff and that this year they would be on site to have more engagement with businesses; that businesses had previously stated that the days of the Ayr Show were their busiest trading days of the year; that local food vendors were being prioritised to receive pitches at the event; that issues surrounding the Ayr Show were being examined and mitigated and lessons had been learned over the last two years with car parking and toilet facilities now greatly improved;
- (11) it was superb that South Ayrshire hosted a national event, however, unless the event obtained a major sponsor it would never make money; and that various liquor licence holders had advised that they had no increase in sales as many people attended the Ayr Show then went home; and, should the weather not be good, would the amount requested remain at £590,000 or would more monies be required; and the Director of Communities and Transformation advised that in 2024 all hotel rooms in South Ayrshire were fully booked with hotels charging significantly more than normal; that this year there was already limited availability for hotels, therefore, hospitality businesses also benefited and the event was held over two days to encourage people to stay in South Ayrshire; that the Red Arrows were opening and closing the event with people coming a great distance to see the acts on display; and that, although the income generated would not be as considerable if the weather was not good, the Council already had sponsorship for this event and the £590,000 was the element that was dependent on income and sponsorship so if income and sponsorship could be driven up, it lessened the amount required to be drawn down from reserves;
- (12) the inability to attract a major sponsor; and the Director of Communities and Transformation advised that the majority of sponsors continued to sponsor this event year on year and that it was difficult to attract larger sponsors as the Council was considered relatively young in delivering the Ayr Show as some events in England had been delivering for years so the Council required to continue growing its brand;
- (13) seeking assurances that the amount requested would not increase over £590,000; and the Director of Communities and Transformation advised that should this report be approved, it would be for a maximum of £590,000;
- (14) whether the EIA was being carried out for Ayr, South Ayrshire or further as there was scope to request that other local authorities contribute if they were also seeing financial benefits; and the Director of Communities and Transformation advised that the scope of the EIA could be extended further; and that, following questions on why the event was not ticketed, the biggest challenge was fencing off the Low Green which would be cost prohibitive due to the multiple entry and exit points required; that there was a ticketed chill-out zone at the Gardens which was selling well and that having a free event encouraged people to attend;

- (15) a major sponsor reducing costs; and the Director of Communities and Transformation advised that a major sponsor would be very welcomed; and that she was in discussions with all aerospace companies and any new companies coming into the area;
- (16) this being a three year contract with potential to extend to five years and at which point would a decision be made on extending the contract; and the Director of Communities and Transformation advised that she would acquire this information and update Members in a Members' Briefing paper;
- (17) why the monies could not be taken from reserves once the amount required was known; and the Chief Financial Officer advised that Members were not being asked to agree to draw down £590,000 from reserves but to give a commitment to potentially draw down a maximum of £590,000 should the income not be achieved; that it was expected that the income would be achieved but this was weather dependent; that the report was before Council to be fully transparent for Members to understand the potential costs of this event, however, it was expected to be much less; and should Members not agree the report, there would be an overspend and a report would be back before Council asking for a draw on reserves, so this report was being proactive; and that, in his opinion, this was the correct course of action;
- (18) that this course of action was appropriate as organising a large event was stressful for staff and providing officers with this safety net could remove some stress, however, it was hoped that the final figure would be a lot less than £590,000;
- (19) why was a substantial amount of additional monies being requested so soon after the budget setting when the cost of running the Ayr Show must have been known at that time; and the Director of Communities and Transformation advised that the difficulty with the budget for the Ayr Show was the variable element and, had she requested additional monies at the budget setting, those monies would have gone into her budget and may not have been required once sponsorship and income had been achieved; and that this was an alternative way of requesting the monies rather than requesting monies that were not required;
- (20) whether assurances could be given that the event would not be overspent; and the Chief Financial Officer advised that, should this report be approved and the £590,000 approved, he would be very surprised if that total amount was required as, depending on the weather, it was hoped to achieve the income that last year's event achieved, or more;
- (21) whether this event would be viable without using reserves; and the Director of Communities and Transformation advised that this was all dependent on income generated and sponsorship achieved, that should a large sponsor come forward she could confidently say yes, however, these were variable amounts;
- (22) whether there was an element of risk to public money in holding this event; and the Director of Communities and Transformation advised that there was public money being spent on this event, however, there was not an element of risk as officers had been clear and transparent on the monies being spent; and that it was for Members to decide if this was the best use of public money;
- (23) whether any officers had visited other Air Shows to gain experience or been in contact with other organisers; and the Director of Communities and Transformation advised that she had spoken to various organisers who delivered Air Shows and also other local authorities in England; that the Council had a strong air show team who were well connected and viewed the Ayr Show as an up-and-coming event and were overwhelmed with what the Council had achieved over the past two years;

- (24) whether assurances could be given that over the next few years that costs would be examined and an appraisal given on whether this event had a future; and the Director of Communities and Transformation advised that having had two Ayr Shows did not provide a trend, more comparisons were required; that the income rose last year but unfortunately so did costs; that measures had been taken to increase income; and that having one more event's figures could then be compared and recommendations made to Members;
- (25) this being a huge event for South Ayrshire which had also raised the profile of Prestwick Airport; and that the bigger picture was not to do with costings but the creation of jobs, home building, huge projects for South Ayrshire and whilst, not lessening the budget for the Ayr Show, the potential for the area was much bigger than the cost of the Ayr Show; and
- (26) that the Council always sought to achieve best value for the public pound and continuous improvement; that this major event raised the profile of South Ayrshire and was a huge boost for tourism; and the partnerships with Ayrshire College Skylab and the RAF Benevolent Fund were good for everyone.

A Member requested a roll-call vote and the Chief Governance Officer took the vote by calling the roll For or Against the Motion as follows:-

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

Twenty One Members voted for the Motion and five Members against the Motion and the Council

Decided:

- (a) to note the estimated budgetary position for the International Ayr Show in 2025;

- (b) to approve 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 of the report;
- (c) to agree that a report be submitted to Service and Partnerships Performance Panel in January 2026 providing the Economic Impact Assessment for the 2025 Ayr Show and a breakdown of the revenue and income available at that time; and
- (d) to agree that officers provide a members' briefing paper on the decision that this was a free event and the steps taken by officers to generate income at the Ayr Show.

Time of Meeting

The time being 1.30 p.m., Provost, seconded by Councillor Mary Kilpatrick moved that Council agree to continue the meeting beyond 2.00 p.m. as the business of the meeting was not likely to be completed by 2.00 p.m., in accordance with Standing Order No. 6.2.

The Council

Decided: to continue the meeting beyond 2.00 p.m. in accordance with Standing Order No. 6.2.

16. Formal Questions.

In terms of Council Standing Order No. 26.2, there were submitted [Formal Questions](#) from Councillors George Weir and Craig Mackay.

With reference to the Ayr Parking Strategy and General Parking Review, having thanked Councillor Connolly for recognising that more Member input was required to get this Policy right, Councillor Mackay raised a supplementary question as follows: "given that none of the Cabinet Members supported the previous proposals, are you confident that whatever is submitted following the recess will be acceptable to the administration?" and Councillor Connolly responded as follows "I am confident that there will be a compromise with the paper from ARA and that the compromise will allow us to approve it."

Valedictory

Provost

- (1) referred to the imminent retiral of Karen Briggs, Service Lead - Legal and Licensing, thanked her for her assistance over the years and wished her a long and happy retirement; and
- (2) thanked the Acting Chief Executive, Lyndsay McRoberts for all her work during her time in South Ayrshire and wished her well in her new post in South Lanarkshire.

Exclusion of press and public.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved that the remaining urgent item of business be considered in private.

Twenty five Members voted For this Motion and one Member voted Against the Motion and the Council

Decided: to agree to consider the following item 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 paragraph 1 of Part 1 of Schedule 7A of the Act.

Adjournment

The time being 1.40 p.m., Council adjourned to allow Members to read the report.

Resumption of Meeting

Council resumed at 2.00 p.m.

Point of Order

Councillor Ian Cavana raised a Point of Order regarding how this confidential report was being shared with those Members who had joined the meeting remotely; and the Chief Governance Officer advised that this report had been emailed to the two Members joining remotely on a "read only" basis and that access to this report would be withdrawn once consideration of this report had concluded.

17. Interim Chief Executive

In terms of Standing Order No. 13.1(12), there was submitted a report (tabled - Members only) of 25 June 2025 by the Chief Governance Officer advising of the resignation of the Chief Executive with effect from 30 June 2025; and requesting that Council consider the necessity to secure, on an interim basis, some additional leadership capacity and assistance, and approve proposals to address the matter.

The Chief Governance Officer introduced the report.

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

Following a full discussion and questions responded to by the Acting Chief Executive, Chief Governance Officer, Chief Financial Officer and Chief HR Officer; and having heard from Cleland Sneddon, the Council

Decided:

- (1) given the exceptional circumstances, to agree the need to appoint an interim Chief Executive and to vary the normal selection and appointment process due to the circumstances outlined at paragraphs 3.4 to 3.7 of the report;
- (2) to note that SOLACE had provided the biography of a suitable candidate (attached as Appendix 1), namely Cleland Sneddon so that the Council could be aware of the range and calibre of experience to allow fulfilment of the interim role;
- (3) to agree to make an offer of appointment of interim Chief Executive to Cleland Sneddon and, subject to acceptance of that offer, Mr Sneddon would commence his appointment from Monday 14 July 2025;
- (4) to note all costs associated with the appointment of an interim Chief Executive would be met from consequential savings following the departure of the Depute Chief Executive and Director of Education; and
- (5) to note that the interim arrangements would be reviewed at the Council meeting in December 2025.

18. Consideration of Disclosure of the above Confidential Reports.

The Council

Decided: not to authorise the disclosure of this report under Standing Order 32.4:

- Interim Chief Executive

Provost

Provost thanked everyone in attendance for their contribution.

The meeting ended at 2.45 p.m.

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.

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

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 18 September 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 notes the change in the representative nominated by members of the Administration identified in 4.1;**
- 2.1.2 notes the proposal that Councillor Gavin Scott be recommended to the Ayrshire Valuation Joint Board as Chair from the South Ayrshire Council membership of the Board (identified in 4.4); 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

- 4.1 Following the untimely death of Councillor Mark Dixon, members of the Administration have requested an amendment to representation to replace him as outlined below:

<i>Outside Body</i>	<i>Proposed Member</i>
Ayrshire Valuation Joint Board	Councillor Gavin Scott

- 4.2 The chairmanship of the Ayrshire Valuation Joint Board rotates around the three Ayrshire Councils following each Local Government Election, the Chair being selected from the existing South Ayrshire councillors on the Ayrshire Valuation Joint Board for the period 2022 to 2027 term.

- 4.3 At its meeting on 12 December 2024, the Council noted the proposal that Councillor Mark Dixon be recommended to the Ayrshire Valuation Joint Board as Chair from the South Ayrshire Council membership of the Board (and his appointment was approved by the Board at its meeting on 28 January 2025).
- 4.4 Members of the Administration have also requested that a proposal be submitted to the Ayrshire Valuation Joint Board that Councillor Gavin Scott be appointed as Chair from South Ayrshire Council membership of the Board. A decision will be taken by the Ayrshire Joint Valuation Board when it next meets on 25 September 2025 if this proposal is agreed by Council.
- 4.5 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 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 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	26 September 2025	Service Lead – Democratic Governance
Notification of appointments to all relevant external groups and officers	26 September 2025	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

[South Ayrshire Council – 12 December 2024 – Minutes \(Item 11, Page 14\)](#)

[Ayrshire Valuation Joint Board – 28 January 2025 – Minutes \(Item 2, Page 1\)](#)

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: 9 September 2025

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 18 September 2025**

Subject: SAC LLP (Nominees) Limited

1. Purpose

- 1.1 The purpose of this report is to seek approval of a change of representation on SAC LLP (Nominees) Limited.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes that Mike Newall, former Chief Executive, resigned as a Director of SAC LLP (Nominees) Limited with effect from 6 August 2025, and Councillor Martin Dowey resigned as a Director with effect from 17 August 2025; and
- 2.1.2 approves the appointment of Councillor Brian Connolly and Kevin Braidwood, Director of Housing, Operations and Development, as Directors of SAC LLP (Nominees) Limited with immediate effect.

3. Background

- 3.1 On 4 October 2018, the Council updated Elected Members on the need to amend the Ayr Renaissance LLP agreement to reflect that the Board was to be made up of Elected Members or Council Officers. Members also agreed that Ayr Renaissance LLP should be wound up providing that there was no detriment to the current or previous members of the Ayr Renaissance Board or the Council by this decision.
- 3.2 At its meeting on 27 November 2018, the Leadership Panel:
- 3.2.1 agreed proposed amendments to the LLP agreement;
- 3.2.2 noted advice provided in terms of the transfer of assets from Ayr Renaissance LLP to South Ayrshire Council;
- 3.2.3 requested officers to take the necessary action to transfer the assets in line with the professional advice provided; and
- 3.2.4 delegated authority to the (then) Head of Regulatory Services to progress the wind up of Ayr Renaissance LLP following the transfer of the assets.

- 3.3 At its meeting of 19 May 2022, South Ayrshire Council agreed the removal of Ayr Renaissance LLP and SAC LLP (Nominees) Limited from the List of Outside Bodies, on conclusion of all matters relating to Ayr Renaissance.
- 3.4 At its meeting on 12 October 2023, the Council agreed the appointment of Councillor Martin Dowey and Mike Newall, Chief Executive, as Directors of SAC LLP (Nominees) Limited. Mike Newall resigned as a Director with effect from 6 August 2025, and Councillor Dowey resigned as a Director with effect from 17 August 2025.
- 3.5 The winding up of Ayr Renaissance is not yet completed, and matters in relation to previous grant funding obtained from the Heritage Lottery Fund and potential claw-back require to be clarified. In the circumstances it is necessary to appoint new Directors to maintain the legal status of the company, until such time as the winding up of Ayr Renaissance LLP can be concluded.

4. Proposals

4.1 Members are asked to:

- 4.1.1 note that Councillor Martin Dowey and Mike Newall, Chief Executive, have resigned as Directors of SAC LLP (Nominees) Ltd with effect from 17 August 2025 and 6 August 2025 respectively; and
- 4.1.2 approve the appointment of Councillor Brian Connolly and Kevin Braidwood, Director of Housing, Operations and Development, as Directors of the company with immediate effect.

5. Legal and Procurement Implications

- 5.1 Officers will take the appropriate legal steps to implement the decision of Elected Members.
- 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 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
Where approved, lodge appropriate form with Companies House to update company information	30 September 2025	Service Lead – Legal and Licensing

Report to Leadership Panel of 27 November 2018 – [Ayr Renaissance LLP](#)

[South Ayrshire Council – 19 May 2023 - Minutes](#) (page 8, item 13)

Report to South Ayrshire Council of 12 October 2023 - [SAC LLP \(Nominees\) Limited](#)

Person to Contact Christine McMenamin, Service Lead – Legal and Licensing
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612817
E-mail christine.mcmenamin@south-ayrshire.gov.uk

Date: 9 September 2025

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 18 September 2025**

Subject: Small Grants Scheme

1. Purpose

- 1.1 The purpose of this report is to present options to Elected Members regarding the application of £50,000 from the 2025/26 approved revenue budget for a small grants scheme.

2. Recommendations

2.1 It is recommended that Members:

2.1.1 contribute £50,000 for a small grants scheme per the Council's approved 2025/26 budget to South Ayrshire Charitable Trust for the purpose of providing grants and donations which meet the purposes of that Trust; and

2.1.2 acting as Trustees of South Ayrshire Charitable Trust:

2.1.2.1 accept the contribution of £50,000 from South Ayrshire Council as set out in paragraph 2.1.1 ;

2.1.2.2 determine how they wish the contribution to be allocated by choosing either Option 1 or Option 2 as set out in paragraph 4.7;

2.1.2.3 approve the Business Plan for their preferred option for the operation of South Ayrshire Charitable Trust for the year 2025/26 as detailed in [Appendix 1](#);

2.1.2.4 agree to delegate to Committees of Trustees, as detailed in the Business Plan for the preferred option, decisions for disbursement of the £50,000 contribution by way of grants and donations from South Ayrshire Charitable Trust; and

2.1.2.5 agree to continue to review the South Ayrshire Charitable Trust Business Plan and Committee arrangements on an annual basis.

3. Background

- 3.1 The creation of South Ayrshire Charitable Trust (SACT) was approved by Members in 2014 with the purposes of (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. The Elected Members of South Ayrshire Council are ex-officio the Trustees of SACT.
- 3.2 The assets from twenty-three historic predecessor trusts were transferred to SACT on 1 April 2016, all of which were administered by South Ayrshire Council where the purposes could no longer be given effect to. The assets transferred remained ring-fenced for the geographic area of the trust from which they came.
- 3.3 The Trustees subsequently approved a Business Plan for the operation of SACT in which decisions for disbursement of funds were delegated to Committees of Trustees, comprising the Elected Members for the areas of Ayr; Prestwick and Monkton; Troon; Coylton; Maybole; Barr; and Girvan which married with the geographic areas of the predecessor trusts.
- 3.4 Applications for grant funding were invited following the inception of SACT, since when over £700,000 has been disbursed to local groups, organisations and individuals in line with the purposes of SACT. As at 31 March 2025, less than £1,000 remained available to disburse and as a consequence, Members approved resources of £50,000 in the Council's 2025/26 revenue budget for a small grants scheme. Officers considered options as to how such a scheme might operate, including the continuation of SACT and other potential models within Council services.

4. Proposals

- 4.1 Consideration was given by officers, in conjunction with discussion with Members, to how a small grants scheme might operate. One option was to align the scheme with a model employed by the Council's Thriving Communities service, which is aimed at groups and organisations and based on an assessment and scoring system designed to maximise the impact of grant awards on communities, often being utilised as seed or match funding. Feedback from several Members suggested that this model would not sufficiently align with the ethos and purposes of SACT and that applications from smaller groups and individuals might fail to meet the approval criteria or fail to score sufficiently in order to be successful.
- 4.2 A second option was to develop an alternative process requiring new administrative and decision-making processes and criteria, which in practice would likely mirror the existing processes and criteria in operation by SACT. This option would effectively have 're-invented the wheel' and was therefore not considered an efficient use of resources.
- 4.3 An Elected Members Briefing took place on 21 August 2025 to obtain views from Members in both their capacity as Councillors and Trustees on how they wished the funding to be utilised. From that discussion and a previous discussion at the Council meeting in June 2025, a clear (but not unanimous) preference among Members was for a contribution to SACT to continue the good work of the Trust since its inception.

- 4.4 Although the Council's budget decision referred to a 'small grants scheme', Members are requested to approve a slight amendment to that term, in order to extend its scope to include donations which meet the purposes of SACT. Experience during SACT's lifetime has shown that during periods when grant applications are less forthcoming, Trustees are able to draw on their considerable local knowledge to approve donations to organisations and groups doing work in their communities that meet the purposes of the Trust.
- 4.5 Accordingly, Members are requested to firstly agree to make the contribution in their capacity as Councillors (refer to paragraph 2.1.1 above); and secondly agree to accept the contribution in their capacity as Trustees of SACT (refer to paragraph 2.1.2.1 above).
- 4.6 The current SACT Business Plan will require to be amended to reflect new geographic Committees to agree to disbursement of the Council's contribution, as many local communities did not fall within the existing Committee set up to reflect the predecessor trusts. The existing Committee for Girvan will also need to remain in place in order to deal with the existing funds ring-fenced for Girvan only and not the wider Ward 8 community.
- 4.7 Several options as to how the contribution to SACT might be allocated were considered. Firstly, Members were not in favour of one single fund of £50,000 with no geographic split. However, there was broad consensus that Ayr North, West and East Wards should come together to form one Committee for Ayr. Thereafter, two options are open to Members as Trustees to consider and decide which they prefer (refer to paragraph 2.1.2.2), as detailed below:

<i>Committee</i>	<i>Wards</i>	<i>Funding</i>
	OPTION 1:	
A	Ayr North; Ayr West; Ayr East	£18,750
B	Troon; Prestwick; Kyle	£18,750
C	Maybole, North Carrick & Coylton; Girvan and South Carrick	£12,500
	Option 1 Total	£50,000
	OPTION 2:	
A	Ayr North; Ayr West; Ayr East	£18,750
B	Troon	£6,250
C	Prestwick	£6,250
D	Kyle	£6,250
E	Maybole, North Carrick & Coylton	£6,250
F	Girvan and South Carrick	£6,250
	Option 2 Total	£50,000

- 4.8 Members as Trustees should note that by combining wards, the number of Committees and by extension the administration and associated costs reduce. Furthermore, the value of each fund increases as does the level of individual grant which can be awarded and the population base from which to seek applications.
- 4.9 Business plans for both options are detailed in [Appendix 1](#). Members as Trustees are asked to approve the Business Plan relative to their preferred option for the operation of SACT in 2025/26 (refer to paragraph 2.1.2.3) and agree to delegate decisions on the award of grants and donations to the Committees as set out in the

approved Business Plan relative to their preferred option (refer to paragraph 2.1.2.4).

4.10 The funding from the Council was approved on a recurring basis and as such, it is recommended that the Business Plan and Committee arrangements continue to be reviewed on an annual basis (refer to paragraph 2.1.2.5).

4.11 Governance costs, including administrative costs and audit fees, of approximately £5,000 per annum have been incurred by SACT in recent years. These costs will continue to be incurred at a similar level, allowing for the future impact of inflationary pressures, thereby reducing the amounts available to disburse in line with previous practice.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements. Legal advice will continue to be provided to Elected Members, in their capacity as both Councillors and Trustees, as required.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The contribution to SACT will allow the Council to meet its obligation in the 2025/26 budget for the provision of a small grants scheme. There are no other financial implications.

7. Human Resources Implications

7.1 There are no human resource implications.

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 rejected, the funds allocated in the budget may not be spent as intended for the benefit of the residents of South Ayrshire Council and may be subject to delay.

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 Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.
- 14.3 An Elected Members Briefing, which included Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, took place on 21 August 2025 and the contents of this report reflect the 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>
Advertising for grant applications for South Ayrshire Charitable Trust for the year 2025/26	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 **Catriona Caves, Chief Governance Officer
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612556
Email catriona.caves@south-ayrshire.gov.uk**

Claire Neillie, Solicitor
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612441
Email claire.neillie@south-ayrshire.gov.uk

Date: 9 September 2025

BUSINESS PLAN**OPTION 1****South Ayrshire Charitable Trust – Amended 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 remained ring fenced for these specific geographic areas. The funds which made up the initial trust fund have been spent bar an amount held in external investments for the town of Girvan. The existing Committee for Girvan will remain in place solely to deal with these remaining funds and their dispersal either by grant or donation. Other Committees as detailed in Annex 1 will also remain in place should any grants or donations be returned by the recipients.
 - (d) Further sums have been contributed to South Ayrshire Charitable Trust by South Ayrshire Council. The trustees appoint from their number trustees who sit on Committees relative to each of three geographic areas being the areas for the following Council wards-
 - (i) Troon, Prestwick and Kyle
 - (ii) Ayr East, Ayr North and Ayr West
 - (iii) Maybole, North Carrick and Coylton and Girvan and South Carrick.
- This is further provided for in Annex 1. The funds contributed are apportioned dependent upon the number of wards represented on each Committee. These Committees will decide grant applications and make donations from the funds allocated to these geographic areas.
- (e) A minimum of three trustees is 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 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 individuals, groups and organisations within the limits of the funds remaining to their trust area. The limitation on a single grant for the year 2025-2026 will be

- (i) £1000 for grants from the initial trust and
- (ii) £1500 for each Committee set up to deal with sums contributed by South Ayrshire Council.

The limits on grants will be reviewed on an annual basis at a meeting of all the trustees.

4. Who can apply for Grant Funding?

Individuals, groups and organisations can apply for grant funding provided they can demonstrate to the satisfaction of the trustees that the funding will be utilised for the trust purposes. The grant 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 which the Committee represents.

5. The Use of Trust Funds

In relation to the initial trust fund, revenue generated from the capital of the trust funds 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. Grants and donations must meet the trust purposes and be utilised for the benefit of the residents of the specific geographical area which the Committee represents

The sums contributed by South Ayrshire Council will be used for grants and donations to support and improve the lives of residents in South Ayrshire. Applicants for grants must demonstrate to the trustees that the grant will be used for a purpose which aligns with the purposes of this trust and the funding will be utilised for the benefit of the residents of the geographical area represented by the Committee. The trustees may make donations to individuals, organisations and groups for a purpose which aligns with the purposes of the trust and can specify that the donation be used for the benefit of residents of the geographical area represented by the Committee.

6. Application for Grants

The trust will be highlighted to individuals, groups and organisations at least 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 of Trustees will meet at least once 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.

Annex1

(a) Funds from the Initial Trust Fund

(1) Funds for the benefit of Girvan

The Committee of Trustees will be the Members who represent Ward 8

(2) Funds for the benefit of Ayr

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

(3) Funds for the benefit of Prestwick and Monkton

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

(4) Funds for the benefit of Troon

The Committee of Trustees will be the Members who represent Wards 1.

(b) Sums Contributed by South Ayrshire Council

(1) Troon, Prestwick and Kyle

The Committee of trustees will be the Members who represent Ward 1, 2 and 6.

(2) Ayr

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

(3) Maybole, North Carrick, Coylton, Girvan and South Carrick

The Committee of trustees will be the Members who represent Ward 7 and 8.

OPTION 2

South Ayrshire Charitable Trust – Amended 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 remained ring fenced for these specific geographic areas. The funds which made up the initial trust fund have been spent bar an amount held in external investments for the town of Girvan. The existing Committee for Girvan will remain in place solely to deal with these remaining funds and their dispersal either by grant or donation. The remaining Committees will also remain in place should any grants or donations be returned by the recipients.
- (d) Further sums have been contributed to South Ayrshire Charitable Trust by South Ayrshire Council. The trustees appoint from their number trustees who sit on Committees relative to each of six geographic areas being the areas for the following Council wards-
 - (i) Ayr East, Ayr North and Ayr West
 - (ii) Troon
 - (iii) Kyle
 - (iv) Prestwick
 - (v) Maybole, North Carrick and Coylton and
 - (vi) Girvan and South Carrick.

This is further provided for in Annex 1. The funds contributed are apportioned dependent upon the number of wards represented on each Committee. These Committees will decide grant applications and make donations from the funds allocated to these geographic areas.

- (e)A minimum of three trustees is 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 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 individuals, groups and organisations within the limits of the funds remaining to their trust area.

The limitation on a single grant for the year 2025-2026 will be £1000 from the initial trust fund and for the sums contributed by South Ayrshire Council as follows for each Committee detailed in Annex 1 -

- (i) Ayr East, Ayr North and Ayr West - £1500
- (ii) Troon -£500
- (iii) Kyle -£500
- (iv) Prestwick -£500
- (v) Maybole, North Carrick and Coylton -£500
- (vi) Girvan and South Carrick.- £500

The limits on grants will be reviewed on an annual basis at a meeting of all the trustees.

4. Who can apply for Grant Funding?

Individuals, groups and organisations can apply for grant funding provided they can demonstrate to the satisfaction of the trustees that the funding will be utilised for the trust purposes. The grant 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 which the Committee represents.

5. The Use of Trust Funds

In relation to the initial trust fund revenue generated from the capital of the trust funds 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. Grants and donations must meet the trust purposes and be utilised for the benefit of the residents of the specific geographical area which the Committee represents

The sums contributed by South Ayrshire Council will be used for grants and donations to support and improve the lives of residents in South Ayrshire. Applicants for grants must demonstrate to the trustees that the grant will be used for a purpose which aligns with the

purposes of this trust and the funding will be utilised for the benefit of the residents of the geographical area represented by the Committee. The trustees may make donations to Individuals, groups and organisations for a purpose which aligns with the purposes of the trust and specify that the donation be used for the benefit of residents of the geographical area represented by the Committee.

6. Application for Grants

The trust will be highlighted to Individuals, groups and organisations at least 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 once 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.

Annex1

(a) Initial Trust Fund

(i) Funds for the benefit of Girvan

The Committee of Trustees will be the Members who represent Ward 8

(ii) Funds for the benefit of Ayr

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

(iii) Funds for the benefit of Prestwick and Monkton

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

(iv) Funds for the benefit of Troon

The Committee of Trustees will be the Members who represent Wards 1.

(b) **Sums Contributed by South Ayrshire Council**

(i) **Ayr East, Ayr North and Ayr West**

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

(ii) **Troon**

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

(iii) **Prestwick**

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

(iv) **Kyle**

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

(v) **Maybole, North Carrick and Coylton**

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

(vi) **Girvan and South Carrick**

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

South Ayrshire Council

**Report by Chief Financial Officer
to South Ayrshire Council
of 18 September 2025**

Subject: Standing Orders Relating to Contracts

1. Purpose

- 1.1 The purpose of this report is to seek approval to amend the Council's Standing Orders Relating to Contracts following their most recent review.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 **considers the revisions proposed to the Standing Orders Relating to Contracts (summary of proposals contained in Appendix 1); and**
- 2.1.2 **approves the revised Standing Orders Relating to Contracts (Appendix 2) and the list of delegations (Appendix 3) with effect from 19 September 2025.**

3. Background

- 3.1 It is a requirement of corporate governance that the Council's Standing Orders Relating to Contracts be kept under review. The last update was approved by Council on 10 October 2024.

4. Proposals

- 4.1 Proposed amendments to the Council's Standing Orders Relating to Contracts for 2025 include revisions reflecting:
- 4.1.1 Change in responsibility for procuring Capital works contracts from Professional Design Services to the Corporate Procurement team.
- 4.1.2 Wording updates to ensure any acceptance of tenders, which require informing elected members prior to awarding the contract, are discussed via formal meetings.
- 4.1.3 Wording updates to differentiate Executive Officers from Elected Members.
- 4.1.4 Wording updates referencing prevention of collusion and corrupt or illegal practices.

- 4.2 The above proposed revisions and any other minor amendments to the Council's Standing Orders Relating to Contracts for 2025 are detailed in a summary table attached as Appendix 1.
- 4.3 The full, proposed, revised Standing Orders Relating to Contracts for 2025 are attached as Appendix 2, with amendments tracked and highlighted.
- 4.4 Subject to approval, it is proposed that the revised Standing Orders Relating to Contracts are adopted with effect from 19 September 2025.
- 4.5 Subject to approval, the revised Standing Orders Relating to Contracts will be published on The Core and the Council's website and will be notified to Council staff by way of the SAC Staff Community Hub.
- 4.6 Subject to approval, Standing Orders Relating to Contracts refresher training sessions will be organised for all relevant Service Leads and Co-ordinators.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements. Legal Services will continue to work closely with Procurement colleagues to support appropriate procurement processes and compliance with both Standing Orders Relating to Contracts and all relevant procurement legislation.
- 5.2 The implications of this report for the procurement practices of the Council are considerable and have been fully considered.

6. Financial Implications

- 6.1 Not applicable.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 Risk Implications of Adopting the Recommendations

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

8.2 Risk Implications of Rejecting the Recommendations

- 8.2.1 Rejecting the recommendations carries the risk that the Council's Standing Orders Relating the Contracts will fail to properly reflect updated procurement processes.

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 2 of the Council Plan: Live Work, Learn in terms of delivering compliant contracts to assist multiple service areas within the Council.

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, Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and 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 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>
Updated Standing Orders Relating to Contracts to be published and notified to employees	26 September 2025	Chief Financial Officer

Background Papers [Standing Orders Relating to Contracts](#)

Person to Contact Tim Baulk, Chief Financial Officer
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone: 01292 612620
E-mail: tim.baulk@south-ayrshire.gov.uk

Date: 9 September 2025

**Summary of Proposed Revisions from
Revised Standing Orders Relating to Contracts - 2025**

Page Num	SO Reference	SO Title	Proposed Change
5	3.5	Extent and Application	Remove 'Contact the Service Lead - Professional Design Services to progress with your requirement which must be concluded using appropriate construction contract terms and conditions' And replace with 'Follow the procedures set out in these standing orders, and comply with any applicable legislation as detailed below'
16	18.2.3	Acceptance of Tenders	Add wording as below: via a formal meeting with minutes taken, noting that Elected Members cannot be considered as Executive Officers;
16	18.2.4	Acceptance of Tenders	Add wording as below: via a formal meeting with minutes taken, noting that Elected Members cannot be considered as Executive Officers;
16	19	Contracts Register	Add wording as below: The Contracts register is publicly available via the Council's web site. Corporate Procurement - South Ayrshire Council

Page Num	SO Reference	SO Title	Proposed Change
18	24.3	Prevention of collusion and corrupt or illegal practices	Add wording as below: (This includes any interaction with officers of the Council or Elected Members which could affect/influence the outcome of any tender exercise) and <u>The Anti-Fraud and Anti-Bribery Strategy outlines the measures taken by the Council to protect itself against malpractice through either fraud or corrupt practice.</u>
18	24.4	Assignment and sub contracting	Add wording as below: And direct award,
18	24.5	Industry standards	Add wording as below: This also applies to contracts awarded via the Direct Award Authorisation process in Annex 4.
	7.1	Appendix 3	Remove 'Professional Design Services Manager and Asset Manager' Replace with Director of Housing, Operations and Development
	7.2	Appendix 3	Remove 'Professional Design Services Manager and Asset Manager' Replace with Director of Housing, Operations and Development

Standing Orders Relating to Contracts

September 2025

V1.0



Document Control

Author:	Tim Baulk, Chief Financial Officer
Source Location:	Council report
Published Location:	Council website
Related documents:	
Review Date:	Annual (minimum)

Version Control:				
Version	Revision Date	Change summary	Distribution	Author
V1.0	18 September 2025	Changes approved by Council on 18 September 2025	The Core/ Council website	Tim Baulk

Index

Introduction

- 1. Commencement**
- 2. Glossary of Terms**
- 3. Extent and Application**
- 4. Exemptions and Special Arrangements**
- 5. Disaggregation**
- 6. Delegation of Duties under these Standing Orders**
- 7. Maintenance and Repair of Council Buildings**
- 8. Collaborative Procurement**
- 9. Framework Agreements and Dynamic Purchasing Systems (DPS)**
- 10. Procedures Prior to Commencing Procurement Exercise**
- 11. Advertising of Contracts**
- 12. Tendering Procedures**
- 13. Submission of Tenders**
- 14. Late Tenders**
- 15. Opening and Recording Tenders**
- 16. Checking, Clarification and Evaluation of Tenders**
- 17. Post Tender Negotiations**
- 18. Acceptance of Tenders**
- 19. Contracts Register**
- 20. Nomination of Sub-Contractor**
- 21. Serial and Phased Works Contracts**
- 22. Authority to Negotiate Contract without Prior Advertisement**

23. Periodic Supplies

24. Contractual Matters

25. Application to Procurement Consultants

Annex 1: Procedures for Paper Tendering

Annex 2: Procedures for Commissioning of Health or Social Care Services

Annex 3: General Powers of Executive Officers under these Standing Orders

Annex 4: Direct Award Authorisation (DAU) Process/ Form

Introduction

The Standing Orders Relating to Contracts set out how contracts for all supplies, services and works will be made by or on behalf of the Council. For the avoidance of doubt, the term 'contract' includes any form of agreement, written or unwritten, to which the Council is a party which creates rights and responsibilities for any of the parties involved.

The purpose of the Standing Orders is to ensure that contracts are appropriate for their purpose, provide the right balance between price and quality, and are procured in an open way that demonstrates probity and compliance with the Council's policies.

These Standing Orders apply equally where payment is expected to be received by the Council as where payment is to be made.

In entering contracts for or on behalf of the Council, every Committee, Panel, Officer or such other person as may have the power of entering into contracts on the Council's behalf, regardless of whether any such contracts are otherwise exempted from the application of these Standing Orders, shall be subject to an obligation to seek Best Value for the Council and be able to demonstrate equal treatment, non-discrimination, proportionality and transparency in the process of awarding contracts.

Notwithstanding the provisions and requirements of these Standing Orders, all contracts must comply with:

- (a) The Financial Regulations of the Council;
- (b) The Scheme of Delegation to Officers;
- (c) The requirements of the Public Contracts (Scotland) Regulations;
- (d) The requirements of the Procurement Reform (Scotland) Act; and
- (e) All other relevant legislation including retained EU law.

Due consideration should also be given to all Guidance and Policy Notes issued by the Scottish Government, Scottish Procurement Directorate in respect of procurement matters including the Scottish Procurement Journey. Details can be obtained from the website - [Scottish Procurement Journey](#).

1. Commencement

- 1.1 These Standing Orders relating to Contracts ('Contract Standing Orders') shall apply and have effect as from ~~11 October 2024~~**19 September 2025** and supersede the Standing Orders Relating to Contracts approved by the Council on ~~29 June 2023~~**10 October 2024**.

2. Glossary of Terms

- 2.1 **Best Value** means the optimum combination of price (whole life cost or acquisition cost, as appropriate) and quality for any particular requirement, and which supports the continuous improvement in the performance of the Council's functions having regard to (a) efficiency, (b) effectiveness, (c) economy, (d) equal opportunities and (e) sustainability.
- 2.2 **Call-off Contract** means a contract which is entered into between the Council and a Contractor on a Framework Agreement or Dynamic Purchasing Systems (DPS) to which the Council has access. A Call-off Contract shall be awarded in accordance with the terms of the Framework Agreement or DPS, which may provide for:
- 2.2.1 A direct call-off, Framework Agreement only for contracts above the £50,000 threshold, by application of the terms set out in the Framework Agreement (which shall be referred to in these Contract Standing Orders as a Direct Award); or
- 2.2.2 A mini-competition between the Contractors within the Framework Agreement or DPS that are capable of performing the proposed Call-off Contract (which shall be referred to in these Contract Standing Orders as a Mini-Competition).
- 2.3 **Collaboration (or Collaborative Procurement)** is where two or more Contracting Authorities, including the Council, aggregate demand for procurement purposes where it makes logical and commercial sense to do so. This results in the maximisation of procurement skills and resources while leveraging greater purchasing power and encouraging competition or innovation in the market place. For the purposes of these Standing Orders, Collaboration relates only to the procurement exercise and Tendering process up to the point of contract award.
- 2.4 **Contract Documents** means the documents to be used in any procurement exercise and where different those intended to form part of any contract following on from a procurement exercise. It includes, but is not limited to, the Single Procurement Document (SPD), the invitation to either Tender for or negotiate a contract, the proposed conditions of contract, the specifications or the descriptions of the supplies, services or works required by the Council and any bill of quantities, and all supplementary documents.
- 2.5 **Contracting Authority** shall have the same meaning as provided for in the Public Contracts (Scotland) Regulations, which are available at the link provided at Standing Order 2.15 below.

- 2.6 **Contractor** means a Contractor or supplier or service provider (as the case may be) appointed by or on behalf of the Council under a contract to which these Contract Standing Orders apply.
- 2.7 **Executive Officer** means in any case the Chief Executive, the Director, Assistant Director or Head of Service with responsibility for the Council service which has the contract requirement, unless these Standing Orders provide otherwise. Where the contract is required for more than one service, the term shall refer to any one of the relevant Executive Officers.
- 2.8 **Framework Agreement or DPS** means an agreement or other arrangement between one or more Contracting Authorities and one or more Contractors, which establishes the terms under which a Call-off Contract may be agreed in the period during which the Framework Agreement or DPS applies.
- 2.9 **Health or Social Care Services** means a care service within the definition provided in regulation 5 of the Procurement (Scotland) Regulations 2016.
- 2.10 **Most Economically Advantageous Tender** means the Tender offer that is most economically advantageous from the Council's point of view having regard to the subject matter of the contract and may include matters such as quality, price, technical merit, aesthetic and functional characteristics, environmental characteristics, running costs, cost effectiveness, after-sales service, technical assistance, delivery date and delivery period or period of completion and other matters (as may be considered appropriate in relation to any particular contract).
- 2.11 **National Advertising Portal** means the national portal for advertising public sector contract opportunities in Scotland, which may be found at the [Public Contracts Scotland](#) website.
- 2.12 **Procurement Exercise** means any procurement process which is subject to these Standing Orders.
- 2.13 **Procurement Reform (Scotland) Act** means the Procurement Reform (Scotland) Act 2014 (as may be amended from time to time). These are available at <http://www.legislation.gov.uk/asp/2014/12/data.pdf>. Any reference to the Procurement Reform (Scotland) Act shall include where the context permits reference to any secondary legislation made and statutory guidance issued under the powers conferred in terms of that Act;
- 2.14 **Procurement Strategy** means a procurement strategy in terms of the Procurement Reform (Scotland) Act, section 15;
- 2.15 **Public Contracts (Scotland) Regulations** means the Public Contracts (Scotland) Regulations 2015 (as may be amended from time to time). These are available at: <https://www.legislation.gov.uk/ssi/2015/446/made/data.pdf>
- 2.16 **Retained EU law** means any retained EU law within the meaning of section 6(7) of the European Union (Withdrawal) Act 2018.
- 2.17 **Scottish Procurement Threshold** means the relevant contract value threshold specified under the terms of the Procurement Reform (Scotland) Act applicable to, as the case may be, contracts for the supply of goods, provision of services or works

(all as may be amended from time to time). The current thresholds are set out under Standing Order 3.5.

2.18 **Tender** means a formal process undertaken during a Procurement Exercise where potential Contractors submit bid proposals for supplies, services or works.

2.19 **UK Find a Tender Service (FTS) Threshold** means the relevant contract value threshold specified under the terms of the Public Contracts (Scotland) Regulations, referred to previously as the EU Threshold, applicable to, as the case may be, contracts for the supply of goods, provision of services or works (all as may be amended from time to time). The current thresholds are set out under Standing Order 3.5.

3. Extent and Application

3.1 These Contract Standing Orders are made under Section 81 of the Local Government (Scotland) Act 1973, as amended.

3.2 The Contract Standing Orders shall be interpreted and applied having regard always to the General Rules of the Public Contracts (Scotland) Regulations and the Principles of equal treatment, non-discrimination, proportionality and transparency. All Council employees shall treat Tenderers equally and without discrimination and shall act in a transparent and proportionate manner at all times.

3.3 Subject to the exemptions contained in Standing Order 4 below and in accordance with the further provision at Standing Order 3.5, these Standing Orders shall apply to all contracts made by or on behalf of the Council with an estimated total price or value (which shall always be calculated excluding VAT and over the entire contract period, including any extension options) of or exceeding £50,000 for the supply of goods and materials and the provision of services or £200,000 for the execution of works.

3.4 These Standing Orders are subject to the over-riding provisions of United Kingdom and Scottish legislation, including the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations and retained EU law. They are also subject to any UK Government or Scottish Government guidance on public procurement that may be issued from time to time. The rules and procedures that apply to the procurement of any particular contract will depend on the nature of that contract and its estimated total price or value over its duration. In the event of any conflict between these Standing Orders and any provision of United Kingdom or Scottish legislation or retained EU law, the legislative provision(s) shall prevail.

3.5 The following table details the different contract thresholds and, as appropriate, the procedures and legislation that apply at each level.

<i>Type of contract</i>	<i>Threshold (excluding VAT)</i>	<i>Applicable procedures / legislation</i>
Best Value Duty		
*All	< £10,000	Follow the relevant Route Zero procurement journey procedure at:

<i>Type of contract</i>	<i>Threshold (excluding VAT)</i>	<i>Applicable procedures / legislation</i>
		https://thecore.south-ayrshire.gov.uk/article/301/Procurement-journey
Direct Awards		
Supplies and Services and Works	£10,000 - £49,999	Follow the Direct Award Authorisation (DAU) process. (Appendix 1)
Supplies and Services and Works	> £50,000	Follow the procedures set out in these standing orders, and comply with any applicable legislation and Follow the Direct Award Authorisation (DAU) process. (Appendix 1)
Quick Quote procedures		
		Follow the relevant Route One procurement journey procedure at:
Supplies and Services	£10,000 - £49,999	https://thecore.south-ayrshire.gov.uk/article/301/Procurement-journey
		Follow the relevant procurement journey procedure at:
Works	£10,000 - £49,999	https://thecore.south-ayrshire.gov.uk/article/301/Procurement-journey
Works	£50,000 - £199,999	Contact the Service Lead – Professional Design Services to progress with your requirement which must be concluded using appropriate construction contract terms and conditions Follow the procedures set out in these standing orders, and comply with any applicable legislation as detailed below
South Ayrshire Council Standing Orders		
Supplies and Services	> £50,000	Follow the procedures set out in these standing orders, and comply with any applicable legislation as detailed below
Works	£200,000 - £2,000,000	Follow the procedures set out in these standing orders, and comply with any applicable legislation as detailed below
Scottish Procurement Threshold		

<i>Type of contract</i>	<i>Threshold (excluding VAT)</i>	<i>Applicable procedures / legislation</i>
Supplies and Services	> £50,000	Procurement Reform (Scotland) Act
Works	> £2,000,000	Procurement Reform (Scotland) Act
UK Find a Tender Service (FTS) Threshold		
Supplies and Services	> £214,904 (excluding VAT)	Procurement Reform (Scotland) Act; and the Public Contracts (Scotland) Regulations
Works	> £5,372,609 (excluding VAT)	Procurement Reform (Scotland) Act; and the Public Contracts (Scotland) Regulations
Social and Other Specific Services	> 663,540 (excluding VAT)	Procurement Reform (Scotland) Act; and the Public Contracts (Scotland) Regulations

* 'All' is a reference to a supply, service and/ or works contract

3.6 All Council employees shall comply with the terms of the Contract Standing Orders and any failure to do so may result in disciplinary action.

3.7 The Chief Financial Officer, in consultation with the Chief Governance Officer, shall have power to vary these Standing Orders but only in the following circumstances:

3.7.1 to reflect changes in job titles, reorganisations of departments and vacancies in posts;

3.7.2 to change references to any piece of legislation where the legislation is repealed, and to insert references to new pieces of legislation where the new pieces of legislation largely re-enact the provisions of the repealed legislation;

3.7.3 to change the financial values of the UK Find a Tender Service (FTS) Threshold or Scottish Procurement Threshold where referred to in these Standing Orders, to implement any changes made to those thresholds.

Any alterations made in terms of this Standing Order 3.7 shall be reported to the next meeting of the Council.

3.8 Other than alterations of a nature which fall within Standing Order 3.7, these Standing Orders may only be varied or revoked by the Council and any motion to vary or revoke these Standing Orders shall conform to the requirements of Standing Orders 18 and 19 of the Standing Orders Relating to Meetings.

3.9 Subject to the modifications contained in Annex 2 below and in accordance with the principles set down in the Statutory Guidance issued by Scottish Ministers in terms of the Procurement Reform (Scotland) Act 2014 as well as the Best Practice Guidance on the Procurement of Care and Support Services 2016 issued in terms of the Procurement Reform (Scotland) Act, these Contract Standing Orders shall apply to contracts for Health or Social Care Services subject to the special procedures set out in Annex 2.

- 3.10 Any query regarding the application or interpretation of these Contract Standing Orders must be referred in the first instance to the Chief Financial Officer.

4. Exemptions and Special Arrangements

- 4.1 It must be noted that whilst certain categories of contract are exempt from the Contract Standing Orders, they are not exempt from the application of the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations or retained EU law, where these apply and all stated exemptions from Contract Standing Orders are subject to the proviso that such exemption is within the statutory powers of the Council and does not contravene any retained EU law or UK legislation including, for the avoidance of doubt, any Scottish legislation.
- 4.2 With the exception of Standing Orders 4.1 and 4.3 (which apply in all cases), these Contract Standing Orders shall not apply to:
- 4.2.1 Any contract for the execution of works, the supply of goods or materials or for the provision of services which, in the opinion of the Executive Officer, is urgently required to address a genuine emergency situation brought about by events which could not have been foreseen by the Council. Lack of forward procurement planning shall not constitute an emergency requirement.
 - 4.2.2 Any contract declared to be exempt by the Cabinet if they are satisfied that the exemption is justified by special and exceptional circumstances, such as where (a) the requirement is not readily obtainable from more than one Contractor and it can be demonstrated that no equivalent is available; or (b) the prices of the supplies, services or works are wholly controlled by trade organisations or government order and it can be demonstrated that no equivalent is available; or (c) the requirements are subject to intellectual property rights and it can be demonstrated that either no suitable alternative is available or that exposure to competition of an item covered by copyright, patent or trademark would breach such rights.
 - 4.2.3 Any contract of direct employment.
 - 4.2.4 Any contract of engagement of consultants (including junior and senior counsel) for the provision of specialist legal or financial advice and skills within the meaning of regulation 11 (1) (e) and (f) of the Public Contracts (Scotland) Regulations, as may be procured on an ad hoc basis on the authorisation of the Chief Governance Officer (for legal advice and skills) or of the Chief Financial Officer (for financial advice and skills).
 - 4.2.5 Any contract for works, supplies or services procured and awarded on the Council's behalf by other Contracting Authorities, in accordance with Standing Order 8.5.
 - 4.2.6 Any Direct Award placed in accordance with Standing Order 9.3 under the terms of a Framework Agreement which has been established by the Council; provided always that the terms of the relevant Framework Agreement are complied with. For the avoidance of doubt, these Standing Orders shall apply in respect of any Mini-Competition held under any such

Framework Agreement or DPS. Any direct award must be processed through the Direct Award Authorisation (DAU) form and the procurement route approved by the Service Lead – Procurement prior to being awarded.

4.2.7 Any Direct Award placed in accordance with Standing Order 9.4 under the terms of a Framework Agreement which has been established or is being utilised by any consortium, partnership, company or similar body of which the Council is a member or user, which body exists for the purpose of joint purchasing arrangements, and where such body has invited Tenders for the provision of supplies, services or works; provided always that the terms of the relevant Framework Agreement are complied with. For the avoidance of doubt, these Standing Orders shall apply in respect of any Mini-Competition held by the Council under any such Framework Agreement or DPS. Any direct award must be processed through the Direct Award Authorisation (DAU) form and the procurement route approved by the Service Lead – Procurement prior to being awarded.

4.3 The foregoing exemptions shall not be deemed in any way to detract from the requirement of the Council and every officer of the Council to ensure that every contract is constituted only after full assessment that:

4.3.1 its terms comply with the duty to achieve Best Value;

4.3.2 the Financial Regulations have been complied with; and

4.3.3 a Request for Procurement Action (RPA) has been submitted in accordance with Standing Order 10.2.2 (except in cases where Standing Orders 4.2.1 or 4.2.3 apply).

4.4 These Contract Standing Orders shall not apply to any proposals, transactions or contracts regarding the acquisition or disposal of lands or buildings by the Council.

4.5 These Contract Standing Orders shall not apply to any contract entered into on behalf of the Council by Strathclyde Partnership for Transport acting in their capacity as agents of the Council to secure the provision of school transport. All such contracts will be subject to the procedures of Strathclyde Partnership for Transport although the Depute Chief Executive and Director of Education shall approve the award of all such contracts on behalf of the Council and shall, as soon as reasonably practicable after the award of the contract, submit a report to be included on the monthly Members' Bulletin and naming the successful tenderer, explaining the evaluation process undertaken and detailing the value of the successful tender. A copy of the report shall be sent by the Depute Chief Executive and Director of Education to the Service Lead - Procurement.

5. Disaggregation

5.1 Contracts must not be disaggregated, packaged or split into separate smaller contracts or requirements to avoid the application of any provision of these Standing Orders, the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations or any other legislative provisions including retained EU law.

- 5.2 In determining whether either the Scottish Procurement Threshold or UK Find a Tender Service (FTS) Threshold has been exceeded in respect of any single requirement for works, services or supplies, the value of that requirement will be aggregated across the whole Council.

6. Delegation of Duties under these Standing Orders

- 6.1 No officer may award a contract without written delegated purchasing authority from the Executive Officer.
- 6.2 Executive Officers may nominate, in writing, such other properly qualified officers as they consider appropriate to undertake any of the general duties set out in these Contract Standing Orders, as more fully detailed in the table at Annex 3 to these Contract Standing Orders, who will then have delegated authority to act in lieu of the Executive Officer in respect of the prescribed duties.
- 6.3 Delegated purchasing authority must be reflected in the Councils Purchase to Pay hierarchy held within the ORACLE system. Any contract award may only be approved by an officer with the applicable Purchase to Pay limit.
- 6.4 Purchase order approvals must follow the Councils Purchase to Pay hierarchy. Purchase order requestors must seek approval of purchase orders from a staff member with a higher Purchase to Pay approval limit than their own.
- 6.5 No officer who has a potential conflict of interest or a direct or indirect pecuniary interest in any Tender is permitted to be involved in the Tendering or Direct Award process. Examples of Conflicts of Interest include members of the evaluation panel or Corporate Procurement Service processing the Procurement Exercise, having a financial interest or having a relationship (spouse, partner, family member, close friend etc.) with someone in the bidder's organisation. Failure to declare a conflict of interest in advance of any involvement in a Procurement Exercise may result in disciplinary action.
- 6.6 If any officer has a conflict of interest in any aspect of the procurement process, they must declare this interest as soon as it arises. The interest must be declared to the line manager and the Service Lead - Procurement using the Confidentiality and Conflict of Interest declaration form. No Officer will be given access to any submitted tenders prior to the Confidentiality and Conflict of Interest form being completed and submitted to the Service Lead – Procurement.

7. Maintenance and Repair of Council Buildings

- 7.1 Subject to Standing Order 7.2, all planned maintenance and/ or responsive repairs to buildings or property owned by the Council shall be undertaken under the direction of the Asset Management service. Such work may, at the direction of the Director of Housing, Operations and Development, be undertaken either by the Council's Property Maintenance service in accordance with plans agreed with that service, or by external Contractor(s). No external Contractor(s) shall be appointed, to undertake any planned maintenance and/ or responsive repairs to buildings or property owned by the Council, by any officer other than the Director of Housing, Operations and Development or his/ her delegate.

- 7.2 All planned maintenance and/ or responsive repairs to Council houses shall be undertaken under the direction of the Housing service. Such work may, at the direction of the Director of Housing, Operations and Development, be undertaken either by the Council's Property Maintenance service in accordance with plans agreed with that service, or by external Contractor(s). No external Contractor(s) shall be appointed, to undertake any planned maintenance and/ or responsive repairs to Council Houses by any officer other than the Director of Housing, Operations and Development or his/ her delegate.

8. Collaborative Procurement

- 8.1 The powers set out in this Standing Order 8 shall be exercised by the Executive Officer through the Council's Procurement Service.
- 8.2 Following consultation with the Council's Procurement Service, where an Executive Officer considers that there is no suitable existing contract, Framework Agreement or DPS to meet the particular requirements of the Council, he/ she may seek to enter into a Collaboration with one or more other contracting authorities provided that it would be in the best interests of the Council and in accordance with Best Value to do so. The provisions of this Standing Order 8 shall apply.
- 8.3 A contract strategy shall be prepared in respect of every proposed Collaboration and shall detail the justifying reasons for the Collaboration. The contract strategy shall be approved by the Executive Officer.
- 8.4 Where it is proposed that the Council shall act as 'lead authority' in a Collaborative Procurement, the terms of these Contract Standing Orders shall apply to the Procurement Exercise and the written agreement of the other parties to the Collaboration shall be obtained to this effect.
- 8.5 Where another Contracting Authority acts as 'lead authority' in a Collaborative Procurement, the procurement and award process shall be conducted in accordance with the Standing Orders of the 'lead authority'. In every such case, the Executive Officer must first be satisfied (after consultation with the Service Lead - Procurement) that the procurement and award of any such contract shall be carried out in accordance with Standing Orders equivalent in all material respects to and no less robust than these Standing Orders such that the principles of Best Value are adhered to and the best interests of the Council are served at all times in the Collaboration.
- 8.6 Prior to commencing any Collaborative Tender exercise, the Executive Officer shall agree the parameters for the Collaboration with the appropriate officers in the other Contracting Authorities and shall record this in writing. Appropriate monitoring arrangements shall be put in place to ensure the agreed terms for the Collaboration are adhered to by all parties.

9. Framework Agreements and Dynamic Purchasing Systems (DPS)

- 9.1 The powers set out in this Standing Order 9 shall be exercised by the Executive Officer through the Council's Procurement Service.
- 9.2 Where there is likely to be a repeated requirement for a particular supply, service or works, an Executive Officer may seek to establish or participate in a Framework

Agreement or DPS in line with Standing Orders 9.3 or 9.4, where he/ she deems that offers Best Value. Before doing so, the Executive Officer shall consult with the Service Lead - Procurement.

- 9.3 The Executive Officer may elect to establish a Framework Agreement or DPS to provide for agreement on the terms for future call-off contracts (whether through Direct Award, approved via the Direct Award Authorisation (DAU) process, in the case of a Framework Agreement only, or by the acceptance of a Tender following a Mini-Competition) where permitted in accordance with the terms of that Framework Agreement or DPS. Standing Order 4.2.6 will apply to Call-off Contracts awarded in such circumstances.
- 9.4 The Executive Officer may elect to participate in an existing Framework Agreement or DPS that has been properly constituted by Scotland Excel, the Scottish Procurement and Commercial Directorate, another local authority, the Crown Commercial Service or any other public sector procurement agencies and may enter into Call-off Contracts (whether through Direct award approved via the Direct Award Authorisation (DAU) process, in the case of a Framework Agreement only, or by the acceptance of a Tender following a Mini-Competition) where permitted in accordance with the terms of that Framework Agreement or DPS. Standing Order 4.2.7 will apply to Call-off Contracts awarded in such circumstances.
- 9.5 Where, in order to participate in an existing Framework Agreement or DPS of the type described in Standing Order 9.4, the Council is required to enter into a participation agreement or other similar agreement regulating the use of the Framework Agreement or DPS by the Council, the Chief Governance Officer shall have the authority to enter into that agreement on behalf of the Council.
- 9.6 Any Mini-Competition run by the Council shall be conducted by means of electronic tendering for the purposes of Standing Order 13, and shall run in accordance with the procedures set out therein, unless contrary to any provisions set out in the relevant Framework Agreement or DPS (in which case, the terms of the Framework Agreement or DPS will have precedence).

10. Procedures Prior to Commencing Procurement Exercise

- 10.1 Prior to commencing with a Procurement Exercise, the Executive Officer shall check the Council's contract register to establish whether any existing contracts, Framework Agreements or DPS accessible to the Council might fulfil their requirement.
- 10.2 No Tender shall be invited or any contract negotiations commenced, unless:
- 10.2.1 The estimated expenditure thereon is within the budgetary provision previously approved by the Council and in compliance with the Council's Financial Regulations. The Executive Officer shall be responsible for ensuring that sufficient funds are available prior to the commencement of any Procurement Exercise;
- 10.2.2 A Request for Procurement Action (in the form made available on the Procurement page on the intranet) has been completed by the Executive Officer and returned to the Service Lead - Procurement for all requirements above £50,000;

- 10.2.3 In cases of Collaborative Procurement, the terms of Standing Order 8 have been complied with;
- 10.2.4 Where the estimated expenditure of goods, services and works contracts is above £50,000, or of works contracts is above £200,000, consultation with the relevant Portfolio Holder(s) has taken place; and
- 10.2.5 In cases of procurement that will involve the evaluation of both price and quality criteria, to determine the Most Economically Advantageous Tender, advice must be sought in advance from the Council's Procurement Service on the weighting of such criteria.

11. Advertising of Contracts

- 11.1 In terms of the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations and retained EU law, the Council has a duty to ensure that contracts are procured in accordance with the principles of non-discrimination on grounds of nationality, equal treatment and transparency.
- 11.2 Contract opportunities that are subject to the requirements of the Procurement Reform (Scotland) Act or the Public Contracts (Scotland) Regulations must comply with the provisions relating to advertising of contracts set out in that legislation.
- 11.3 In relation to contract opportunities that are outside the scope of the requirements of the Public Contracts (Scotland) Regulations, and which therefore fall outside the scope of Standing Order 11.2, the Executive Officer (in consultation with the Service Lead - Procurement) must assess, on a case by case basis, the degree of advertising necessary to ensure that the contract opportunity will be subject to open competition, will satisfy the requirements of the principles of non-discrimination on grounds of nationality, equal treatment and transparency, and will achieve best value for the Council.
- 11.4 All contract opportunities shall be advertised using the National Advertising Portal; unless a decision has been reached by reason of either Standing Order 3.9 or Standing Order 22 that the contract opportunity is to be awarded without advertising.

12. Tendering Procedures

- 12.1 Procurement exercises shall be carried out by electronic means, unless the Chief Financial Officer considers that there are substantial reasons for not doing so (in which case Standing Order 12.2 shall apply).
- 12.2 The procedures set out in Annex 1 to these Standing Orders shall apply in place of Standing Orders 13 to 17 (*Submission of Tenders to Post Tender Negotiations*) in respect of the submission, opening and acceptance of non-electronic Tenders and communication with Tenderers in respect of any Procurement Exercise undertaken by the Council by hard copy means.

13. Submission of Tenders

- 13.1 Every set of Contract Documents shall state:

- 13.1.1 the nature and purpose of the contract for which Tenders are invited;
 - 13.1.2 that electronic tendering will be used in the procurement and that submission of Tenders will be subject to the Tenderer registering as a user of the particular e-tendering platform chosen to host the process;
 - 13.1.3 the last date and time (in all cases being twelve noon) when Tenders will be received (noting in particular that any such timeous submission of an electronic Tender requires the Tender to have been submitted and uploaded in full onto the electronic tendering platform before the closing date and time; partial submissions will not be accepted);
 - 13.1.4 the website/ system details/ electronic address through which the electronic Tender is to be submitted;
 - 13.1.5 the period during which Tenders must remain open for acceptance;
 - 13.1.6 the format in which Tenders are to be submitted;
 - 13.1.7 the award criteria and weightings to be used in the evaluation of Tenders received, which shall be based on the Most Economically Advantageous Tender, as assessed on the basis of criteria linked to the subject-matter of the contract and appropriate to securing Best Value for the Council. The award criteria and weightings must not be changed once agreed and published in the Contract Documents.
 - 13.1.8 that the Council is not bound to accept the Most Economically Advantageous Tender received;
 - 13.1.9 any specific requirements regarding verification and authentication of the Tender submission and the signature of the person making that submission, as the Chief Financial Officer may direct as being necessary and appropriate;
 - 13.1.10 the contact details and method of submitting all Tenderer queries during the Tender period; and
 - 13.1.11 the duration of the contract period (including any extension options).
- 13.2 Every set of Contract Documents shall state that no Tender will be considered unless it is received at the website/ electronic address notified before the last date and time specified and is submitted in the format specified.

14. Late Tenders

- 14.1 No Tender submitted using electronic means will be considered unless it is received in the format and at the website/ electronic address specified in the contract documents and unless it is received prior to the deadline for the receipt of Tenders, all as stated in the Contract Documents.
- 14.2 Where a Tender is late due to a failure or lack of availability of the electronic tendering platform, and which is not attributable to the Tenderer or as the case may

be their agent, the express approval of the Chief Financial Officer shall be required to admit the Tender for consideration.

- 14.3 Late Tenders, save where these have by exception been admitted for consideration in accordance with Standing Order 14.2 above, must remain unopened. The Tenderer must be advised as soon as possible (and in any event within 2 working days of all other Tenders being opened) that if the late Tender is not re-called within 14 days it will be deleted. At the same time, the Tenderer should be informed why the Tender is not being considered.

15. Opening and Recording Tenders

- 15.1 Tenders shall be kept unopened in a single secure electronic mailbox until after the expiry of the time limit for the receipt of Tenders.
- 15.2 All Tenders relating to the same contract shall be opened immediately one after the other during one session, as soon as practicable after the time and date specified for return of Tenders, and shall be opened by an officer from Procurement authorised and nominated by the Chief Financial Officer.

16. Checking, Clarification and Evaluation of Tenders

- 16.1 All Tenders shall be subject to checking for completeness and errors by the Executive Officer. Any arithmetical errors that result in a change to the pricing submitted should be documented.
- 16.2 Between the last date and time for the receipt of Tenders and the date on which a decision is taken as to which, if any, Tender is to be accepted, the Executive Officer may instruct members of his/ her staff or consultants to contact a Tenderer in respect of any Tender submitted in cases where such contact may be necessary to clarify the terms of the Tender or to effect any necessary adjustments but not otherwise for any reason.
- 16.3 Where any factor giving rise to post Tender communications is not specific to one tenderer, all Tenderers must be invited to participate in such communications. There must be no material change to the specification(s) and/ or criteria on which Tenders are to be assessed. If it becomes apparent that a material change is required, the Tender process must be recommenced with a revised specification or award criteria.
- 16.4 A full record of any contact between the Council and Tenderers (which shall include copies of all written communications) shall be kept and retained with each tenderer's original Tender.
- 16.5 This Standing Order shall not be used in any way to permit any Tenderer to amend their bid in a manner that allows them to improve their offer, nor to put other Tenderers at a disadvantage nor to distort competition. All Tenderers must be treated at all times equally and in an open, transparent and fair manner.
- 16.6 Tenders shall be evaluated strictly in accordance with the award criteria or price/ quality weighting agreed at the commencement of the Procurement Exercise and detailed in the Contract Documents.

17. Post Tender Negotiations

- 17.1 Once the evaluation of Tenders has been completed in accordance with Standing Order 16.6, the Executive Officer may instruct members of his/ her staff or consultants to enter into post Tender negotiations. Such negotiations shall take place only in circumstances where the Executive Officer:
- 17.1.1 has identified the Tenderer who has submitted the Most Economically Advantageous Tender for a contract; and
 - 17.1.2 is satisfied that there is scope for improvement in the Tender received and that such negotiations will be in the best interests of securing Best Value and improved terms and conditions for the Council.
- 17.2 Post Tender negotiations may only be used with the Tenderer identified in terms of Standing Order 17.1.1.
- 17.3 Where it is considered possible that post Tender negotiations might apply, a clear indication will be given to prospective Contractors in the instructions to Tenderers that post Tender negotiations might be considered.
- 17.4 A full record (which shall include copies of all written communications) shall be kept by Procurement of all contracts where post Tender negotiations have been used and the written record will be retained with the original Tender. The written record will include the justification for authorising post Tender negotiations, the nature of the negotiations undertaken, the outcome of such negotiations and shall detail any additional terms agreed by the Council.
- 17.5 This Standing Order 17 shall not be used in any way to put any Tenderer at a disadvantage or to distort competition, and it shall not be used to make any change to the specification(s) and/ or criteria on which the identified Tender is to be assessed.

18. Acceptance of Tenders

- 18.1 Contracts shall be awarded subject to Standing Order 18.2 in accordance with the evaluation of award criteria.
- 18.2 Without prejudice to the specified award criteria for any Tender, authority to accept Tenders may be given by:
- 18.2.1 the Executive Officer in the case of Tenders for the supply of goods or materials and the provision of services (valued in excess of £50,000) or the execution of works (valued in excess of £2,000,000) where the value or amount is within the budgetary provision approved previously by the Council and the Tender to be accepted is the lowest priced and Most Economically Advantageous Tender received (after checking); or
 - 18.2.2 the Executive Officer in the case of Tenders for the execution of works (valued below £2,000,000) where the value or amount is within the budgetary provision approved previously by the Council and the Tender to be accepted is the lowest priced (after checking) received; or

18.2.3 the Executive Officer on the authority of the Council or Cabinet, **via a formal meeting with minutes taken**, in the case of Tenders which exceed the budgetary provision approved previously by the Council **noting that Elected Members cannot be considered as Executive Officers**; or

18.2.4 the Executive Officer on the authority of the Council or Cabinet, **via a formal meeting with minutes taken**, in any case where the Tender evaluated as the Most Economically Advantageous Tender is not the lowest priced tender received (after checking) by an amount exceeding 10 per cent of the lowest priced tender received, **noting that Elected Members cannot be considered as Executive Officers**.

18.3 If the Executive Officer recommends that none of the Tenders submitted should be accepted, he/ she shall notify all Tenderers accordingly, providing justification as to why the decision has been taken.

19. Contracts Register

19.1 The Chief Financial Officer shall keep and maintain a register of all awarded contracts having an estimated price or value of or exceeding £50,000. Services must inform the Service Lead – Procurement of any changes or missing information in regard to data held within the contracts register pertinent to the service or contract. The register shall be compliant with the Public Contracts (Scotland) Regulations and the Procurement Reform (Scotland) Act and shall be referred to in these Standing Orders as the 'Contracts Register'. **The Contracts register is publicly available via the Council's web site: [Corporate Procurement - South Ayrshire Council](#)**

20. Nomination of Sub-Contractor

20.1 Where a contract provides for the nomination by the Executive Officer of a Sub-Contractor or supplier for the execution of works or supply of goods or materials or for the provision of services, the provisions of these Contract Standing Orders shall apply, (with the necessary changes having been made), to the procurement, Tender and award process.

20.2 The Executive Officer is hereby authorised to nominate the Tenderer of the Most Economically Advantageous Tender (as appropriate in accordance with the award criteria stated in the invitation to Tender documentation) as Sub-Contractor.

21. Serial and Phased Works Contracts

21.1 Where the Executive Officer considers that Tenders should be obtained for a series of related works projects or for phased works projects, he/ she shall first obtain the approval of the appropriate Panel to that course of action both in respect of the execution of the works and the proposed serial Tender process.

22. Authority to Negotiate Contract without Prior Advertisement

22.1 If, after consultation with the Chief Governance Officer, the Executive Officer decides that, in accordance with the terms of either the Procurement Reform (Scotland) Act or the Public Contracts (Scotland) Regulations, for contracts above

the threshold at which these Standing Orders Relating to Contracts apply (see table at 3.5), £50,000 for goods and services and £200,000 for works respectively, there are circumstances or reasons which justify the negotiation of a contract with any Contractor, without prior advertisement and competition, he/ she shall, before entering into negotiations, first obtain the approval of the Cabinet in respect of the proposed negotiation of the contract to be awarded and the person with whom the contract is to be negotiated.

- 22.2 In seeking prior approval in terms of Standing Order 22.1, the Executive Officer shall submit to the Panel a report detailing the nature of the contract (including, where appropriate, the identity of any collaborative partners) and the reasons which are considered to justify the proposed negotiation without advertisement and competition, and which shall provide a fully reasoned assessment made in relation to the Council's obligations arising from the Procurement Reform (Scotland) Act and/ or the Public Contracts (Scotland) Regulations and/ or any retained EU law.
- 22.3 If an existing ICT service contract has been determined by the Service Lead - ICT Operations not to be readily obtainable other than from the contracted vendor due to an unavailable equivalence in specific technical, intellectual and licensing nature of the service, the Council shall continue to renew the contract on an annual basis with such support and maintenance cost continuing until the Council no longer requires the said ICT systems or service.
- 22.4 A list of such existing ICT contracts shall be provided to Elected Members by the Service Lead – ICT Operations, via a written bulletin on an annual basis. A copy must also be issued to the Service Lead – Procurement for inclusion of Contracts within the Council's corporate Contracts Register.

23. Periodic Supplies

- 23.1 Where a contract is for the supply of goods or services which will require to be delivered from time to time during a specified period the requirements of Standing Orders 8 to 19 shall be carried out only once prior to the commencement of such period. This will apply to term contracts and Framework Agreements where Call-off Contracts are ordered throughout the term of the contract.

24. Contractual Matters

24.1 *Form of Contract and Terms and Conditions*

Except where otherwise agreed by the Chief Governance Officer, every contract shall be in writing, shall be signed by the appropriate Executive Officer or other officer specifically authorised by him/ her for the purpose and shall be subject to the laws of Scotland and the jurisdiction of the Scottish Courts.

24.2 *Equal Opportunity in Employment*

During the Procurement Exercise and before entering into a contract, the Council shall obtain from the Contractor an assurance in writing that, to the best of its knowledge and belief it has complied with all statutory requirements in respect of ensuring equal opportunity in employment; and that it is not unlawfully discriminating within the meaning and scope of the provisions of the on the Equality Act 2010 (or any statutory modification or re-enactment thereof) including but not

limited to discrimination on grounds of gender, marital or civil partnership status, race, disability, gender reassignment, religion or belief, sexual orientation, age, pregnancy or maternity leave.

24.3 ***Prevention of Collusion and Corrupt or Illegal Practices***

Every contract shall contain a clause entitling the Council to cancel the contract and to recover from the Contractor the amount of any loss resulting from such cancellation if the Contractor or its representative or persons employed by the contractor or acting on behalf of the contractor (whether with or without the knowledge of the Contractor) shall have committed any offence under the Bribery Act 2010 or have given any fee or reward, the receipt of which is an offence under any legislation pertaining to local authorities; or shall have practised collusion in Tendering for the contract **(This includes any interaction with officers of the Council or Elected Members which could affect/influence the outcome of any tender exercise)** or any other contract with the Council or shall have employed any corrupt or illegal practices either in the obtaining or execution of the contract or any other contract with the Council. The [Anti-Fraud and Anti-Bribery Strategy](#) outlines the measures taken by the Council to protect itself against malpractice through either fraud or corrupt practice.

24.4 ***Assignment and Sub-Contracting***

In every contract **and direct award**, there shall be included a provision whereby:

24.4.1 the Contractor shall be prohibited from transferring, assigning or sub-contracting a contract or any part thereof without the prior written consent of the Council; and

24.4.2 the Contractor shall be prohibited from changing any Sub-Contractors from those noted in the Contract Documents without the prior written consent of the Council.

24.5 ***Industry Standards***

Where there is a recognised international or British Standards Specification or British Standard Code of Practice applicable to any commodity or service at the date of the invitation to Tender, the Contract Documents shall require that, as the case may be, all goods and materials used or supplied, all services rendered, and all workmanship undertaken shall at least meet the requirements of that standard. In the absence of any such recognised standard, the Contract Documents shall require an appropriate equivalent standard be used. **This also applies to contracts awarded via the Direct Award Authorisation process in Annex 4.**

24.6 ***Copyright***

The Executive Officer shall, in so far as practicable, ensure that in contracts for the commissioning of reports, research, graphics, design, media and other consultancy services to which copyright applies, that whilst copyright in the work vests in the Contractor, the Council has royalty free rights to utilise the information provided in relation to the continued development of the specific project and subsequent related projects.

24.7 Health and Safety

- 24.7.1 Every Contractor appointed by or on behalf of the Council shall be required to comply with current Health and Safety legislation and approved Codes of Practice, as may be applicable to the contract. The Executive Officer will have the ultimate decision as to whether a Contractor's Health and Safety qualification is equal to that required by the Council or in an approved form.
- 24.7.2 In the case of contracts for construction type works, in addition to the aforementioned, Contractors appointed by or on behalf of the Council shall be required to hold either Contractors Health and Safety Scheme (CHAS), Safety Schemes in Procurement (SSIP) or equal and shall be required (prior to entering a contract) to exhibit an approved letter of compliance or accreditation certificate.

24.8 Insurance

Every contract shall contain a clause requiring the Contractor to take out and maintain, for the duration of the contract, such insurance cover for such amounts as the Executive Officer may deem relevant to the contract, including, if appropriate, but not restricted to:

- 24.8.1 Employers Liability Insurance;
- 24.8.2 Public (Third party) Liability Insurance;
- 24.8.3 Professional Indemnity Insurance, which shall remain in force for a period of 6 years beyond the end of the contract;
- 24.8.4 Other such specialist classes of insurance as advised by the Chief Governance Officer.

24.9 Bonds and Parent Company Guarantees

Where considered appropriate by the Executive Officer, the Council shall require the Contractor to take out a bond, obtain and deliver a formal parent company guarantee or provide other sufficient security for the due performance of the contract.

24.10 Sustainability and Community Benefits

Where relevant and proportionate and in accordance with the terms of the Procurement Reform (Scotland) Act:

- 24.10.1 Every contract shall set out the Council's commitment to sustainable development, including sustainability in procurement and that the Contractor or supplier must take all reasonable steps to provide products and services that are designed for sustainability, as well as safety and minimise the environmental impacts that arise from their delivery or use.
- 24.10.2 Community Benefits clauses, which are mandatory for contracts over £50,000, should be considered to cover, for example, training proposals,

intentions regarding the provision of apprenticeships and employment opportunities, local SME, social enterprise and supply chain development, proposals to generate local economic opportunities and development and general investment proposals for local communities. This list of examples is not exhaustive.

- 24.10.3 Every contract shall set out the Council's commitment to Fair Work First, the Scottish Government's Fair Work framework and that the Council expects Contractors or suppliers to take a similarly positive approach as part of a fair and equitable employment and reward package for their staff. Every contract shall also set out that the Council is committed to proactively vetting our supply chain to ensure no instances of modern slavery are taking place.

24.11 *Variation and Termination*

Every contract shall contain provisions allowing for the contract to be varied or amended, and allowing for the contract to be terminated in certain circumstances. The Executive Officer may exercise any power on behalf of the Council to:

- 24.11.1 Vary or amend any terms of a contract, provided: (i) the proposed variation or amendment will not in the view of the Executive Officer constitute a material difference to the terms originally agreed between the Council and Contractor; and (ii) the variation has been approved by the Chief Governance Officer; and
- 24.11.2 Terminate any contract or to terminate the Council's participation in a Framework Agreement or DPS, but only following consultation with the Chief Governance Officer and subject to their being satisfied that it is reasonable and in the interests of the Council to exercise that power.

25. *Application to Procurement Consultants*

- 25.1 Any agent or consultant (not being an officer of the Council) who is to be responsible to the Council for the procurement of a contract on its behalf shall, in relation to that contract:
- 25.1.1 comply with these Contract Standing Orders as though he/ she were an officer of the Council;
- 25.1.2 at any time during the carrying out of the contract, produce, on request, to the Executive Officer, all records maintained by him/ her in relation to the contract; and
- 25.1.3 on completion of the contract, transmit all such records to the Executive Officer.

~~11 October 2024~~ 18 September 2025

Procedures for Paper Tendering

A. Introduction

- A.1 In accordance with Standing Order 12.2, the following procedures are to apply in place of Standing Orders 13 to 17 in respect of any Procurement Exercise undertaken by the Council by hard copy means.

B. Submission of Paper Tenders

- B.1 Every set of Contract Documents shall state:
- B.1.1 the nature and purpose of the contract for which Tenders are invited;
 - B.1.2 the last date and time (in all cases being twelve noon) when Tenders will be received;
 - B.1.3 the address to which Tenders are to be sent;
 - B.1.4 the period during which Tenders must remain open for acceptance;
 - B.1.5 the award criteria and weightings to be used in the evaluation of Tenders received, which shall be based on the Most Economically Advantageous Tender to secure Best Value for the Council. The award criteria and weightings must not be changed once agreed and published in the Contract Documents.
 - B.1.6 that the Council is not bound to accept the Most Economically Advantageous Tender received;
 - B.1.7 the contact details and method of submitting all Tenderer queries during the Tender period; and
 - B.1.8 the duration of the contract period (including any extension options).
- B.2 Every set of Contract Documents shall state that no Tender will be considered unless it is received at the address notified before the last date and time specified and is submitted in a plain sealed envelope.
- ### **C. Late Tenders**
- C.1 Tenders received after the closing date and time for submission or received at a place other than as stated in the Contract Documents shall not be opened or considered.
- C.2 Late Tenders shall be marked as late and returned to the Tenderer within 2 working days of receiving it, together with an accompanying letter explaining why the Tender is not being considered. Such Tenders may be opened to ascertain the name of the tenderer, but no details of the Tender shall be disclosed, and a statement to this effect shall be included in all Contract Documents.

D. Opening and Recording Tenders

- D.1 All Tenders relating to the same contract shall be opened immediately one after the other during one session, as soon as practicable after the time and date specified for return of Tenders, and shall be opened in the presence of:
- D.1.1 in the case of contracts where the estimated value or amount is below the relevant UK Find a Tender Service (FTS) Threshold, two officers nominated by the Chief Financial Officer, at least one of whom shall be an authorised officer from Procurement; and
 - D.1.2 in the case of contracts where the estimated value or amount equals or exceeds the relevant UK Find a Tender Service (FTS) Threshold, any member of the Council and an officer duly nominated by the Chief Financial Officer.
- D.2 The Tender Record Sheet (which shall be in the format of the template form available on the Procurement page of the intranet) shall be completed and signed by both officers or the Elected Member and officer, as the case may be at the time of opening the Tenders.
- D.3 In cases of urgency (during Council recess periods or otherwise), the Chief Executive shall be authorised to act in the absence of a member of the Council in terms of Standing Order D.1.2.

E. Checking, Clarification and Evaluation of Tenders

- E.1 All Tenders shall be subject to checking for completeness and errors by the Executive Officer. Any arithmetical errors that result in a change to the pricing submitted should be documented, signed and dated.
- E.2 Between the last date and time for the receipt of Tenders and the date on which a decision is taken as to which, if any, Tender is to be accepted, the Executive Officer may instruct a member of his/ her staff or consultants to contact a Tenderer in respect of any Tender submitted in cases where such contact may be necessary to clarify the terms of the Tender or to effect any necessary adjustments but not otherwise for any reason.
- E.3 Where any factor giving rise to post Tender communications is not specific to one tenderer, all Tenderers must be invited to participate in such communications. There must be no material change to the specification(s) and/ or criteria on which Tenders are to be assessed. If it becomes apparent that a material change is required, the Tender process must be recommenced with a revised specification or award criteria.
- E.4 A full record of any contact between the Council and Tenderer (which shall include copies of all written communications) shall be kept and retained with the tenderer's original Tender.
- E.5 This Standing Order shall not be used in any way to permit any Tenderer to amend their bid in a manner that allows them to improve their offer, nor to put other Tenderers at a disadvantage nor to distort competition. All Tenderers must be treated at all times equally and in an open, transparent and fair manner.

- E.6 Tenders shall be evaluated strictly in accordance with the award criteria or price/ quality weighting agreed at the commencement of the Procurement Exercise and detailed in the Contract Documents.

F. Post Tender Negotiations

- F.1 Once the evaluation of Tenders has been completed in accordance with paragraph E.6 above, the Executive Officer may instruct a member of his/ her staff or consultants to enter into post Tender negotiations. Such negotiations shall take place only in circumstances where the Executive Officer has:
- F.1.1 identified the Tenderer who has submitted the Most Economically Advantageous Tender for a contract; and
 - F.1.2 is satisfied that there is scope for improvement in the Tender received and that such negotiations will be in the best interests of securing Best Value and improved terms and conditions for the Council.
- F.2 Post Tender negotiations may only be used with the Tenderer identified in terms of Standing Order F.1.1.
- F.3 Where it is considered possible that post Tender negotiations might apply, a clear indication will be given to prospective Contractors in the instructions to Tenderers that post Tender negotiations might be considered.
- F.4 A full record (which shall include copies of all written communications) shall be kept by Procurement of all contracts where post Tender negotiations have been used and the written record will be retained with the original Tender. The written record will include the justification for authorising post Tender negotiations, the nature of the negotiations undertaken, the outcome of such negotiations and shall detail any additional terms agreed by the Council.
- F.5 This Standing Order shall not be used in any way to put any Tenderer at a disadvantage or to distort competition, and there must be no material change to the specification(s) and/ or criteria on which the identified Tender is to be assessed.

Procedures for Commissioning of Health or Social Care Services

A. Introduction

- A.1 In accordance with Standing Order 3.9, the Contract Standing Orders shall apply to the procurement of contracts for Health or Social Care Services subject to the special procedures set out in this Annex.
- A.2 These procedures are intended to accord with and reflect the principles set down in the Statutory Guidance issued by Scottish Ministers in terms of the Procurement Reform (Scotland) Act 2014 as well as the Best Practice Guidance on the Procurement of Care and Support Services 2016 issued in terms of the Procurement Reform (Scotland) Act.
- A.3 The term 'Executive Officer' means in the context of these Annex 2 procedures either the Depute Chief Executive and Director of Education, the Director of Health and Social Care, the Director of Housing, Operations and Development, the Director of Communities and Transformation, or the Chief Financial Officer.

B. Governing Bodies (Care Inspectorate)

- B.1 Where it is a mandatory requirement to a service provision, all Service Providers providing such Health or Social Care Services under a contract with the Council must be registered with Care Inspectorate (or its statutory successor(s)) or any other relevant regulatory bodies unless the Executive Officer approves otherwise on a case by case basis.

C. Procedures for Procuring Contracts for Health or Social Care Services

- C.1 In accordance with Standing Order 11.2, a contract for Health or Social Care Services that has an estimated value in excess of the UK Find a Tender Service (FTS) Threshold for Social and Other Specific Services must be procured by following a procedure that satisfies the Council's duties set out in the Public Contracts (Scotland) Regulations.
- C.2 In cases of procuring a contract for Health or Social Care Services that has an estimated value below the UK Find a Tender Service (FTS) Threshold for Social and Other Specific Services, the Executive Officer shall be responsible for deciding whether the particular contract is one which may be awarded without advertisement and competition, in accordance with section 12 of the Procurement Reform (Scotland) Act.
- C.3 In determining whether a contract for Health or Social Care Services may be awarded without advertisement and competition in terms of paragraph C.2, the Executive Officer shall take account of the individual circumstances of the contract, including the subject matter and estimated value of the contract, the specifics of the service sector concerned and the geographic location of the place of performance of the contract to identify firstly whether there is likely to be a cross-border interest in the contract. The Executive Officer, following consultation with the Service Lead

- Procurement, may determine that there is no cross-border interest in the contract where:

- C.3.1 it can be demonstrated that the contract is of no interest to cross-border Contractors; and/ or
- C.3.2 the total sum to be paid under the contract is so low that cross-border Contractors would not be interested in bidding for the contract; and/ or
- C.3.3 the service is of such a specialised nature that no cross-border market of suitable Contractors exists; and/ or
- C.3.4 advertising the contract would result in the loss of a linked service.

C.4 Where the Executive Officer decides under paragraphs C.2 and C.3 above that a contract is likely to attract a cross-border interest, it should be procured by way of a competitive process and it will be advertised in accordance with Standing Order 11 unless the Executive Officer decides that there are special circumstances justifying a departure from that requirement. Such decisions will be taken on a case by case basis and advertising may not be required where, for example:

- C.4.1 the needs of the service user(s) concerned would be best met by a particular Contractor; and/ or
- C.4.2 the existing Contractor(s) are the only Contractor(s) capable of delivering the service to meet the needs of the individual(s) concerned; and/ or
- C.4.3 the nature of the service is such that it should not or cannot be adequately specified in advance because of the nature of the social care needs of the service user(s) concerned; and/ or
- C.4.4 there are special circumstances such as ownership of land or property, geographic locations or particular skills or experience of Contractors of social care which limit the choice to one Contractor; and/ or
- C.4.5 there are reasons of extreme urgency, brought about by unforeseen events which are not attributable to the Council.

C.5 Where the Executive Officer decides under paragraphs C.2 and C.3 above that the principles of procurement from the Public Contracts (Scotland) Regulations do not apply to a contract for Health or Social Care Services, he/ she may also decide that Standing Order 12 shall not apply to that contract.

C.6 The Executive Officer shall be required to maintain a list of all proposed contracts which he/ she decides do not require to be advertised on the basis of the determinations made under paragraphs C.2, C.3, C.4 or C.5 above. He/ she shall provide a copy of that list to the Elected Members once every 6 months. Any decisions taken under paragraphs C.2, C.3, C.4 or C.5, that neither advertising nor competition will be required for a particular contract shall be subject to review by the Executive Officer at regular intervals (and at least annually).

C.7 The decisions (and subsequent review of those decisions) taken by the Executive Officer under this Annex 2 will all be fully documented. Any reasons for deciding

that a proposed contract will not be advertised must be recorded and included on the list which is to go to the Elected Members under paragraph C.6.

- C.8 In addition to demonstrating how Best Value will have been achieved, the contracting service will be responsible for evidencing the reasons referred to under paragraph C.6.

General Powers of Executive Officers

under these Standing Orders

SO Number	<i>Duty/ Power to...</i>
4.2.1	Determine whether a contract is urgently required to address a genuine emergency situation to prevent or mitigate risk to life or damage
8.2	Determine whether it is in the best interests of the Council and in accordance with best value to enter into a collaborative arrangement, for the purposes of Standing Order 9
8.5	Satisfy themselves that the principles of best value will be adhered to and the best interests of the Council will be served, in entering a collaborative arrangement where another public body takes the role as lead authority
8.6	Agree the parameters for the collaboration with appropriate officers in the other public bodies and to record this in writing
9.2	Seek to establish or participate in a framework agreement or DPS, where he/ she deems that offers best value. Duty to consult with the Service Lead - Procurement prior to acting under Standing Order 10.1
9.3	Establish a framework agreement or DPS and enter into call-off contracts, in accordance with Standing Order 10.2
9.4	Award call-off contracts under framework agreements or DPS to which the Council has access or is utilising
10.1	Consult the Council's contract register in order to establish whether any existing contracts, framework arrangements or DPS are accessible to the Council which would fulfil their requirement
10.2.1	Ensure that sufficient funds are available prior to the commencement of any procurement exercise
10.2.2	Complete a Request for Procurement Action and return the same to the Service Lead - Procurement
11.3	In consultation with the Service Lead - Procurement, assess the appropriate competitive procedure to follow to ensure that the contract opportunity will be subject to open competition, will satisfy the requirements of the principles of non-discrimination on grounds of nationality, equal treatment and transparency, and will achieve best value for the Council

SO Number	Duty/ Power to...
15.2	Nominate officers to open electronic Tenders, at least one of whom shall be an authorised officer from Procurement
16.1	Check all Tenders for completeness and errors
16.2	Instruct officers to contact a Tenderer in respect of any Tender submitted
17.1	Instruct officers to contact the Tenderer identified as offering the most economically advantageous, to enter into post Tender negotiations; where they are satisfied that there is scope for improvement in the price of the tender
18.2.1	Award a contract to the Most Economically Advantageous Tender (after checking)
18.2.2	Award a contract for the execution of works (valued below £2,000,000) to the lowest priced Tender (after checking)
18.2.3	Obtain the approval of the Council or Panel to award a contract in the case of a Tender exceeding the budgetary provision previously approved
18.3	Recommend that none of the Tenders submitted should be accepted, and to notify all Tenderers accordingly in such instances
19.1	Provide information to Procurement for Contracts Register, in relation to all contracts with an estimated price or value of or exceeding £50,000
20.2	Nominate the Tenderer of the Most Economically Advantageous Tender (as appropriate) as Sub-Contractor
21	Obtain the approval of the appropriate Panel before authorising a series of related works projects or phased works projects
22.1	Determine whether there are circumstances or reasons which justify the negotiation of a contract without prior advertising in accordance with law; Obtain the approval of the appropriate Panel before authorising the extension/ award of contract
22.2	Submit a report, to the appropriate Panel, detailing the nature of the proposed award of contract and the reasons for the proposed negotiation without competition
24.1	Sign contracts (subject to the Scheme of Delegation)
24.6	Ensure that, where applicable in relation to contracts for consultancy services, the Council has royalty free rights to utilise information provided in relation to the continued development of the specific project and subsequent related projects

SO Number	Duty/ Power to...
24.8	Determine what insurance cover, if any, is relevant to the contract and which the Contractor will be required to take out and maintain for the duration of the contract
24.9	Determine whether the Council shall require the Contractor to take out a bond, obtain and deliver a formal parent company guarantee or provide other sufficient security for the due performance of the contract
24.11.1	Vary or amend any terms of a contract, if satisfied that the variation or amendment will not constitute a material difference to the original terms
24.11.2	Terminate a contract or the Council's participation in a framework agreement or DPS, following consultation with the Chief Governance Officer
25.1.2	Request that any consultant (not being an officer of the Council) produce all records maintained by him/ her in relation to a contract
Annex 1/ B.2	Nominate officers to take custody of returned Tenders
Annex 1/ D.1.1	Nominate officers to open below UK FTS Threshold Tenders, at least one of whom shall be an authorised officer from Procurement
Annex 1/ D.1.2	Nominate an officer to open above UK FTS Threshold Tenders
Annex 1/ E.1	Check all Tenders for completeness and errors
Annex 1/ E.2	Instruct officers to contact a Tenderer in respect of any Tender submitted
Annex 1/ F.1	Instruct officers to contact the Tenderer identified as offering the most economically advantageous, to enter into post Tender negotiations; where they are satisfied that there is scope for improvement in the price of the tender
Annex 2/ C.2 and C.3	Determine whether the proposed contract is one to which the principles of procurement from the Public Contracts (Scotland) Regulations apply and consequently requires advertising and competition
Annex 2/ C.4	Determine whether there are special circumstances justifying departure from requirement to advertise proposed contract

SO Number	<i>Duty/ Power to...</i>
Annex 2/ C.5	Determine whether Standing Order 12 is to apply to the proposed contract
Annex 2/ C.6	Maintain a list of all proposed contracts which he/ she decides do not require to be advertised on the basis of the determinations made under paragraphs C.2, C.3, C.4 or C.5; Provide a copy of that list to the Elected Members on an annual basis
Annex 2/ C.7	Keep full records of decisions taken and reasons, and provide those on list to Elected Members under paragraph C.6



DIRECT AWARD AUTHORISATION (DAU) PROCESS/FORM

- 1.1. This form is to be completed for any procurement requirements requesting a direct award to any supplier. This applies to any total contract value exceeding 10K and ensures evaluation of Procurement options has taken place to confirm best value has been justified.

Completion of this form is not a guarantee that a direct award procurement route will be approved. A member of the Procurement team will respond either confirming approval or provide reasons for rejecting the request and suggest an alternative procurement option if available.

- 1.2. Any direct award requirements with a total contract value of over 50K must also comply with the Standing Orders for Contracts and either be awarded via a compliant framework or meet the criteria regarding circumstances in which a contract can be awarded without competition as per Public Contracts Scotland Regulations 2015.

If you are in doubt about any of the points above please contact your aligned procurement officer prior to completing this form.

Subject to approval your aligned Procurement Officer will be in touch regarding timescales for the direct award.

(this form will be available online via the CORE and will be processed electronically)

1.Service details	
Service:	Service Lead name:
Email:	Date of request:
Contract Administrator's Name:	

2.Contract Title Please provide a short specific title e.g. Supply and Delivery of power supplies for ICT servers.	
2.1 Description Please provide a comprehensive description of the requirement.	
2.2 Recurring Please select if this is a one-off requirement or a recurring requirement.	
One-off requirement ☐	Recurring requirement ☐

3. Budget details		
Budget allocated for this contract (excluding VAT)	£	
Type of expenditure:		
Capital ☐	Revenue ☐	Both ☐
GL Code:		

4.1 Supplier details	
Name:	
Street:	
Town:	Postcode:
Telephone number:	Email address:
4.2 Quote Please confirm you have a valid quote from the supplier/contractor/service provider in writing. If yes, a copy must be attached.	
Yes ☐ No ☐	
4.3 Reason for requesting this DAU. Please confirm the reason for requesting a DAU.	
4.4 Provide justification to demonstrate why a competitive quote / tender is not possible. If in doubt please contact your aligned Procurement Officer.	
4.5 Best Value Please confirm how you have evidenced Best Value for money in the absence of competition.	
4.6 Has a Framework option been identified? yes/no	

5.1 Information governance
Please provide a yes or no reply to each question. If you answer yes to any of the questions, you will have to check with Information Governance colleagues prior to progressing as you may need to complete a DPIA.

1. Will the service or product include the sharing and/or processing of personal information?	
2. Will the service or product include the sharing and/or processing of business sensitive information?	

3. Will the successful supplier/contractor/service provider create and/or manage Council records as part of delivering a Council function?	

5.2 ICT security

Please provide a yes or no reply to each question. If you answer yes to any of the questions, you will have to confirm with ICT colleagues prior to proceeding.

1. Will the service or product being procured include any IT related services or data hosting solutions?	
2. Will the service or product being procured include a requirement for remote network access to the Council's PSN accredited network?	
3. Will the service or product being procured include a requirement for non-Council owned equipment to be connected to the Council's PSN accredited network?	

6. Timetable	
Contract start date	
Contract end (if it's a one off purchase select N/A)	
Maximum extension date (if it's a one off purchase select N/A)	

7. Conflict of interest

Examples of a conflict of interest include having a financial interest or having a relationship (spouse, partner, family member, friend etc) with someone in the organisation you are requesting a contract with. (see also Standing Orders clause 6.4) - If you are unsure please contact Procurement to discuss.

Are there any conflicts of interest?

Yes ☐ No ☐

If yes, please confirm you have completed the conflict of interest declaration form and notified the Service Lead - Procurement.

Yes ☐ No ☐

Procurement use only

8. Is there an existing contract/supplier to the Council who could fulfil this requirement and at what cost?

Yes/No

If yes please note the details below including any CSM scorecards and any issues, if any, with the current supplier:

9. Is there an appropriate framework that allows a direct award to be completed for this requirement including any Light Touch Regime options?

Yes/No

If yes please confirm the framework operator name, framework name and reference number, end date of the framework and lot number if applicable.

10. Are there options for running a tender or mini competition exercise to ensure best value?

Yes/No

Please describe the options and approximate timescales:

11. If the answer to Q10 is No are the answers to Q4 suitable for justifying a direct award?

12. Can an exemption be applied for this request? Yes/No If Yes then a reason must be selected from the options below: Exemption reason for requirements over £50,000 if no framework option is available. Please select the exemption reason(s) below from the Procurement (Scotland) Regulations 2016 by selecting the relevant tick box below (other options must not be deleted). Note that for all direct award requirements not covered by an appropriate framework an option must be selected.	
1.Where no tenders, no suitable tenders, no requests to participate or no suitable requests to participate have been submitted in response to the publication of a contract notice, provided that the initial conditions of the contract are not substantially altered	☐
2.Where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons: but only where no reasonable alternative or substitute exists, and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement	
(i) the aim of the contract is the creation or acquisition of a unique work of art or artistic performance	☐
(ii) competition is absent for technical reasons	☐
(iii) the protection of exclusive rights, including intellectual property rights	☐

3.Where (but only if it is strictly necessary) for reasons of extreme urgency brought about by events unforeseeable by the contracting authority, the authority considers it must proceed to award a contract without delay	☐
4.Where the products involved are manufactured purely for the purpose of research, experimentation, study or development, but a contract awarded under this sub paragraph shall not include quantity production to establish commercial viability or to recover research and development costs	☐
5.For additional deliveries by the original supplier which are intended either as a partial replacement of supplies or installations or as the extension of existing supplies or installations where a change of supplier would oblige the contracting authority to acquire supplies having different technical characteristics which would result in incompatibility or disproportionate technical difficulties in operation and maintenance; the duration of such a contract, as well as that of recurrent contracts must not, save in exceptional circumstances, exceed three years	☐
6.For supplies quoted and purchased on a commodity market	☐
7.For the purchase of supplies on particularly advantageous terms, from either a supplier which is definitively winding up its business activities, or the liquidator in an insolvency procedure, an arrangement with creditors, or a similar procedure under national laws or regulations	☐
13.1 Conditions of contract Please select which conditions of contract will apply to this contract. If you wish to use alternative conditions of contracts, these must be approved by Legal Services in advance of any award and written evidence must be attached to this request.	
Conditions of contract for the purchase of services ☐ Conditions of contract for the purchase of goods ☐	
13.2 Model form contract Please provide the name of the model form contract to be used e.g. SBCC Minor Works Building Contract for use in Scotland 2016 Edition.	
New Engineering Contract (NEC): Scottish Building Contract Committee (SBCC):	

14. Decision/Recommendation (Procurement use only)	
Approved with no conditions ☐ Reason for approval:	
Approved subject to conditions ☐ Condition details:	
Rejected ☐ Reason for rejection:	
CreditSafe Check (must be attached)	
Alternative Recommendation if rejected:	
Approval of Procurement Route authorisation:	
Service Lead - Procurement:	
Signature:	
Date:	
Director/Chief Officer:	
Signature:	
Date:	

Standing Orders Relating to Contracts – Executive Officer Delegations

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
4.2.1	Determine whether a contract is urgently required to address a genuine emergency situation to prevent or mitigate risk to life or damage.	Not Delegated	Not Delegated	Not Delegated	Not Delegated	Not Delegated
6.1	Award a contract without written delegated purchasing authority	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit
7.1	Award external Contractor(s) to undertake any planned maintenance and/ or responsive repairs to buildings or property owned by the Council	Director of Housing, Operations and Development	N/A	N/A	N/A	N/A
7.2	Award external Contractor(s) shall be appointed, to undertake	Director of Housing,	N/A	N/A	N/A	N/A

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	any planned maintenance and/ or responsive repairs to Council Houses	Operations and Development				
8.1	Determine whether it is in the best interests of the Council and in accordance with Best Value to enter into a collaborative arrangement, for the purposes of SO 8.	All Assistant Directors and Service Leads in the Directorate	All Assistant Directors and Service Leads in the Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
8.5	Satisfy themselves that the principles of Best Value will be adhered to and the best interests of the Council will be served, in entering a collaborative arrangement where another public body takes the role as Lead Authority.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
8.6	Agree the parameters for the Collaboration with the appropriate officers in the other Contracting Authorities and record this in writing.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
9.2	Seek to establish or participate in a Framework Agreement or DPS, where he/ she deems that offers Best Value. Duty to consult with Procurement Manager prior to acting under SO 9.1.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
9.3	Establish a Framework Agreement and enter into Call-off Contracts, or a DPS in accordance with SO 9.2.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
9.4	Participate in an existing Framework Agreement.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
9.5	Enter into a Participation Agreement to participate in an existing Framework Agreement.	Not Delegated	Not Delegated	Not Delegated	Not Delegated	Not Delegated
10.1	Consult with the Service Lead Procurement in order to establish whether any existing contracts or	All Assistant Directors and Service Leads and 4th tier co-	All Assistant Directors and Service Leads and 4th tier co-	All Heads of Service, and Service Leads and	All Service Leads and 4th tier co-ordinators in the Service	All Service Leads and 4th tier co-ordinators in the Service

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	framework arrangements are accessible to the Council which would fulfil their requirement.	ordinators in Directorate	ordinators in Directorate	4th tier co-ordinators in Directorate		
10.2.1	Ensure that sufficient funds are available prior to the commencement of any procurement exercise.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
10.2.2	Complete a Request for Procurement Action and return the same to the Procurement Manager.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in the Service	All Service Leads in the Service
11.3	Assess the degree of advertising necessary to ensure that the contract opportunity will be subject to open competition, will satisfy the requirements of the principles of non-discrimination on grounds of nationality, equal treatment and transparency, and will	Not Delegated	Not Delegated	Not Delegated	Not Delegated	Not Delegated

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	achieve Best Value for the Council.					
16.1	Check tenders for completeness and errors.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate & Procurement Team	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
16.2	Instruct officers to contact a tenderer in respect of any Tender submitted.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead -Procurement & Procurement Team	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead Procurement	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead – Procurement.	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead - Procurement
17.1	Instruct officers to contact the tenderer identified as the lowest or offering the	All Assistant Directors and Service Leads	All Assistant Directors and Service Leads	All Heads of Service, and Service Leads and 4th tier co-ordinators in	All Service Leads and 4th tier co-ordinators in Service, in	All Service Leads and 4th tier co-ordinators in Service, in conjunction

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	most economically advantageous, to enter into post Tender negotiations; where they are satisfied that there is scope for improvement in the price of the Tender.	and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement	and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement	Directorate, in conjunction with the Service Lead - Procurement	conjunction with the Service Lead - Procurement	with the Service Lead - Procurement
18.2.1	Award a contract for goods or services (over £50K) and works (over £2m) to the lowest priced Tender or MEAT (after checking).	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit
18.2.2	Award a contract for works (less than £2m) to the lowest priced Tender & MEAT (after checking).	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit
18.2.3	Obtain the approval of the Council or Panel to award a contract in the case of a Tender exceeding the budgetary provision previously approved, or where the Tender proposed for acceptance is not the lowest by an	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	amount exceeding 10 percent of the lowest priced tender received (after checking).					
18.3	Recommend that none of the Tenders submitted should be accepted, and to notify all tenderers accordingly in such instances.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
20.2	Nominate the tenderer of the Most Economically Advantageous Tender (as appropriate) as sub-contractor.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
21	Obtain the approval of the appropriate Panel before authorising a series of related works projects or phased works projects.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
22.1	Determine whether there are special and exceptional circumstances or reasons which justify the extension or	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in Service	All Service Leads in Service

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	negotiation of a contract without prior advertising;					
	Obtain the approval of the appropriate Panel before authorising the extension/award of contract.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in Service	All Service Leads in Service
22.2	Submit a report, to the appropriate Panel, detailing the nature of the proposed extension/award of contract and the reasons for the proposed negotiation without competition.	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	All Service Leads in Service	All Service Leads in Service
24.1	Sign contracts.	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit	Contracts must only be awarded up to each Officer's Oracle Fusion P2P limit
24.6	Ensure that, where applicable in relation to contracts for consultancy services, the Council has royalty free rights to utilise	All Assistant Directors and Service Leads and 4th tier co-	All Assistant Directors and Service Leads and 4th tier co-	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	information provided in relation to the continued development of the specific project and subsequent related projects.	ordinators in Directorate	ordinators in Directorate			
24.8	Determine what insurance cover, if any, is relevant to the contract and which the Contractor will be required be take out and maintain for the duration of the contract.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
24.9	Determine whether the Council shall require the contractor/supplier/service provider to take out a bond, obtain and deliver a formal parent company guarantee or provide other sufficient security for the due performance of the contract.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
24.11.1	Vary or amend any terms of a contract, if satisfied that the variation or amendment will not	All Assistant Directors and Service Leads in Directorate	All Assistant Directors and Service Leads in Directorate	All Heads of Service and Service Leads in Directorate	Head of Services and Service Leads in Directorate	Head of Services and Service Leads in Directorate

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
	constitute a material difference to the original terms and is first approved by the Chief Governance Officer.					
24.11.2	Terminate a contract or the Council's participation in a Framework Agreement or DPS, following consultation with the Chief Governance Officer.	Not Delegated	Not Delegated	Not Delegated	Not Delegated	Not Delegated
25.2	Request that any consultant (not being an officer of the Council) produce all records maintained by him/ her in relation to a contract.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service
Annex 1/ E.1	Check all tenders for completeness and errors.	All Assistant Directors and Service Leads and 4th tier co-	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate	All Service Leads and 4th tier co-ordinators in Service	All Service Leads and 4th tier co-ordinators in Service

SO Number	Duty/ Power to...	Director of Housing, Operations and Development	Director of Communities and Transformation	Director of Health and Social Care Partnership	Chief Financial Officer	Chief Governance Officer
		Delegation	Delegation	Delegation	Delegation	Delegation
		ordinators in Directorate				
Annex 1/ E.2	Instruct officers to contact a tenderer in respect of any Tender submitted.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead Procurement	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead – Procurement.	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead – Procurement.	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead - Procurement
Annex 1/ F.1	Instruct officers to contact the tenderer identified as the lowest or offering the most economically advantageous, to enter into post Tender negotiations; where they are satisfied that there is scope for improvement in the price of the Tender.	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement (	All Assistant Directors and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead - Procurement	All Heads of Service, and Service Leads and 4th tier co-ordinators in Directorate, in conjunction with the Service Lead – Procurement.	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead – Procurement.	All Service Leads and 4th tier co-ordinators in Service, in conjunction with the Service Lead - Procurement

South Ayrshire Council

**Report by Chief Financial Officer
to South Ayrshire Council
of 18 September 2025**

Subject: Financial Regulations Review

1. Purpose

- 1.1 The purpose of this report is to seek approval of the revised Financial Regulations following review.

2. Recommendation

- 2.1 It is recommended that the Council approves the revised Financial Regulations (Appendix 1), to be effective from 19 September 2025.**

3. Background

- 3.1 It is a requirement of corporate governance that the Council's Financial Regulations be kept under review. The last report was approved by the Council on 21 June 2024.
- 3.2 The opportunity has also been taken to review the Regulations to reflect issues arising since the last revision.

4. Proposals

- 4.1 The Financial Regulations have been updated to reflect:
- 4.1.1 the inclusion of a reference to the guidance for the approval process of different categories of capital projects/ works for inclusion in the General Services and HRA Capital Investment programmes (Section 2.4 (3));
 - 4.1.2 clarification regarding the use of the Transformation fund to be targeted towards cashable efficiencies in support of the council budget strategy and increasing the Transformation Board's ability to allocate and monitor sums from the fund to £200,000, to reflect the size and scale of projects being brought forward to the board for approval (Section 5.8);
 - 4.1.3 changes to access criteria to the workforce change fund to align with the recently approved updated Framework for Managing Workforce Change approved by Council in March 2025 (Section 5.10);
 - 4.1.4 amended wording in relation to the treatment of contract rebates (Section 7.10);

- 4.1.5 clarification on the raising of Purchase Orders through Fusion prior to the receipt of goods or services or the start of works and the receipt of supplier/contractors invoices (Section 14.2);
- 4.1.6 clarification of wording to include 'works' when checks are made for the satisfactory delivery/completion of goods, material, services and works (section 14.4); and
- 4.1.7 clarification of the use and approval of the auto receipt function with in the Fusion system for the certification of invoice payments (Section 14.6)
- 4.2 The proposed amendments are tracked and highlighted in **bold text** in the revised Regulations (attached as Appendix 1).
- 4.3 Subject to approval, it is proposed that the revised Financial Regulations are adopted with effect from 19 September 2025.
- 4.4 Subject to approval, the revised Financial Regulations will be published on The Core and the Council's website and will also be notified to employees by way of the SAC Staff Community Hub.
- 4.5 The Financial Regulations will continue to be reviewed on an annual basis in accordance with best practice, and any further proposed revisions, following consultation and review, will be reported to a future meeting of the Council.
- 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 The risks associated with rejecting the recommendations are that the Financial Regulations do not correctly reflect current responsibilities.
- 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 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

- 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 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>
Financial Regulations to be published and notified to employees	26 September 2025	Chief Financial Officer

Background Papers [Financial Regulations](#)

Person to Contact **Tim Baulk, Chief Financial Officer**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612620
E-mail tim.baulk@south-ayrshire.gov.uk

Date: 9 September 2025

Financial Regulations

September 2025

V1.0



Document Control

Author:	Tim Baulk, Chief Financial Officer
Source Location:	Council report
Published Location:	Council website
Related documents:	
Review Date:	Annual (minimum)

Version Control:				
Version	Revision Date	Change summary	Distribution	Author
V1.0	18 September 2025	Changes approved by Council on 18 September 2025	The Core/ Council website	Tim Baulk

Financial Regulations

Index

Page no

Scope and Observance

1. Financial Administration

- 1.1** *Responsibility of the Council*
- 1.2** *Responsibility of Cabinet*
- 1.3** *Responsibility of the Proper Officer for Financial Arrangements of the Council (ie Section 95 Officer)*
- 1.4** *Responsibility of Directors, Heads of Service and Assistant Directors*
- 1.5** *Scope of Financial Regulation with regard to the Health and Social Care Partnership Arrangement with the South Ayrshire Integrated Joint Board*

2. Capital Investment Programme

- 2.1** *Financial Plan for Capital Investment Programme*
- 2.2** *Capital Investment Programme*
- 2.3** *Form*
- 2.4** *Preparation*
- 2.5** *Authorisation Procedure*
- 2.6** *Effect of the Authorisation*
- 2.7** *Delivery of Capital Projects*

3. Control of Capital Expenditure

- 3.1** *Limitation on Expenditure*
- 3.2** *Budget Variance and Transfers during the life of a Capital Project*
- 3.3** *Budgetary Control*

4. Revenue Estimates

- 4.1** *Information*
- 4.2** *Guidelines*

- 4.3 *Preparation***
- 4.4 *Authorisation Procedure***
- 4.5 *Additional Funding Received***

5. *Control of Revenue Expenditure*

- 5.1 *Need for Panel Consent***
- 5.2 *Limitation on Expenditure***
- 5.3 *Budgetary Control***
- 5.4 *Budget Transfers***
- 5.5 *Variances***
- 5.6 *Reports to Panels***
- 5.7 *Use of the Contingency Fund***
- 5.8 *Use of the Transformation Fund***
- 5.9 *Use of the Repair and Renewal Fund***
- 5.10 *Use of Workforce Change Fund***
- 5.11 *Use of Uncommitted General Reserves***

6. *Legality of Expenditure*

7. *Control of Income*

- 7.1 *Determination of Charges***
- 7.2 *Accounting Arrangements***
- 7.3 *Notification of Income to Chief Financial Officer***
- 7.4 *Write-offs***
- 7.5 *Treatment of Monies Collected***
- 7.6 *Controlled Stationery***
- 7.7 *Personal Cheques***
- 7.8 *Transfers of Cash, Cheques, etc***
- 7.9 *Grant Income***
- 7.10 *Contract Rebates (Cash)***

8. *Treasury Management*

- 8.1 *Treasury Management Statement and Practices***
- 8.2 *Borrowing Arrangements***
- 8.3 *Borrowings to be in Name of the Council***

8.4 *Registrar of Stocks, Bonds and Mortgages*

8.5 *Leasing*

9. Banking and Control of Cheques

9.1 *Arrangements with Bankers*

9.2 *Opening and Closing of Bank Accounts*

9.3 *Payments into Bank*

9.4 *Cheque Control*

10. Credit Cards

10.1 *Scope*

10.2 *Approval to Use*

10.3 *Credit Limits*

10.4 *Authorisation*

10.5 *Accounting Arrangements*

11. Purchasing Cards

11.1 *Scope*

12. Investments and Trust Funds

12.1 *Investments*

12.2 *Deposit of Trust Securities*

12.3 *Control of Charitable Funds*

13. Stores, Inventories and Costing

13.1 *Costing System and Stores Control*

13.2 *Custody of Stores and Stocktaking*

13.3 *Write-offs or Surpluses of Stores*

13.4 *Inventories*

13.5 *Use of Equipment and Stores*

14. Procurement of Goods and Services and Payment of Accounts

14.1 *Method of Payment*

14.2 *Official Orders*

- 14.3 *Procurement***
- 14.4 *Check on Goods, Materials and Services Received***
- 14.5 *Creditor Status***
- 14.6 *Certification of Payment***
- 14.7 *Direct Electronic Bank Payments***
- 14.8 *Payments in Advance***
- 14.9 *Duplicate Invoices, etc***

15. Accounting

- 15.1 *Accounting Procedures and Records***
- 15.2 *Internal Check***
- 15.3 *‘Year End’ Accounting Returns***

16. Surplus or Deficit on Property Maintenance Service

- 16.1 *Background***
- 16.2 *Treatment of Surplus or Deficit***
- 16.3 *Accounting mechanism***

17. Internal Audit

- 17.1 *Responsibility for Internal Audit***
- 17.2 *Reporting Arrangements for Internal Audit***
- 17.3 *Authority of Audit***
- 17.4 *Irregularities***

18. Cash Imprests/ Petty Cash

- 18.1 *Purpose of Cash Imprests***
- 18.2 *Provision of Imprests***
- 18.3 *Bank Accounts for Imprest Holders***
- 18.4 *Exclusion of Payments to the Council***
- 18.5 *Limit on Expenditure***
- 18.6 *Accounting Arrangements***
- 18.7 *Statement of Account***
- 18.8 *Termination as Imprest Holder***

19. Claims for Expenses and Allowances

19.1 *Arrangements for Claims*

19.2 *Regulations*

19.3 *Employees' Claims*

19.4 *Certification of Employees' Claims*

19.5 *Members' Claims*

20. Salaries, Wages and Pensions

20.1 *Information regarding Payroll Amendments*

20.2 *Arrangements for Payments*

20.3 *Form and Certification of Records*

21. Security

21.1 *Responsibility for Security*

21.2 *Limits to Cash Holdings*

21.3 *Safe Keys*

21.4 *Pre-printed/ Pre-signed Cheques, etc*

21.5 *Security/ Retention of Documents*

21.6 *Data Protection Act/ Regulations*

21.7 *Asset Register*

22. Risk Management and Insurance

22.1 *Responsibility for Risk Management and Insurance*

22.2 *Identification of Risk*

22.3 *Notification of Claims*

22.4 *Fidelity Guarantee Insurance*

22.5 *Review of Insurance Cover*

23. Contracts for Capital Works

23.1 *Record of Contracts*

23.2 *Variations to Contracts*

23.3 *Claims from Contractors*

23.4 *Delay of Contract*

23.5 *Interim Payment*

23.6 *Reports on Final Measurements/ Final Contract Amount*

23.7 *Procurement Procedures/ Guidance*

24. Economy, Efficiency and Effectiveness/ Best Value

25. External Funding (*Following the Public Pound*)

26. Partnerships

27. Devolved Management of Resources

28. Observance of Financial Regulations

28.1 *Responsibility of Directors, Heads of Service and Assistant Directors*

28.2 *Breach of Regulations*

Financial Regulations

Scope and Observance

South Ayrshire Council is accountable for the stewardship of public funds. Stewardship is a function of management, and, therefore, a responsibility placed upon the Elected Members and officers of the Council. Responsibility is discharged by the establishment of sound arrangements and systems for the planning, appraisal, authorisation and control over the use of resources, and by the preparation, maintenance and reporting of accurate and informative accounts.

Failure to observe these financial regulations may be regarded as a breach of trust and may result in disciplinary action.

These financial regulations should be read in conjunction with other regulations of the Council, such as:

- Standing Orders Relating to Meetings;
- Standing Orders Relating to Contracts;
- Scheme of Delegation;
- Special Investigations Procedure;
- Disciplinary procedures;

and with other regulations observed by the Council:

- Data Protection legislation and regulations;
- the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (The Code);
- the CIPFA Service Reporting code of Practice for local authorities (SERCoP)
- the CIPFA Code for Treasury Management in Local Authorities;
- the Prudential Code for Capital Finance in Local Authorities;
- the CIPFA Code on Best Value Trading Operations; and
- the Public Sector Internal Audit Standards.

Elected Members and officers have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring that everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

The key controls and control objectives for financial management standards are:

- the promotion of the highest standards of financial management throughout the authority;
- a monitoring system to review compliance with financial regulations;

- regular comparisons of actual financial performance with planned performance that are reported to the Cabinet; and
- the Audit and Governance Panel (as the Council's Audit Committee), fulfilling its duties under the Standing Orders and Scheme of Delegation.

1. Financial Administration

1.1 *Responsibility of the Council*

The Council is responsible for setting the Council's annual budgets, housing rent and Council Tax levels and the level of bad debt provision. The Council is also responsible for approving the Treasury Management Strategy of the authority.

1.2 *Responsibility of Cabinet*

Subject to the terms of reference of Panels, the Cabinet is responsible for regulating and controlling the finances of the Council within the budgets and policy frameworks determined by the Council.

1.3 *Responsibility of the Proper Officer for Financial Arrangements of the Council (ie Section 95 Officer)*

The proper officer for the financial arrangements of the Council (Section 95 Officer) as set out in the Scheme of Delegation shall:

- (1) be the proper officer of the Council for the purposes of Section 95 of the Local Government (Scotland) Act 1973 for the administration of the financial affairs of the authority; and
- (2) act as financial adviser to the Council and all its Panels.

Specific responsibilities include:

- (1) to advise Elected Members on a financial strategy;
- (2) to ensure the proper administration of the financial affairs of the authority;
- (3) to set the financial management standards, as outlined in the various CIPFA Codes of Practice, and to ensure that compliance with them is monitored;
- (4) to ensure proper professional practices are adhered to, and to act as head of profession in relation to the standards, performance and development of finance and accounting staff throughout the authority;
- (5) to advise on the key strategic controls necessary to secure sound financial management; and
- (6) to ensure that financial information is available to enable accurate and timely monitoring and reporting of financial performance.

1.4 ***Responsibility of Directors, Heads of Service and Assistant Directors***

- (1) Directors, Heads of Service and Assistant Directors shall at all times seek to secure the best value for expenditure incurred by them with the objective of achieving the agreed policies, objectives and outcomes of the Council at the most effective cost.
- (2) Each Director, Head of Service and Assistant Director shall consult with the Chief Financial Officer in respect of any matter affecting his/ her Directorate/ service which is liable to affect materially the finances of the Council before any provisional or other commitment is incurred, or before reporting thereon to a Panel, except in an emergency and/ or as authorised by any Scheme of Delegation. In such cases of emergency, it must be reported to the Chief Financial Officer as soon as possible thereafter.
- (3) It is the responsibility of all Directors, Heads of Service and Assistant Directors to promote awareness of and adherence to these financial regulations.

1.5 ***Scope of Financial Regulations with regard to the Health and Social Care Partnership Arrangement with the South Ayrshire Integration Joint Board (the 'IJB')***

- (1) The IJB is a legal entity in its own right created by Parliamentary Order 2015 No 88 (The Public Bodies (Joint Working) (Board Establishment) (Scotland) Order 2015) which came into effect on 1 April 2015 following Ministerial approval of the Integration Scheme between the Council and NHS Ayrshire and Arran.
- (2) The IJB is accountable for the stewardship of public funds and is expected to operate under public sector best practice governance arrangements, proportionate to its transactions and responsibilities. Stewardship is a function of management and, therefore, a responsibility placed upon the appointed members and officers of the IJB.
- (3) Prior to any funding being passed by the Council to the IJB as part of the IJB's integrated budget, the Council's Financial Regulations will apply. Similarly, once funding has been approved from the integrated budget by the IJB and directed by it to the Council for the purposes of service delivery, the Financial Regulations of the Council will then apply to the directed sum, which will be utilised in accordance with the priorities determined by the Board in its Strategic Plan.

2. **Capital Investment Programme**

2.1 ***Financial Plan for Capital Investment Programme***

The procedure for the preparation annually of a financial plan for the capital investment programme is as detailed within the Council's Asset Management Plan.

Capital Asset Management Group ('CAMG')

The Capital Asset management Group is established under the Council's Asset Management Plan to ensure the effective management of the capital investment programme and the evaluation of new bids brought forward. It comprises senior officers representing all services.

2.2 Capital Investment Programme

The Capital Investment Programme estimates shall detail the committed capital projects and new capital projects on which the Council intends to incur expenditure inclusive of commitments where projects span more than one financial year.

2.3 Form

The detailed form of the Capital Investment Programme shall be determined by the Chief Executive in consultation with the Director of Housing, Operations and Development and the Chief Financial Officer.

2.4 Preparation

- (1) All Directors, Heads of Service and Assistant Directors shall provide such information as may be required for the purpose of preparation of the General Services Capital Investment Programme. This will be co-ordinated by the Director of Housing, Operations and Development and submitted to the CAMG for consideration prior to the authorisation process as outlined in 2.5 below.
- (2) Housing capital estimates will be prepared by the Director of Housing, Operations and Development and submitted to the CAMG for consideration prior to the authorisation process as outlined in paragraph 2.5 below.
- (3) **The approved guidance contained in the Council's Asset Management plan on the levels of justification required for different categories of capital projects/ works, should be adhered to when seeking the submission of a new project to either the General Services or Housing capital investment programme.**

2.5 Authorisation Procedure

The Capital Investment Programmes shall be submitted to the Council for approval.

2.6 Effect of the Authorisation

The approval of the Capital Investment Programmes by the Council shall permit Directors, Heads of Service and Assistant Directors:

- (1) to incur preliminary expenses, preparatory works and design costs etc in respect of projects;
- (2) to take the steps necessary to acquire land associated with projects;
and

- (3) to proceed with projects within the capital investment programmes, subject to further approval in terms of paragraph 3.2 below in the event that the actual tender cost of the project or the revised estimate of the project exceeds the provision in the capital estimates.

2.7 *Delivery of Capital Projects*

With the exception of Ayrshire Growth Deal capital projects, all General Services Capital projects and Housing capital projects shall be delivered through the Director of Housing, Operations and Development.

3. *Control of Capital Expenditure*

3.1 *Limitation on Expenditure*

No capital expenditure shall be incurred unless:

- (1) the expenditure is provided for in the Capital Investment Programmes estimates; and
- (2) it meets the definition of capital expenditure in the CIPFA Code of Practice, which states that 'the expenditure results in the acquisition, construction, or enhancement of fixed assets (tangible and intangible) in accordance with proper practices'. Scottish Ministers may also issue guidance that it would be proper practice to capitalise specified expenditure.

3.2 *Budget Variance and Transfers during the Life of a Capital Project*

With the exception of Ayrshire Growth Deal capital projects (which has its own separate governance arrangements in place) the CAMG is responsible for ensuring that the capital projects are delivered on time and for considering where projects may be advanced or delayed within the programme.

If, at any time following approval it becomes apparent that a capital project will be overspent or if the phased expenditure for the current year is likely to vary between years, then following consultation at either the Asset Management Sub-Group or the Housing Asset Management Sub-Group, it shall be the duty of the Director of Housing, Operations and Development to report such variation immediately to the Capital Asset Management Group (CAMG).

Budget variances across capital projects may be:

- (1) balanced by a budget transfer from another capital project providing such transfer is within the overall capital programme; or
- (2) balanced by identifying an alternative source of funding, subject to approval of the Chief Financial Officer.

Where the variance amount involved is less than £100,000, the transfers or adjustments to funding shall be considered by the CAMG and formally approved by the Director of Housing, Operations and Development as Chair of the CAMG.

Thereafter, a report must be submitted by the Director of Housing, Operations and Development to the Cabinet highlighting the variance, and the projected level of out-turn across the programme.

Where the variance amount is in excess of £100,000 or if the phased expenditure for the current financial year is at any time expected to vary by an amount in excess of £100,000, then approval must be sought from Cabinet:

- (1) to transfers budgets between projects;
- (2) to re-profiling budgets between years; and
- (3) to identify and seek approval of any alternative or additional funding required.

A report shall be submitted by the Director of Housing, Operations and Development to the Cabinet highlighting the reasons for the proposed variance, management action being taken and the projected level of out-turn variance across the programme and seeking Member approval.

In applying the budget transfer rules outlined above, all transfers to or from a project should be considered on a cumulative basis (both on an 'in year' and 'cross year' basis) – for example, if a transfer request is received for £90,000, and previously a budget transfer has been processed for £50,000 from/ to the same project, then that would result in a cumulative total of £140,000, and would therefore require Cabinet approval.

3.3 ***Budgetary Control***

In consultation with the Chief Financial Officer, the Director of Housing, Operations and Development shall provide, for General Services and for Housing capital, regular budgetary control statements to Cabinet comparing actual spend with the initial and revised capital estimates in respect of each element.

It shall be the duty of the Director of Housing, Operations and Development, for General Services and for Housing, to ensure that the provision in the capital estimates is not exceeded, and that the expenditure conforms to the requirements of these regulations.

For Ayrshire Growth Deal capital projects, it shall be the duty of the Director of ~~Communities and Transformation~~**Housing, Operations and Development**, in accordance with the separate Ayrshire Growth Deal governance arrangements, to ensure that the provision in the capital estimates is not exceeded, and that the expenditure conforms to the requirements of these regulations.

4. **Revenue Estimates**

4.1 ***Information***

Each Director and Head of Service shall provide the Chief Financial Officer with such details as may be required for the purposes of preparing the revenue estimates.

4.2 ***Guidelines***

After consultation with the Chief Executive and Directors, the Chief Financial Officer shall report to the Cabinet on the strategy to be adopted prior to recommending to Council the resource levels to be allocated to each Directorate for the purpose of preparing the revenue estimates.

4.3 ***Preparation***

The Chief Executive and each Director shall, in conjunction with the Chief Financial Officer, prepare revenue estimates in respect of his/ her Directorate/ services in accordance with resource allocations laid down by the adopted strategy, and to a timetable set by the Chief Financial Officer, with the approval of the Chief Executive.

4.4 ***Authorisation Procedure***

The revenue estimates for each financial year shall be submitted to the Council for approval, along with a recommendation as to the Council tax and Council house rent levels to be set (in accordance with statutory requirements).

4.5 ***Additional Funding Received***

Any additional funding received by the Council after approval of the revenue estimates for the year shall be notified to the Cabinet together with detailed spending proposals, subject to the transfer limits at section 5.4 below.

5. **Control of Revenue Expenditure**

5.1 ***Need for Panel Consent***

Expenditure shall only be incurred with the approval of the Cabinet, except as authorised by the approved estimates, and in accordance with the Scheme of Delegation and the Standing Orders Relating to Contracts.

5.2 ***Limitation on Expenditure***

No expenditure chargeable to the revenue account shall be incurred unless it has been included in the revenue estimates, except:

- (1) where a supplementary estimate has been approved by the Cabinet or Council; or
- (2) in unanticipated situations in consultation with the Chief Executive and Chief Financial Officer, provided that the expenditure is reported to the first available Cabinet; or
- (3) in emergency situations in terms of the Scheme of Delegation; or
- (4) as provided for by the rules on budget transfer in section 5.4 below.

5.3/

5.3 ***Budgetary Control***

It is the responsibility of the Chief Financial Officer and the Chief Executive and Directors to furnish regular budgetary control statements to Cabinet on revenue account income and expenditure comparing actual spend with the respective estimates.

It is the responsibility of the Chief Executive, Directors, Heads of Service and Assistant Directors concerned to ensure that items of expenditure in the revenue estimates of his/ her Directorate/ services are not overspent, and that the income and expenditure of his/ her Directorate/ services conform to the requirements of these regulations.

The Chief Executive, Directors, Heads of Service and Assistant Directors shall also provide the Chief Financial Officer with whatever assistance and information he/ she considers necessary in order to ensure the effectiveness of the budgetary control system.

It shall be the duty of the Chief Financial Officer to report regularly to the Cabinet and/ or Council on the current overall financial position of the Council.

5.4 ***Budget Transfers***

A Budget Transfer shall be permitted only in the following circumstances:

- (1) A deficit under those subjective headings as defined by the CIPFA Service Reporting Code of Practice (SERCoP) and objective headings as defined by the Chief Financial Officer and as revised from time to time as required, may be balanced by a transfer from another head of expenditure on which there is a surplus, where the deficit has arisen due to circumstances which could not have been foreseen, and the transfer does not involve a change of policy of the Council.

Where the amount involved is £25,000 or under (Stage 1), the transfer shall be agreed between the Finance Co-ordinator and the Service Lead/ budget holder. Where the amount is between £25,000 and £50,000 (Stage 2), the transfer shall require the additional approval of the Service Lead – Corporate Accounting. Where the transfer is between £50,000 but less than £100,000 (Stage 3), the transfer shall also be agreed by the Director/ Head of Service/ Assistant Director and the Chief Financial Officer, in consultation with the Portfolio Holder. Where the amount is £100,000 or over (Stage 4), the transfer shall be approved by the Cabinet.

In applying the budget transfer rules outlined above, all transfer should be considered on a cumulative basis – for example, if a transfer request is received for £22,000, and previously a budget transfer has been processed for £31,000 from/ to the same objective/ subjective heading, then that would result in a cumulative total of £53,000, and would therefore require a Stage 3 approval.

A de-minimis of £5,000 will apply (below which no formal approval process is required) and all authorisation of budget transfers will be by e-mail, except where a decision of Cabinet is required.

- (2) Where a net saving could be achieved by overspending under one head of expenditure without changing the policy of the Council, a transfer may be made from a head of expenditure which is in surplus, provided approval as in paragraph (1) above has been obtained.
- (3) Where new external grant income is received, the limits outlined in paragraph (1) above shall apply to all monies received/due to be received, subject to section 7.9 (below).
- (4) The rules concerning budget transfer within those service areas that fall under the Council's Devolved School Management (DSM) scheme are separately defined by the DSM policy.

Adherence to budget transfer rules is not required in the following circumstances:

- (1) where management responsibility for service delivery transfers from one Directorate or service to another;
- (2) where service responsibility transfers to the local authority from an external agency; and
- (3) where centrally-held budgets are allocated to service Directorates following approval of the annual revenue estimates – for example, payroll management target, utilities, central support.

5.5 ***Variances***

A Explanation of Variance

Where it appears that the actual amount of income or expenditure may vary materially or significantly (as defined below) from that appearing in the revenue estimates, it shall be the duty of the Chief Executive or Director concerned, in conjunction with the Chief Financial Officer, to report to the Cabinet as soon as possible after the variance has become apparent, highlighting the reasons for the variance, management action being taken and the projected level of out-turn variance.

B Materiality and Significance

Appropriate focus should be placed on variance analysis, the objective being to secure sufficient coverage of those variances that contribute most to the deviation from income and expenditure budgets rather than a comprehensive line by line analysis. By necessity, this will be a subjective professional judgment. Prescription is not advocated, as the materiality threshold for variance explanations will vary in accordance with:

- (1) reporting levels;

- (2) scale of budget; and
- (3) impact on service delivery and performance.

5.6 ***Reports to Panels***

All reports presented to Council/ Panels must specifically identify the extent of any resource implications (Financial, Legal, Procurement and Human Resources). Reports to Panels must identify the costs and income/ projected income in the current and future years, the impact on capital and revenue spending and whether or not, and exactly where, funding (including any additional funding required) is included in budget, or, if not, how and from where it is proposed that such financial resources be obtained.

The financial implications contained in reports must be agreed with the Chief Financial Officer or his/ her representative prior to issue of the report.

5.7 ***Use of the Contingency Fund***

A - Qualifying Criteria

Where a contingency fund has been approved and included in the revenue estimates for the year, it should only be used to finance unexpected items of expenditure which it is necessary to incur, and which are outwith the level of service provided for in the approved revenue budget.

These items must be significant, and no contingency draws for sums of less than £25,000 will be considered (except in *exceptional circumstances*, and only by agreement with the Chief Financial Officer).

All contingency draws must also be classified as either recurring or non-recurring draws. In the case of recurring draws, these will automatically be built into the base during the budget process each year.

B - Access to the Fund

Where it is proposed to submit a report to the Cabinet in which the recommendation is that a contingency draw be sought, this report must first be considered by the Executive Leadership Team.

5.8 ***Use of the Transformation Fund***

The transformation of the Council is a long-term commitment to ensure services continue to meet the needs of residents now and in the future. To enable the Council to deliver the vision for transformation, new activity will require to be implemented. It is recognised that the design, development and implementation of this activity may require upfront investment to enable the realisation of benefits. New activity will require to focus on one or more of our priority themes: Our workforce, our technology, our assets and our delivery model. The Council has established a Transformation Fund to provide enabling funding for transformation activity.

The Transformation Fund can be used to invest in capital or revenue requirements, **prioritised to initiatives that produce cashable efficiencies in support of the council's budget strategy**, and a list of potential uses, although not exhaustive, is provided below:

- Technology;
- Additional temporary staffing resources;
- Acquiring assets or making changes to existing assets;
- Training and development to re-skill or up-skill staff;
- 'Spend-to-save' initiatives; and
- Commercialisation.

Business case development will not normally be considered eligible expenditure unless the project requires support from an external party/ subject matter expert.

Where an application is made to the Transformation Fund that may involve severance and other employee related costs arising from any service redesign measures, then access to the Council's Workforce Change Fund may be appropriate (use to the Workforce Change Fund is described in 5.10 below).

The Council's Transformation Board, chaired by the Chief Executive, has authority to allocate and monitor sums from the ~~new~~ Transformation Fund of up to ~~£201~~£201,000,000 for the delivery of transformation projects, subject to business case and other approvals. Any proposals of over £201,000 will be subject to decision making by the Cabinet

5.9 ***Use of the Repair and Renewal Fund***

This fund is used to assist with abnormal repairs and maintenance to Council properties where these arise in an emergency situation and there is no mainline budget available, or where the use of the fund was planned as part of the budget process. It may also be used to facilitate asset improvement and savings/ efficiencies.

Works requiring to be undertaken and proposed to be funded by this Fund below £100,000 will require to be considered by the Capital Asset Management Group and formally approved thereafter by the Director of Housing, Operations and Development, as Chair of the CAMG. Works in excess of £100,000 will require to be considered by the Capital Asset Management Group and formally approved thereafter by the Cabinet.

5.10 ***Use of the Workforce Change Fund***

The Workforce Change Fund is an earmarked fund within General Reserves and is used to meet the severance, ~~and~~ other employee related costs **and services succession planning** arising from any Council's workforce service redesign measures. **The fund should only be used for severance costs where all redeployment opportunities have been exhausted.** The level of the fund is reviewed regularly (at least annually) to ensure that the Council has sufficient funds available to support service redesign over the forthcoming period.

In order to access the fund, the action being taken in releasing staff must meet the following two criteria:

- (1) be an approved council saving – ie it appears in the Council's annual budget or is agreed as a separate Cabinet or Council paper; and

- (2) a maximum **three two**-year savings payback period will apply in all cases in relation to the cost of releasing the staff (ie - the time taken to recover the compensation costs against normal salary costs).

For example, if the cost of releasing the staff is ~~£75£50~~,000 and the annual saving achieved is £25,000 or more then the costs of severance will effectively be paid back within the **three two**-year period. Conversely, if the cost of releasing the staff is ~~£75£50~~,000 and the saving is only £23,000 per annum, then **three two** years' saving would only equate to ~~£69£46~~,000 and therefore this criteria would not be met and any cost would have to be borne **in full** by the service rather than the workforce change fund.

No proportionate payments will be made from the fund if the **three two**-year payback criteria is only partially met – ie if the payback period is greater than **three two** years then the full cost will have to be borne by the service and not just the difference between the two year saving and the cost of releasing the staff.

~~Applying the maximum payback criteria at (2) above ensures that the Council adheres to the Scottish Government's non-legislative reform of public sector severance arrangements guidance, published in June 2019, which recommends that any severance costs be off-set by savings over a maximum 2-year payback period. This approach will ensure best value is achieved in service redesign.~~

Applying a 3-year payback period, aligns with the Scottish Government's non-legislative reform of public sector severance arrangements guidance, published in June 2019. Given the scale of transformation required across the Council, this approach also ensures best value is achieved in service redesign by widening access to the Workforce Change Fund to increase opportunities for change.

5.11 ***Use of Uncommitted General Reserves***

The use of General Reserves shall either:

- (1) form part of the approved annual revenue budget; or
- (2) be used to finance expenditure not included in the original revenue budget for that year which it is deemed appropriate to incur, and which is outwith the level of service provided for in the approved revenue budget. Any such request requires to be submitted to Cabinet for approval.

6. **Legality of Expenditure**

- 6.1 It shall be the duty of Directors, Heads of Service and Assistant Directors to ensure that no expenditure is incurred unless it is within the legal powers of the

Council. In cases of doubt, Directors, Heads of Service and Assistant Directors must consult the Council's Monitoring Officer or designated representative before incurring expenditure. Expenditure on new service developments, initial contributions to other organisations and responses to new emergency situations which require expenditure must be clarified as to legality prior to being incurred.

7. Control of Income

7.1 *Determination of Charges*

The Chief Executive and each Director, Head of Service and Assistant Director shall review the charges for goods or services provided by his/ her Directorate/ service in line with the approved Corporate Charging Policy except where the charge is fixed externally.

In order to preserve the real value of such income, increases recommended to Panels should have regard to the current rate of inflation, and should reflect the impact of any changes to the rate of value-added tax (VAT).

7.2 *Accounting Arrangements*

It is the responsibility of the Chief Financial Officer to make adequate financial and accounting arrangements to ensure:

- (1) the prompt and proper recording of all income due to the Council; and
- (2) the prompt and proper collection, custody, control and remittance of all cash in all Directorates of the Council.

7.3 *Notification of Income to Chief Financial Officer*

Particulars of all charges made for work done, rendered or goods supplied by the various services of the Council, and of all other amounts due to the Council shall be notified to the Chief Financial Officer promptly in a form approved by him/ her. All accounts for income due to the Council shall be raised and issued in a timely manner by, or under arrangements approved by, the Chief Financial Officer.

7.4 *Write-offs*

Sums due to the Council shall not be written off except with the approval of the Cabinet, or by the Chief Financial Officer or any person or persons authorised by him/ her in exercise of delegated powers.

Write-offs shall be permitted only after all appropriate avenues of recovery have been exhausted.

Where the amount involved is £10,000 or under, approval by the Chief Financial Officer or any person or persons authorised by him/ her is required.

Where the amount involved is greater than £10,000, this requires to be approved by the Cabinet, on request from the relevant Director, Head of Service or Assistant Director for the service to which the debt relates.

On occasion a debt previously written off may subsequently be recovered. In such instances, the amount previously written off will require to be reversed within the appropriate system.

Arrangements for the reversal of previously written off sums shall be approved by the Chief Financial Officer, or any person or persons authorised by him/ her.

7.5 *Treatment of Monies Collected*

All monies received on behalf of the Council in any Directorate or service shall be recorded and deposited immediately with the Chief Financial Officer or the Council's bankers in accordance with arrangements made with the Chief Financial Officer. No deduction may be made from such money unless considered necessary for operational purposes and having been agreed in advance with the Chief Financial Officer. Cash discount will not be offered to any debtor.

The Council must obtain identification of counterparties at the commencement of a business relationship where there is potential for transactions to be conducted in cash amounts in excess of £10,000. Identification must also be sought for any one-off cash transactions in excess of £10,000 and notified to the Treasury Manager on behalf of the Chief Financial Officer in accordance with Money Laundering Regulations adopted by the Council in 2005.

Heads of Service are responsible for ensuring adequate custody and control of all cash held within their Service. Cash held should not exceed the maximum limits for cash holdings agreed with the Chief Financial Officer.

7.6 *Controlled Stationery*

All official controlled stationery, such as cheques, account receivable accounts and receipts for the disbursement and collection of monies, shall be in a form approved by the Chief Financial Officer, and shall be ordered, controlled and issued to Directorates/ services by him/ her or under arrangements agreed by him/ her.

7.7 *Personal Cheques*

Personal cheques shall not be cashed out of the monies held on behalf of the Council.

7.8 *Transfers of Cash, Cheques, etc*

All transfers of cash and cheques from one member of staff to another shall be evidenced by the signatures of both officers.

7.9 *Grant Income*

All grant applications/ offers/ claims shall be approved by the Chief Financial Officer or his/ her representative following consultation with the Chief Governance Officer in appropriate cases, prior to submission to the appropriate body. The Chief Financial Officer or his/ her representative shall be advised on a timely basis of all relevant information necessary for him/ her to submit, accept

or certify applications for grants due to the Council. All grants are to be paid direct to the Council.

Approval limits are as follows:

- (1) where the grant award is £25,000 or under, approval of the appropriate Finance Co-ordinator or Service Lead - Corporate Accounting or Chief Financial Officer is required;
- (2) where the grant award is over £25,000 and below £50,000, approval of the Service Lead - Corporate Accounting or Chief Financial Officer is required; and
- (3) where the grant award is £50,000 and above, approval of the Chief Financial Officer is required.

All new grant income received beyond that identified and approved as part of the annual revenue and capital estimates shall be notified to the Cabinet in a timely manner and be treated in accordance with the transfer rules identified in section 5.4 above. To this end, applicants must submit a proposed funding allocation (coded by cost centre and heads of expenditure) for approval with the grant application.

7.10 ***Contract Rebates (Cash)***

Where goods and services are procured through an agreed contract, a cash rebate may be received as part of the contractual arrangements.

Where a cash rebate is received by a Directorate/ service with conditions attached in relation to how it can be spent, then the rebate should be treated as follows:

- (1) where the rebate is £20,000 or under, approval of the appropriate Finance Co-ordinator or Service Lead - Corporate Accounting or Chief Financial Officer is required before the Directorate/ service spend can be incurred;
- (2) where the rebate is over £20,000 and below £50,000, approval of the Service Lead - Corporate Accounting or Chief Financial Officer is required before the Directorate/ service spend can be incurred; and
- (3) where the rebate is £50,000 and above, approval of the Chief Financial Officer is required before the Directorate/ service can incur spend.

In each case the rebate may only be spent strictly in accordance with the conditions attaching and for the specified purposes.

Where a cash rebate is received without any conditions attached in relation to how it can be spent, then the rebate shall be ~~allocated to the Council's general procurement savings target~~ collected centrally and contribute to the budget strategy.

8. Treasury Management

8.1 Treasury Management Statement and Practices

The Council has adopted the key recommendations of CIPFA's 'Treasury Management in the Public Services: Code of Practice' (the Code), as described in Section 5 of that Code. Accordingly the Council has created and maintained as the cornerstones of effective treasury management:

- (1) a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and
- (2) suitable treasury management practices setting out the manner in which the Council will seek to achieve treasury management policies and objectives, and prescribing how it will manage and control treasury management activities.

The Council will receive reports for approval on its treasury management policies and activities, including, as a minimum:

- (1) an annual strategy and plan in advance of each financial year;
- (2) a mid-year review; and
- (3) an annual report in the form prescribed in the Council's treasury management practices not later than 30 September of the succeeding financial year on the activities of the treasury management operation, and on the exercise of treasury management powers delegated to him/her.

The Council has delegated responsibility for aspects of treasury management function as follows:

- (1) the Chief Financial Officer has responsibility for the execution and administration of treasury management decisions, who will act in accordance with the Council's approved policy statement and treasury management practices;
- (2) the Chief Financial Officer has responsibility for approving the treasury management practices and any amendment thereafter; and
- (3) the Audit and Governance Panel will be responsible for ensuring effective scrutiny of treasury management strategy and policies. The annual strategy, mid-year review and annual report will be considered by the Audit and Governance Panel before submission to Cabinet.

All money in the possession of the Council shall be aggregated for the purposes of treasury management and shall be under the control of the Chief Financial Officer.

All executive decisions on borrowing, investment or financing shall be delegated to the Chief Financial Officer, or, through him/her, to his/her staff, who shall all be required to act in accordance with the Code, the Treasury Strategy Statement and the agreed Treasury Management Practices.

8.2 ***Borrowing Arrangements***

All borrowing arrangements of the Council for the purpose of its functions shall be made by the Chief Financial Officer, and the arrangements made shall be reported to the Audit and Governance Panel (in line with the Council's Treasury Management Policy).

8.3 ***Borrowings to be in Name of the Council***

All borrowings on behalf of the Council shall, unless they are for the purposes of any trust under any deed of trust or other document, be effected in the name of the Council. The Chief Financial Officer or other employees authorised by the Chief Financial Officer are authorised to sign all loan documents, unless:

- (1) statute or other legal requirements provide that other signatures are required; or
- (2) alternative arrangements have been approved by the Cabinet.

8.4 ***Registrar of Stocks, Bonds and Mortgages***

The Chief Financial Officer shall be the registrar of stocks, bonds and mortgages, and shall maintain records of all borrowing of money by the Council, except where another registrar has been appointed by the Council, when the Chief Financial Officer shall maintain records of the total sums borrowed.

8.5 ***Leasing***

With the exception of heritable property, and subject to the Standing Orders Relating to Contracts and the Scheme of Delegation, no leasing of equipment or capital assets extending beyond one financial year should be undertaken on behalf of the Council without prior approval of the Chief Financial Officer.

9. **Banking and Control of Cheques**

9.1 ***Arrangements with Bankers***

All arrangements with the Council's bankers concerning the Council's bank accounts and the issue of cheques shall be made by the Chief Financial Officer.

9.2 ***Opening and Closing of Bank Accounts***

Official bank accounts bearing the Council's name shall only be opened or closed by the Chief Financial Officer.

9.3 ***Payments into Bank***

All monies received shall be paid into the Council's bank accounts daily, or at such other intervals as may be approved by the Chief Financial Officer.

9.4/

9.4 ***Cheque Control***

All arrangements for the ordering, controlling and signing of cheques on behalf of the Council shall be made by the Chief Financial Officer.

10. **Credit Cards**

10.1 ***Scope***

The Council shall use a Corporate Credit Card facility (in the form of a physical or virtual credit card) provided by its bankers. The purpose of this account is to provide individual Chief Officers and Directorates a credit card payment facility for ad-hoc expenditure and expenses.

10.2 ***Approval to Use***

The Chief Financial Officer has responsibility for approving the issue of credit cards to individual Chief Officers and Directorates.

Individual credit cards shall be issued in the name of the individual officer and cannot be issued in the generic name of the Council.

All credit cards bearing the Council's name shall only be opened or closed by the Chief Financial Officer.

10.3 ***Credit Limits***

Overall credit limits will be negotiated with the Council's bank. The Chief Financial Officer shall approve the allocation of individual credit limits for each card user in line with requirements and projected spend. These credit limits will be periodically reviewed and revised where appropriate.

Requests for credit card increases will be made in the first instance to the Treasury Manager and any revision approved by the Chief Financial Officer.

10.4 ***Authorisation***

All Chief Officers holding an individual card or responsible for a Directorate card shall be responsible for ensuring that appropriate authorisation is obtained, adequate records and receipts are kept and provide information to the Chief Financial Officer regularly, in line with approved procedures,

10.5 ***Accounting Arrangements***

The Chief Financial Officer shall arrange for all necessary charges to be allocated to Directorates timeously in line with approved procedures.

11. **Purchasing Cards**

11.1 ***Scope***

The Council does not currently operate a purchasing card facility. Any new purchasing card scheme introduced will bear the Council's name and shall only be opened or closed by the Chief Financial Officer.

12. Investments and Trust Funds

12.1 *Investments*

- (1) Council funds shall be invested in accordance with the treasury management policies of the Council and shall be held in the name of the Council.
- (2) All trust funds shall, whenever possible, be held in the name of the Council.
- (3) The sale of investments, unless otherwise provided for in a trust deed or other document, shall require the prior approval of the Cabinet.

12.2 *Deposit of Trust Securities*

All officers acting as trustees by virtue of their official position shall deposit all securities, bank books and documents (other than title deeds to heritable property) and articles of value relating to any trust with the Chief Financial Officer unless the relevant trust deed otherwise provides.

12.3 *Control of Charitable Funds*

The Chief Financial Officer shall ensure the proper and safe custody and control of all charitable funds held by the Council, and that all expenditure is in accordance with the conditions of the fund and in accordance with regulations laid down by the Office of the Scottish Charity Regulator (OSCR).

13. Stores, Inventories and Costing

13.1 *Costing System and Stores Control*

Arrangements made by the Directors, Heads of Service and Assistant Directors for costing systems and stock and stores control shall be subject to the approval of the Chief Financial Officer.

13.2 *Custody of Stores and Stocktaking*

The care, custody and level of stores and equipment in any Directorate or service shall be the responsibility of the appropriate Director, Head of Service or Assistant Director, who will ensure that:

- (1) stocktaking is carried out at regular intervals as agreed by the Chief Financial Officer;
- (2) all obsolete or excess stock or scrap material is identified and disposed of in an appropriate manner and in accordance with industry disposal standards, where applicable; and
- (3) any obsolete, excess or scrap material disposed of should be written off in accordance with established year –end accounting procedures.

13.3 *Write-offs or Surpluses of Stores*

Each Director and Head of Service shall report annually, in accordance with the year-end accounting procedures, to the Chief Financial Officer the total values of write-offs and surpluses of stock, the net effect of these adjustments on the book value of consumable stores under his/ her control and a brief explanation of the reasons for these differences.

13.4 *Inventories*

Every Directorate and service of the Council shall maintain full and accurate inventory records in a form approved by the Chief Financial Officer. The Chief Financial Officer shall be responsible for issuing instructions on inventory procedures and record-keeping.

13.5 *Use of Equipment and Stores*

The Council's property shall not be removed other than in the course of the Council's normal business or used other than for the Council's purposes without the specific approval of the Director, Head of Service or Assistant Director concerned.

14. *Procurement of Goods and Services and Payment of Accounts*

14.1 *Method of Payment*

Apart from petty cash and other payments from imprest accounts, the preferred method of payment of money due from the Council shall be by BACS. Payment of money due by any other method must be approved by the Chief Financial Officer or any person or persons authorised by him/ her.

14.2 *Official Orders*

Except for petty cash purchases, supplies of public utility services and periodic payments such as rent and rates, all goods, materials or services supplied to or work executed for the Council shall be ordered by means of an electronic purchase order through the corporate financial management system, and acceptances shall be by officers authorised by the Director, Head of Service or Assistant Director of the ordering Directorate/ service.

Authorisation of orders must be by an authorised officer in accordance with the privileges set in the corporate financial management system, Fusion.

The authorisation rights as determined by the Director, Head of Service or Assistant Director of the ordering Directorate/ service should be reviewed on a regular basis, at least annually.

Purchase orders must not be disaggregated, packaged or split into separate smaller amounts or requirements to avoid the application of any provision of the Standing Orders for Contracts, the Procurement Reform (Scotland) Act, the Public Contracts (Scotland) Regulations or any other legislative provisions including retained EU law. An overarching purchase order must be prepared in sufficient detail and reflect the total award value as noted in the contract award value/letter from Procurement or match the value with the appropriate electronic catalogue.

Purchase Orders must be raised through Fusion prior to the receipt of goods, materials or services, the start of works and the receipt of supplier/contractors invoices

All purchase orders state that invoices must be sent, by a supplier, electronically to fusionsuppliers@south-ayrshire.gov.uk. Any deviation from this instruction must be authorised by the Head of Finance, Procurement and ICT.

14.3 ***Procurement***

All procurement of goods, materials, services and works must be carried out in full compliance with approved Standing Orders Relating to Contracts.

14.4 ***Check on Goods, Materials, ~~and~~ Services and Works Received***

It shall be the duty of the Director, Head of Service or Assistant Director of each Directorate/ service which places an order to ensure that all goods, materials, services and works received following the placing of orders by him/ her or any person or persons authorised by him/ her are as ordered in respect of price, quantity and quality, and duly recorded in the corporate financial management system.

Where goods have been ordered using the corporate financial management system, Fusion, the receipt of goods shall be recorded against the appropriate order on the system. Goods **and**, Services **and** Works received must be receipted when satisfactory goods/ services/ **works** have been delivered to ensure no delay in payment.

14.5 ***Creditor Status***

It shall be the duty of Service Leads to authorise all new supplier requests and to provide the following information to the Central Accounts Payables team for input to Oracle Fusion payment systems:

- (1) Tax status for CIS purposes;
- (2) VAT status – whether registered or non-registered, if registered provide VAT registration number; and
- (3) employment status of the supplier.

14.6 ***Certification of Payment***

The Fusion system has controls in place to ensure that only authorised officers (as approved by their Director, Head of Service or Assistant Director) can approve orders and invoices. The Fusion system will not allow payment to be made unless the goods are recorded as being received and the invoice value agrees with the order **or the auto receipt function has been set up (only suppliers approved by the service Director, Head of Service or Assistant Director or Chief Financial Officer are permitted to use to auto receipt function)**. Where any variances are identified between the order, receipt and invoice, this requires additional approval from the requester/approver to ensure

a 3-way match prior to payment being made. No payment shall be made unless certified by an authorised officer.

The Director, Head of Service or Assistant Director of each Directorate/ service which incurs expenditure shall arrange for the certification in accordance with the systems processes by an officer of his/ her Directorate/ service that all payments comply with the following:

- (1) the expenditure is on items or services which it is within the Council's legal powers to incur;
- (2) the goods, materials, services or work to which the account relates have been received or carried out as the case may be, and have been examined and approved, and are in accordance with the order;
- (3) the prices, extensions, calculations, trade discounts, other allowances, credits and tax are correct;
- (4) the relevant expenditure has been properly incurred, and is within the relevant estimate provision;
- (5) appropriate entries have been made in inventories, stores records or stock records, as required; and
- (6) the expenditure is charged against the relevant account.

The certification must be by an authorised officer in accordance with the privileges set in the corporate financial management system.

14.7 *Direct Electronic Bank Payments*

All payment for goods and services shall be made using the approval process described in 14.1 to 14.6 above except In certain circumstances where a bank transfer (i.e. - direct payments from the Council's bank account to a third party) is permissible, as follows:

- (1) legal settlement for capital purchase transactions; and
- (2) in emergency situations.

In both circumstances the authorisation of the Chief Financial Officer or any person or persons authorised by him/ her is required. The request for a direct electronic payment must be supported by appropriate justification and documentation.

14.8 *Payments in Advance*

Payments shall not be made in advance of receipt of goods and services except in the following circumstances;

- (1) where the service provider's non-negotiable terms and conditions require payment in advance;
- (2) in urgent or emergency situations; or

- (3) where the likelihood of default is considered an acceptable or immaterial level of risk.

For payments up to £500, approval is required in advance of payment from the appropriate Service Lead. For payments between £501 and £5,000, approval is required in advance of payment from the appropriate Service Lead and Finance Team Co-ordinator. For all other payments above this level, approval is required in advance of payment from the appropriate Director/ Head of Service and the Chief Financial Officer.

For grants awarded to external organisations, the grant should only be paid in advance (either wholly or partially) if it is in accordance with the Council's agreed terms and conditions for the award.

14.9 *Duplicate Invoices, etc*

Payment shall not be made on duplicate or photocopy invoices unless the Director, Head of Service or Assistant Director or other authorised officer certifies in writing that the amounts have not been previously passed for payment.

15. Accounting

15.1 *Accounting Procedures and Records*

All accounting procedures and records of the Council shall be determined by the Chief Financial Officer, and all accounts and accounting records of the Council shall be compiled by the Chief Financial Officer or under his/ her direction.

15.2 *Internal Check*

The following principles shall be observed in the allocation of duties:

- (1) procedures to be followed regarding the calculation, checking and recording of sums due by or to the Council should be arranged in such a way that, wherever possible, the work of one person is proven independently, or is complementary to the work of another, and these operations shall be separated from the duty of collecting or disbursing such sums; and
- (2) officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

15.3 *'Year End' Accounting Returns*

Each Director and Head of Service shall, at dates to be specified by the Chief Financial Officer, submit to him/ her:

- (1) a copy of the certified stock list for his/ her Directorate/ service as at the end of the financial year (or date in lieu thereof as laid down by the Chief Financial Officer) together with any reports referred to in sections 13.2 and 13.3 above;

- (2) a certificate confirming that inventories of all moveable furniture, equipment, plant and other items are kept on a continuous basis in all locations under his/ her control; and
- (3) any other information necessary to close the Council's accounts.

16. Surplus or Deficit on Property Maintenance Service

16.1 *Background*

The Council's Property Maintenance Service does not operate as a statutory trading account. As such, its annual budget is prepared on the basis that work will be recharged on the basis of cost, in order for it to achieve a break-even position at the end of each financial year. In practice, actual expenditure and income may vary from budget, resulting in a surplus or deficit at the year-end.

16.2 *Treatment of Surplus or Deficit*

In recognition of Scottish Government Guidance on the operation of the Housing Revenue Account (HRA) a mechanism to facilitate the reimbursement to HRA of the appropriate proportion of Property Maintenance year-end surpluses or deficits attributable to Council housing activity should be applied at the end of each financial year.

16.3 *Accounting Mechanism*

- (1) Where the Property Maintenance service records a surplus or deficit for the financial year, then the proportion of that surplus or deficit attributable to Housing activity should be transferred to the HRA with the balance relating to General Services activity being retained in the General Fund; and
- (2) the proportion of Property Maintenance income received from HRA should be identified and used as the basis to allocate the proportionate share of the surplus or deficit to be transferred to the HRA.

17. Internal Audit

17.1 *Responsibility for Internal Audit*

Internal Audit, under the control and direction of the Chief Executive, shall be arranged for the purpose of carrying out an examination of financial and related systems of the Council to ensure that the interests of the Council are protected.

Internal Audit work is undertaken within the terms of the Internal Audit Charter which is formally approved by the Audit and Governance Panel. The Internal Audit Charter is available on Re-Wired. Internal Audit adheres to the United Kingdom Public Sector Internal Audit Standards.

17.2 *Reporting Arrangements for Internal Audit*

- (1) Officers engaged in Internal Audit will report directly to the Chief Executive.

- (2) Internal Audit reports will be distributed as follows:
 - (a) Directorates/ services will receive a copy of the Internal Audit report at the conclusion of the audit assignment;
 - (b) the Chief Executive, the Council's Monitoring Officer and the Council's Chief Financial Officer will receive copies of all Internal Audit reports; and
 - (c) all Elected Members will receive copies of all Internal Audit reports which will be made available to them on The Core.
- (3) The Annual Audit Plan will be submitted to the Audit and Governance Panel at the beginning of the financial year. The purpose is to advise Members of the programme of audit work for the forthcoming financial year. The plan will be compiled following consultation with the Chief Executive and all Directors/ Heads of Service/ Assistant Directors.
- (4) Audit reports showing the activity of the Internal Audit section, progress achieved against plan and a summary of significant audit findings will be presented to the Audit and Governance Panel (Audit Committee).
- (5) The External Auditor will report annually to the Audit and Governance Panel providing an assessment of the Internal Audit function.

17.3 ***Authority of Audit***

The Chief Executive or his/ her authorised representatives shall have authority, on production of identification, to:

- (1) enter at all reasonable times on any Council premises or land;
- (2) have access to all systems, records, documents and correspondence relating to financial and other transactions of the Council;
- (3) have access to all IT hardware/ software running systems on behalf of the Council, including hardware/ software owned by third party service providers, in line with agreed protocols;
- (4) require and receive such explanations as are necessary concerning any matter under examination; and
- (5) require any employee of the Council to produce cash, stores or any other Council property under his/ her control.

17.4 ***Irregularities***

Any evidence or reasonable suspicion of an irregularity relating to funds, stores or other property of the Council shall be reported immediately by the Director, Head of Service or Assistant Director to the Chief Executive or his/ her nominated officer and the Chief Financial Officer. Such irregularities shall be dealt with in accordance with the Council's Anti-Fraud and Anti-Bribery Strategy and Special Investigations Procedure.

18. Cash Imprests/ Petty Cash

18.1 *Purpose of Cash Imprests*

The imprest system is an accounting system for paying out and subsequently replenishing petty cash. Petty cash is a small reserve of cash kept on-site at a business location for incidental cash needs. The imprest system is designed to provide a rudimentary manual method for tracking petty cash balances and how cash is being used.

18.2 *Provision of Imprests*

On the recommendation of the Director, Head of Service or Assistant Director concerned, the Chief Financial Officer shall provide such imprest accounts as he/ she considers appropriate for such officers of the Council as he/ she considers may require them for purposes of defraying petty and other minor expenses.

18.3 *Bank Accounts for Imprest Holders*

The Chief Financial Officer shall open bank accounts where it is considered appropriate, and in no circumstances shall the imprest holder overdraw the account. It shall be a standing instruction to the Council's bankers that an imprest holder's account shall not be overdrawn. Bank accounts will not be opened by any officer other than the Chief Financial Officer or delegated responsible officer.

18.4 *Exclusion of Payments to the Council*

No payments to the Council shall be paid into an imprest account but shall be lodged in a bank as provided for in paragraph 9.3 hereof. Any bank interest earned on imprest accounts will be remitted separately and immediately to the Chief Financial Officer and will not be left in the imprest bank balance.

18.5 *Limit on Expenditure*

Payments from imprest accounts shall be limited to minor items of expenditure, and to only such other items as the Chief Financial Officer may approve. Payments shall be supported by a voucher/ receipt. Imprests must not be used to pay major expenses claims or any suppliers' invoices. The Chief Financial Officer may prescribe an upper limit to individual items of expenditure to be met out of imprest accounts.

18.6 *Accounting Arrangements*

Claims for reimbursement of imprest expenditure shall be submitted regularly to Central Accounts Payable, and, when submitting a reimbursement claim, sufficient imprest cash shall be available to cover the period between submission of the claim and receipt of monies.

Claims must be submitted to 31 March each year within the timescales laid down within the year-end procedures issued by the Chief Financial Officer.

18.7 Statement of Account

An officer responsible for an imprest account shall, when requested, give to the Chief Financial Officer a certificate as to the balance of his/ her imprest account.

18.8 Termination as Imprest Holder

On an officer leaving the employment of the Council, or otherwise ceasing to be entitled to hold an imprest advance, that officer shall account to the Chief Financial Officer for the amount advanced to him/ her. A formal record of this accounting shall be prepared and retained in the Directorate concerned for inspection.

19. Claims for Expenses and Allowances

19.1 Arrangements for Claims

The Chief Financial Officer shall be responsible for making arrangements for the administration, regulation and payment of claims for expenses and allowances to Members and employees of the Council and other approved bodies.

19.2 Regulations

The Chief HR Officer shall make available the current regulations on expenses and allowances to Members and employees of the Council and of other approved bodies.

19.3 Employees' Claims

All claims for payment of travelling allowances, subsistence allowances, car allowances and incidental expenses shall be submitted via the Expenses tile available within the Oracle Fusion System. VAT receipts are required to support all mileage claims and subsistence allowances where appropriate.

Such payments shall not be made out of imprest accounts without the express authority of the Chief Financial Officer. All such expenses shall, as far as practicable, be paid via the Oracle Fusion system. Cash advances can be provided in appropriate cases where no other means of payment is available.

Directors, Heads of Service and Assistant Directors shall authorise officers in their services to certify such claims and to upload payments into the Oracle Fusion system by either self service submission or delegated authority to submit expenses on another officer's behalf by means of the procedures set down by the Chief HR Officer. The list of officers who can approve employee's expense claims, and their approval limits, shall be maintained within the Councils Purchase to Pay hierarchy held within the Oracle Fusion system.

In addition, a regular review of such authorisations should be carried out by each Directorate and service to ensure that the list of those authorised is complete and up-to-date. No officer authorised to certify such claims shall certify his/ her personal claim. Personal claims must be certified by a separate authorised signatory.

19.4 *Certification of Employees' Claims*

The certification by or on behalf of the Director, Head of Service or Assistant Director shall be taken to mean that the certifying officer is satisfied that the journeys were authorised, the expenditure properly and necessarily incurred, and that any allowances are properly payable. Certifying officers should satisfy him/ herself that supporting VAT receipts are attached where applicable.

It shall be the duty of the claimant and the authorising officer to ensure that claims are submitted promptly to allow payments to be made from the appropriate budgets. All claims must be submitted on at least a monthly basis and no later than three months after the journey has been completed. Line managers must ensure that employees work within these timescales. Claims submitted outwith this time limit will not be processed or paid.

Claims applicable to a financial year shall be submitted within one month after 31 March in that year.

19.5 *Members' Claims*

Payments to Members, including co-opted members of the Council or its Panels, who are entitled to claim attendance and other allowances, shall be made by the Chief Governance Officer upon receipt of the claim in the prescribed format. All claims must be submitted on at least a monthly basis and no later than three months after the journey has been completed. Claims applicable to a financial year shall be submitted within one month after 31 March in that year. VAT receipts are required to support all mileage claims and subsistence allowances where appropriate.

The Chief Financial Officer shall maintain a record of all expenses paid to Members, showing the name of the recipient and the amount and nature of the payments. This record shall be available for public inspection and will be published on the Council website no later than 1 June each year.

20. *Salaries, Wages and Pensions*

20.1 *Information regarding Payroll Amendments*

The Director, Head of Service or Assistant Director concerned shall notify the Chief HR Officer timeously, and in the prescribed format, of all matters affecting the payment of emoluments, in particular:

- (1) appointments, contract variations, resignations, dismissals, suspensions, secondments and transfers;
- (2) changes in remuneration (including overtime worked), other than normal increments and pay awards;
- (3) absences from duty for sickness or other reason apart from approved leave; and
- (4) information necessary to maintain records of service for superannuation and HM Revenue and Customs purposes.

20.2 Arrangements for Payments

The payment of all salaries, wages, pensions, compensation and other emoluments to all employees, former employees or beneficiaries shall be made by the Chief HR Officer or under arrangements made by him/ her. All such payments will be made, as far as practicable, by credit transfer to the employee's designated bank account.

20.3 Form and Certification of Records

All pay documents/ processes (either paper or electronic) shall be in a format prescribed or approved by the Chief HR Officer and shall be authorised by or on behalf of the appropriate Director, Head of Service or Assistant Director.

The authorisation of such documents/ processes is achieved within the Council's Fusion system by way of embedded access rights which shall be granted to officers by Directors, Heads of Service and Assistant Directors on the basis of business and security requirements. The authorisation rights as determined by the Director, Head of Service or Assistant Director should be reviewed on a regular basis, at least annually.

21. Security

21.1 Responsibility for Security

Each Director, Head of Service or Assistant Director shall be responsible for maintaining proper security, custody and control at all times of all plant, buildings, materials, stores, furniture, equipment, cash, etc, under his/ her control. He/ she shall also consult the Chief Governance Officer, as appropriate, in any case where security is thought to be defective, or where it is considered that special security arrangements may be required.

21.2 Limits to Cash Holdings

The Chief Financial Officer shall agree with the appropriate Director, Head of Service or Assistant Director the maximum amount of cash to be held in the premises under his/ her control, and the agreed amount shall not be exceeded except with the written agreement of the Chief Financial Officer. Cash boxes/ safes should only be used to hold funds belonging to the Council or school funds. The level of funds held in safes should be within the insurance limits. Additional uplifts should be arranged with the Chief Financial Officer where large amounts of cash are likely to be held.

21.3 Safe Keys/Electronic codes

Keys or electronic codes to safes and similar receptacles containing cash or valuable documents or articles shall be carried on the person of those responsible. The loss of any such keys/ electronic codes shall be reported immediately to the Chief Financial Officer and the appropriate Director/ Head of Service. A register of all such keyholders will be kept in each Directorate/ service and notified to the Chief Financial Officer.

21.4 *Pre-printed/ Pre-signed Cheques, etc*

The Chief Financial Officer shall be responsible for ensuring that secure arrangements are made for the preparation and holding of pre-printed/ pre-signed cheques, stock certificates, bonds and other financial documents.

21.5 *Security/ Retention of Documents*

Each Director and Head of Service shall be responsible for maintaining proper security, custody and control of all documents within his/ her Directorate/ service. The retention period for all books, forms and records related to financial matters shall be determined by the Chief Financial Officer in conjunction with the Chief Governance Officer.

21.6 *Data Protection Act/ Regulations*

Each Director and Head of Service shall be responsible for the use and security within his/ her Directorate/ service of all personal data output from Council computer systems in line with the Data Protection Act and Regulations in force from time to time and approved data sharing protocols.

21.7 *Asset Register*

The Chief Financial Officer, in conjunction with the Director of Housing, Operations and Development, shall be responsible for the maintenance of the asset register of the Council. All Directors, Heads of Service and Assistant Directors shall give prompt notification to the Chief Financial Officer/ Director of Housing, Operations and Development of any amendments to be made to the register. The register holds, as a minimum, information relating to all assets valued at £5,999 and above owned and operated by the Council. This 'de minimis' level has been set based on recommendations contained in the Code of Practice on Local Authority Accounting in the United Kingdom.'

22. *Risk Management and Insurance*

22.1 *Responsibility for Risk Management and Insurance*

Subject to the Standing Orders Relating to Contracts, the Scheme of Delegation, and except as authorised by them, the Chief Governance Officer shall make appropriate risk management and insurance arrangements for all aspects of the Council's activities.

22.2 *Identification of Risk*

The Chief Governance Officer shall be responsible for the maintenance and co-ordination of an effective strategic risk register, the content of which shall be informed by the Corporate Management Team. The Chief Executive, Directors, Heads of Service and Assistant Directors shall be responsible for ensuring that a suitable risk management reporting framework is incorporated within their Directorate or service and shall notify the Chief Governance Officer of all significant risks facing their Directorate or service, how they propose to mitigate the risks and the timescales involved.

The Chief Executive, Directors, Heads of Service and Assistant Directors shall give prompt notification to the Chief Governance Officer of all new areas of service provision, additional assets or partnership arrangements that may increase the Council's overall exposure to risk, and which should be covered by insurance, or of any removal of service, disposal of assets or other changes to work activity which no longer requires insurance arrangements.

22.3 *Notification of Claims*

Directors, Heads of Service and Assistant Directors shall notify the Chief Governance Officer as soon as possible in writing of any loss, liability, injury or damage or any event likely to lead to a claim. Thereafter, the Chief Governance Officer shall be responsible, where applicable, for advising the insurance company concerned. He/ she shall also arrange the negotiation of all insurance claims on behalf of the Council in consultation with any Director, Head of Service or Assistant Director concerned, as appropriate.

22.4 *Fidelity Guarantee Insurance*

The Council shall be covered by fidelity guarantee insurance, and this will be arranged by the Chief Governance Officer.

22.5 *Review of Insurance Cover*

The Chief Governance Officer shall review periodically all insurances in consultation, where appropriate, with the Chief Executive, Directors, Heads of Service and Assistant Directors.

23. *Contracts for Capital Works*

23.1 *Record of Contracts*

The Director of Housing, Operations and Development shall maintain a record of all relevant contracts and payments made on contracts for capital works. The Chief Financial Officer shall have access to such records and use whatever information he/ she considers necessary.

23.2 *Variations to Contracts*

Variations to capital works contracts which result in budget variances shall be dealt with in accordance with Section 3, Control of Capital Expenditure, and in accordance with Standing Orders relating to Contracts

23.3 *Claims from Contractors*

Claims from contractors in respect of matters not clearly within the terms of any existing contract for capital works shall be referred to the Director of Housing, Operations and Development for consideration of the Council's liability, and, where appropriate, to the Chief Financial Officer and the Chief Governance Officer for consideration before a settlement is reached.

23.4 ***Delay of Contract***

Where completion of a contract is delayed, it shall be the duty of the Director of Housing, Operations and Development to consult the Chief Financial Officer and/or the Chief Governance Officer as appropriate prior to taking any action in respect of any processes to liquidate or levy other damages.

23.5 ***Interim Payment***

Interim payments to contractors shall be certified by the Director of Housing, Operations and Development or delegated officer responsible for the control and supervision of the work. Nominating delegated officers shall be in writing from the Director of Housing, Operations and Development. The Chief Financial Officer shall be provided with specimen signatures of the authorised signatories by the Director of Housing, Operations and Development.

23.6 ***Reports on Final Measurements/ Final Contract Amount***

A report on all final measurements/ final contract amounts shall be made by the Director of Housing, Operations and Development or delegated officer to the Chief Financial Officer.

23.7 ***Procurement Procedures/ Guidance***

All matters relating to contracts for capital works shall be conducted in accordance with Standing Orders relating to Contracts and other guidance and the Chief Governance Officer. Failure to follow these procedures may result in disciplinary action.

24. **Economy, Efficiency and Effectiveness/ Best Value**

24.1 The Council has a duty under the Local Government Etc (Scotland) Act 1994 and the Local Government in Scotland Act 2003 to invoke proper arrangements for securing economy, efficiency and effectiveness/ best value in the use of resources. There shall be a process of strategic planning which shall have full Elected Member involvement in order to establish the systematic identification of priorities and realisation of economy, efficiency and effectiveness/ best value. It shall be the responsibility of the Chief Executive to deliver the arrangements put in place to secure best value and to co-ordinate Council policy in regard to ensuring that the Council provides best value.

24.2 The Chief Executive and each Director and Head of Service shall be responsible for ensuring implementation of both the corporate and Directorate applications of the strategic planning process. All Directors, Heads of Service and Assistant Directors must ensure that they can demonstrate that proper arrangements are in place to provide best value, and that there is the application of documented procedures, operational performance indicators and targets and a customer/ user focus in service planning.

24.3 Best value should cover the areas of human resource and physical resource management, capital programme and contract management, financial management and policy, performance and service delivery process reviews.

25. External Funding (*Following the Public Pound*)

- 25.1 The principles of openness, integrity and accountability in decisions on spending public money shall apply to funds or other resources which are transferred by the Council to bodies such as companies, trusts, voluntary organisations and individuals where such bodies/ individuals are subject to local authority control or influence, and where they operate at arms' length.
- 25.2 Services providing grants to external organisations should adhere to South Ayrshire Council's Local protocol – Following the Public Pound and Funding External Bodies (published September 2020) which provides guidance on managing and monitoring funding arrangements in relation to external bodies.
- 25.3 The Chief Executive and each Director, Head of Service or Assistant Director shall be responsible for ensuring the implementation of and adherence to all Codes and Guidance issued on external funding arrangements (*Following the Public Pound*).
- 25.4 Any agreements required shall include right of access of Internal Audit to the systems, records, documents and correspondence of that organisation.

26. Partnerships

- 26.1 Partnerships can play a key role in delivering community strategies. In some circumstances, the Council has a leadership role to bring together the contributions of a variety of stakeholders to deliver a shared vision of services based on user needs. Examples of partners include:
 - (1) a public or private organisation undertaking part funding or participating as a beneficiary in a project including PPP/ PFI; or
 - (2) a body whose nature or status gives it a right or obligation to support a particular project; or
 - (3) HubSW in the delivery of Council or Council-partnership projects and initiatives
- 26.2 In all instances, the Director of the lead Directorate for the Council should be able to demonstrate that:
 - (1) appropriate financial regulations have been adopted for the partnership. There should be a presumption that the Council's financial regulations will prevail in all circumstances, unless alternative or additional guidance is considered appropriate. The approval of the Chief Financial Officer will be required for any such departure;
 - (2) the roles and responsibilities of each of the partners involved have been agreed and formally accepted before any project commences, and that individuals representing the partner organisations are aware of their personal responsibilities;
 - (3) documented project management arrangements are in place;

- (4) responsibility for budgetary control for any project is vested in one officer;
- (5) the limits of responsibility for all groups involved in decision-making for any partnership project are clear and agreed. This could include Project Teams, Project Boards, Council Panels and the Council itself;
- (6) a project exit strategy is in place for limited life projects; and
- (7) arrangements are in place for risk appraisal, monitoring, management and control.

27. Devolved Management of Resources

- 27.1 The Council operates a Scheme of Delegation for schools (Devolved School Management) in line with the Local Government Etc (Scotland) Act 1994. This devolves decision-making powers and budget responsibilities to Head Teachers, in particular, budget transfer and carry-forward facilities, which require to be managed in accordance with the Council's Financial Regulations.
- 27.2 The Council's Scheme of Delegation delegates Panels and officers powers to deal with matters falling within their remit as specified therein.

28. Observance of Financial Regulations

28.1 *Responsibility of Directors, Heads of Service and Assistant Directors*

It shall be the duty of each Director and Head of Service to ensure that these regulations are made known to the appropriate persons within the Directorate, and to ensure that they are adhered to.

28.2 *Breach of Regulations*

Any breach or non-compliance with these regulations must, on discovery, be reported immediately to the Chief Executive, who may discuss the matter with the Chief Financial Officer and/ or such other Director, Head of Service or Assistant Director as may be appropriate in order to determine the proper action to be taken.

South Ayrshire Council

**Report by Chief Financial Officer
to South Ayrshire Council
of 18 September 2025**

Subject: Treasury Management Annual Report 2024/25

1. Purpose

- 1.1 The purpose of this report is 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 2024-25 (as attached at [Appendix 1](#)) and seek Members' consideration of its contents.

2. Recommendation

- 2.1 It is recommended that the Council approves the Annual Treasury Management Report 2024/25, as attached at [Appendix 1](#).

3. Background

- 3.1 The Council is required through regulations issued under the Local Government in Scotland Act 2003 to produce an annual treasury report reviewing treasury management activities and prudential and treasury indicators. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 3.3 The Chief Financial Officer also confirms that the Council has complied with the requirements under the Code, to give prior scrutiny of treasury management reporting to the Council's Audit and Governance Panel prior to submitting the report to Cabinet.
- 3.4 Treasury management in this context is defined as:

'The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.'

- 3.5 The Audit and Governance Panel of 25 June 2025 considered the Annual Treasury Management Report 2024/25 (attached at [Appendix 1](#)) and agreed that it be remitted to Council for approval.

4. Proposals

- 4.1 The Treasury Management Annual Report for 2024/25 is submitted to the Council for approval in accordance with the requirements of the CIPFA Code of Practice on Treasury Management.

4.2 *Executive Summary*

During 2024/25, the Council complied with its legislative and regulatory requirements. The key prudential indicators detailing the impact of capital expenditure activities during the year, with previous year comparators, are shown below.

<i>Actual Prudential and Treasury Indicators</i>	<i>2023/24 Actual £'000</i>	<i>2024/25 Actual £'000</i>
Capital Expenditure	99,288	87,844
Total Capital Financing Requirement (including other long-term liabilities)	534,409	623,441
PPP, Finance Lease and Right of Use Assets (ROU)	(88,023)	(126,607)
Underlying Borrowing Requirement	446,386	495,503
Gross External Debt	387,659	432,935
Under (Over) Borrowed	58,727	62,568
Cash/Investments	(26,384)	(14,065)
Net External Debt	361,275	418,874

- 4.3 The table above shows that the Council has an under-borrowed position on 31 March 2025 of £63,897m, c12.86%. This means the Council has used internal borrowing from cash/reserves to fund an element of its current capital expenditure requirements. It does not indicate that borrowing for the capital programme has not been undertaken; only that internal cash resource has been used as funding, opposed to external borrowing. The under borrowed position has increased in 2024/25 in part due to the high interest rates for external borrowing.
- 4.4 Although this is a prudent position in the current interest rate environment given the cost of external borrowing compared with cash investment rates, the Council's under-borrowed position is 6.71% of its overall under-lying borrowing requirement and is therefore manageable within the current strategy. The strategy for 2025/26 is expected to maintain an under-borrowed position whilst closely monitoring longer term PWLB and market rates in considering new borrowing.
- 4.5 Other prudential and treasury indicators are included in [Appendix 1](#) to this report. The Chief Financial Officer also confirms that any borrowing was only undertaken

for capital purpose and the statutory borrowing limit (the authorised limit) was not breached during 2024/25.

- 4.6 The financial year 2024/25 remained a challenging environment due to a volatile economic environment. Interest rates remained at a higher level than forecast but have decreased in-year.

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 General Services

- 6.1.1 **Interest on Revenue Balances Held** – the Council originally budgeted to receive £2.13m in interest income (based on a return of 5.00%) to the General Fund in 2024/25. Interest rates for investment remained higher throughout 2024/25, with the strategy outperforming budget return resulting in an investment surplus. Overall investments are lower in 24-25 as there has been less surplus to invest.

Investment income to the General Fund out turned at £2.216m, a surplus of £0.086m. Interest was also received to the Council's Repairs and Renewals Fund and Capital Fund to the value of £0.055m.

- 6.1.2 **Capital Financing Costs** - the Council originally budgeted £17.610m for financing costs and expenses on debt for 2024/25. This budget consisted of £6.457m in loan principal, £10.979m in interest and £0.174m in expenses. During 2024/25, a pragmatic approach was taken when considering the borrowing requirements to fund capital expenditure. However, even with this the borrowing strategy during 2024/25 resulted in an overspend as under-noted:

	Budget £'000	Out-turn £'000	Variance £'000
Principal	6,457	6,397	60
Interest	10,979	13,504	(2,525)
Expenses	174	361	(187)
Capital Financing costs	17,610	20,262	(2,652)
Investment income	(2,130)	(2,216)	86
Total Debt charges	15,480	18,046	(2,566)

The borrowing strategy undertaken in 2024/25 resulted in an overall overspend to the General Services of £2.566m. This is due to interest rates remaining higher than forecast throughout 2024/25 due to higher inflation rates and the continued war in Ukraine and the Middle East. PWLB rates still remain reasonably high as do rates for short-term borrowing which overall has resulted in higher costs for borrowing. This is discussed further in the Economic Commentary. The overall overspend was reduced due to the investment strategy overperforming.

6.2 Housing Revenue Account (HRA)

6.2.1 ***Interest on HRA Revenue Balances Held*** – the HRA budgeted to receive investment income of £0.240m on its revenue balances in 2024/25 based on achieving an interest rate of 5.00%. Like the General Fund the investment strategy was able to out-perform budget resulting in a return of £0.245m in investment income a surplus of £0.005m.

6.2.2 ***Capital Financing Costs*** - the HRA budgeted £7.278m for financing costs on debt for 2024/25. This consisted of £2.443m in loan principal, £4.763m in interest and £0.072m in expenses.

	Budget £'000	Out-turn £'000	Variance £'000
Principal	2,443	2,443	0
Interest	4,763	4,737	26
Expenses	72	88	(16)
Capital Financing costs	7,278	7,268	10
Investment income	(240)	(245)	5
	7,038	7,023	15

The borrowing strategy undertaken in 2024/25 resulted in an overall underspend to the HRA of £0.015m.

6.3 In total, net debt financing costs were overspent by £2.642m, and when added to an over achievement in interest income of £0.092m resulted in an overall deficit of £2.549m which was reflected in the Council and HRA financial position at 2024/25.

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 rejected, then the Council will be non-compliant with the requirements contained in both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

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

- 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:

Implementation	Due date	Managed by
No further action required	Not applicable	Not applicable

Background Papers **CIPFA Code of Practice for Treasury Management in Local Authorities**

Report to South Ayrshire Council of 6 March 2025 – [Treasury Management and Investment Strategy Mid-year Report 2024-25](#)

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

Person to Contact **Tim Baulk, Chief Financial Officer
County Buildings, Wellington Square, Ayr, KA7 1DR**

Phone 01292 612620

Email tim.baulk@south-ayrshire.gov.uk

Date: 9 September 2025

South Ayrshire Council
Treasury Management Annual Report 2024/25

Introduction

In accordance with the requirements of the CIPFA Code of Practice on Treasury Management in the Public Services, this report covers the following:

- Section 1 - The Council's Capital Expenditure and Financing 2024/25.
- Section 2 – The Council's overall borrowing need.
- Section 3 – Treasury Position as of 31 March 2025.
- Section 4 – The Strategy for 2024/25.
- Section 5 – The Economy and Interest Rates
- Section 6 – Borrowing Rates 2024/25
- Section 7 – Borrowing Outturn 2024/25
- Section 8 – Investment Outturn 2024/25
- Section 9 – Other Issues

Section 1 The Council's Capital Expenditure and Financing 2024/25

1.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which have no resultant impact on the Council's borrowing need; or
- if insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing requirement.

1.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual expenditure, how this was financed and the resulting borrowing requirement.

Table 1

<i>Item</i>	<i>2023/24 Actual £'000</i>	<i>2024/25 Estimate per Strategy</i>	<i>2024/25 Actual</i>
General Fund capital expenditure	53,603	102,570	39,475
HRA capital expenditure	45,685	95,619	48,369
Total	99,288	198,189	87,844
Resourced by:			
Government Grant & Other	(23,910)	(16,939)	(21,280)
Other funding identified	(15,791)	(39,760)	(11,161)
Borrowing :	59,587	141,490	55,403

1.3 The reason for the movement between planned expenditure/funding and actual out-turns for 2024/25 can be found in the General Services and HRA 2024/25 capital monitoring reports presented to Cabinet throughout 2024/25. The largest examples (by value) of reprofiling of spend in to 2025/26 being:

- Hourstons Development - £2m
- Girvan Primary School – £14.5m
- Ayrshire Growth Deal - £27.2m
- Former Riverside Block - £3.5m
- LDP2 Unallocated New Builds - £6m
- Net Zero works - £2.6m
- Citadel Refurbishment - £2m
- Green Waste project – £6.6m
- HRA external fabric Upgrades - £3m
- HRA Partial Modernisation - £1.5m
- HRA Refurbishment - £1.9m

Section 2 The Council's overall Borrowing Need

2.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2024/25 unfinanced capital expenditure (Table 1), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

2.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service manages the Council's cash position to ensure that sufficient cash is available to meet not only the capital plans but also to manage the daily cash flow requirements of funding its revenue commitments of payroll, suppliers, benefits etc.

2.3 This borrowing for capital expenditure may be sourced through external bodies such as the Government, through the Public Works Loan Board [PWLB] or the money markets) or utilising temporary cash resources within the Council (internal borrowing).

2.4 **Reducing the CFR** – the Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the scheduled debt amortisation as a loan repayment, to reduce the CFR. This is effectively a repayment of the borrowing need and differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as unapplied capital receipts); or
- charging more than the statutory revenue charge. The Council's 2024/25 prudent repayment policy, (as required by Scottish Government), was approved as part of the Treasury Management Strategy Report for 2024/25 on 6/03/2024.

2.5 The Council's CFR for the year is shown below and represents a key prudential indicator. It includes PFI, ROU and finance leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

The undernoted table shows the Council's underlying borrowing requirement, inclusive of PPP and Finance lease arrangements, as of 31 March 2025.

Table 2

<i>Capital Financing Requirement</i>	31 Mar 2024 £'000	31 Mar 2025 £'000
<i>Opening Balance</i>	484,608	534,409
Add unfinanced capital expenditure	59,587	57,957
Add new OLTL obligations (PPP/Finance & ROU)	0	49,001
Retrospective PPP adjustment	0	0
Less loans fund repayment	(7,935)	(8,840)
Less PPP/ finance & ROU lease repayment	(1,851)	(9,086)
<i>Closing Balance</i>	534,409	623,441

The borrowing activity is constrained by prudential indicators for gross borrowing, CFR, and by the authorised limit. The increasing CFR position reflects the Council's capital programme expenditure in 2024/25 and the resulting borrowing requirements to fund this investment.

2.6 **Gross Borrowing and the CFR** - to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2025/26) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.

This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs 2024/25.

The table below highlights the Council's gross borrowing position against the CFR.

Table 3/

Table 3

<i>Item</i>	31 March 2024 £'000	31 March 2025 £'000
Capital Financing Requirement (CFR)	534,409	623,441
Gross External Borrowing Position (including PPP, ROU and finance Lease)	475.683	560,873
Net Under/ (Over) Borrowed Position	58,726	62,568

The table above shows the CFR in an under-borrowed position on 31 March 2025 of £31.155m. This means the Council has used internal borrowing from cash/ reserves to fund an element of its current capital expenditure requirements.

This is a prudent position in the current interest rate environment given the cost of external borrowing compared with cash investment rates. The current strategy for 2024/25 is expected to maintain this under-borrowed position whilst closely monitoring longer term PWLB and market rates and consideration of potentially re-financing some of the temporary loan debt with longer term.

2.7 ***Borrowing Prudential Indicators***

- **The Authorised Limit – Table 4** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its authorised limit.
- **The Operational Boundary – Table 4** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.
- **Actual Financing Costs as a Proportion of Net Revenue Stream – Table 5** - this indicator identifies the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream of the Council.

Table 4

<i>Item</i>	2023/24 £'000	2024/25 £'000
Authorised Borrowing Limit External Debt	579,408	663,098
Borrowing	387,659	432,935
Other Long-Term Liabilities	88,023	127,938
Total	475,682	560,873
Operational Boundary External Debt	525,683	620,873
Borrowing	387,659	432,935
Other Long-Term Liabilities	88.023	127.938
Total	475.682	560.873

Table 5

<i>Ratio of Financing Costs to Net Revenue Stream</i>	<i>Actual 2023/24</i>	<i>Estimated 2024/25</i>
General Services	5.23%	6.75%
HRA	12.36%	20.44%
Total	5.95%	8.06%

Section 3 Treasury Position as of 31st March 2025

- 3.1 The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

At the end of 2024/25 the Council's treasury, (excluding borrowing by PFI and ROU and finance leases), position was as follows:

Table 6

	<i>Borrowing position as at 31 March 2024</i>		<i>Borrowing position as at 31 March 2025</i>		<i>Change in year</i>
	<i>£'000</i>	<i>Average interest rate %</i>	<i>£'000</i>	<i>Average interest rate %</i>	<i>£'000</i>
<i>Long Term Borrowing</i>					
Public Works Loans Board	239,459	3.64	279,235	3.79	39,776
Market – Fixed	44,000	3.72	49,000	4.51	5,000
LOBO (Option Loans)	33,200	4.52	33,200	4.58	0
<i>Total Long-Term Borrowing</i>	316,659		361,435		44,776
Short Term Borrowing	71,000	4.92	71,500	5.24	500
Total External Borrowing	387,659	3.96	432,935*	4.18	45,276
CFR (underlying borrowing need)	446,273		464,090		47,374
Over (Under) Borrowing	(58,614)		(31,155)		(2,098)
Investments	(26,384)	5.37	(14,065)	4.90	

* The carrying amount of loans on the Council's balance sheet as of 31 March 2025 is £440,315m. The difference between this figure and the external borrowing shown in Table 6 above is £6,577m of accrued interest and £0.803m of equivalent interest rate accounting adjustments required by the Code of Practice on local authority accounting.

- 3.2 **Table 7** below details the profile of the Council's loan maturity periods as of 31 March 2025.

Table 7

<i>Maturity analysis of Debt Outstanding at 31 March 2025</i>	<i>PWLB £'000</i>	<i>Market £'000</i>	<i>LOBO (Option) £'000</i>	<i>Temp Borrowing</i>	<i>Total £'000</i>
Maturing within 1 year	2,896	29,000	0	71,500	103,396
Maturing 1 to 2 years	7,396	5,000	0	0	12,396
Maturing 2 to 5 years	28,088	15,000	3,000	0	46,088
Maturing 5 to 10 years	56,966	0	0	0	56,966
Maturing 10 to 20 years	33,220	0	5,500	0	38,720
Maturing 20 to 30 years	29,504	0	10,000	0	39,504
Maturing 30 to 40 years	48,665	0	0	0	48,665
Maturing 40 to 50 years	72,500	0	9,700	0	82,200
Maturing > 50 years	0	0	5,000	0	5,000
<i>Total</i>	<i>279,235</i>	<i>49,000</i>	<i>33,200</i>	<i>71,500</i>	<i>432,935</i>

- 3.3 **Loans fund** - where a local authority has a Housing Revenue Account, the HRA should be reported separately from the General Fund. The reporting on the commitment to repay loans fund advances is for repayments only and does not include any interest costs. The Loans Fund balances are set out in Table 8 and Table 8(a) below:

Table 8 – Loans Fund Advances to General Fund

Loans Fund	31 March 2024 (£'000)	31 March 2025 (£'000)
Opening Balance	289,526	314,765
Add advances	31,500	22,480
Less repayments	(6,261)	(6,397)
Closing Balance	314,765	330,848

Table 8(a) – Loans Fund Advances to HRA

Loans Fund	31 March 2024 (£'000)	31 March 2025 (£'000)
Opening Balance	76,839	103,325
Add advances	28,160	33,210
Less repayments	(1,674)	(2,443)
Closing Balance	103,325	134,092

Section 4 Strategy for 2024/25

- 4.1 Investment returns remained robust throughout 2024/25 with Bank Rate reducing steadily through the course of the financial year (three 0.25% rate cuts in total), and even at the end of March the yield curve was still relatively flat, which might be considered unusual as further Bank Rate cuts were expected in 2025/26. Investments in 2024/25 were lower as there have been less funds available for investment.

Bank Rate reductions of 0.25% occurred in August, November and February, bringing the headline rate down from 5.25% to 4.5%. Each of the Bank Rate cuts occurred in the same month as the Bank of England publishes its Quarterly Monetary Policy Report, therein providing a clarity over the timing of potential future rate cuts.

As of early April 2025, market sentiment has been heavily influenced of late by President Trump's wide-ranging trade tariffs policy. Commentators anticipate a growing risk of a US recession, whilst UK GDP is projected by the Office for Budget Responsibility to remain tepid, perhaps achieving 1% GDP growth in 2025/26.

Looking back to 2024/25, investors were able to achieve returns in excess of 5% for all periods ranging from 1 month to 12 months in the spring of 2024 but by March 2025 deposit rates were some 0.75% - 1% lower.

That is not to say that investment choices were straight-forward. Concerns over rising inflation after the Autumn Statement in October led to reduced expectations for Bank Rate to fall. Indeed, the CPI measure of inflation is expected to reach c3.75% by the autumn of 2025, which could provide for some presentational issues for a Bank whose primary mandate is to ensure inflation is close to 2% on a two-to-three-year timeframe. At the end of March, only two further rate cuts were priced into the market for 2025 (4% at December 2025). A week later and sentiment has changed dramatically in the wake of the equity market sell-off to the extent that markets now expect three Bank Rate reductions between May and December 2025 (Bank Rate to fall to 3.75%).

Section 5 Economy and Interest Rates

5.1 UK Economy

UK inflation has proved somewhat stubborn throughout 2024/25. Having started the financial year at 2.3% y/y (April), the Consumer Price Index (CPI) measure of inflation briefly dipped to 1.7% y/y in September before picking up pace again in the latter months. The latest data shows CPI rising by 2.8% y/y (February), but there is a strong likelihood that figure will increase to at least 3.5% by the Autumn of 2025.

Against that backdrop, and the continued lack of progress in ending the Russian invasion of Ukraine, as well as the potentially negative implications for global growth as a consequence of the implementation of US tariff policies by US President Trump in April 2025, Bank Rate reductions have been limited. Bank Rate currently stands at 4.25% after the Monetary Policy Commission (MPC) on 8 May 2025, despite the

Office for Budget Responsibility reducing its 2025 GDP forecast for the UK economy to only 1% (previously 2% in October).

Moreover, borrowing has becoming increasingly expensive in 2024/25. Gilt yields rose significantly in the wake of the Chancellor's Autumn Statement, and the loosening of fiscal policy, and have remained elevated ever since, as dampened growth expectations and the minimal budget contingency (<£10bn) have stoked market fears that increased levels of borrowing will need to be funded during 2025.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies by the US administration.

	UK	Eurozone	US
Bank Rate	4.25% (May)	2.5%	4.25%-4.5%
GDP	0.1%q/q Q4 (1.1%y/y)	+0.1%q/q Q4 (0.7%y/y)	2.4% Q4 Annualised
Inflation	2.8%y/y (Feb)	2.3%y/y (Feb)	2.8%y/y (Feb)
Unemployment Rate	4.4% (Jan)	6.2% (Jan)	4.1% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 4.5% by a vote of 8-1, suggesting further reductions would be gradual. The. This suggested that as inflation rises later in the year, the Bank cuts rates even slower, but the initial impact of President Trump's tariff policies in April 2025 on the financial markets underpin our view that the Bank will eventually reduce rates to 3.50%.

Having said that, the Bank still thinks inflation will rise from 2.8% in February to 3¾% in Q3. And while in February the bank stated that "inflation is expected to fall back thereafter to around the 2% target", this time the bank stated it would "fall back thereafter". That may be a sign that the Bank is getting a bit more worried about the "persistence in domestic wages and prices, including from second-round effects". Accordingly, although we expect a series of rate cuts over the next year or so, that does not contradict the Bank taking "a gradual and careful" approach to cutting rates, but a tepid economy will probably reduce inflation further ahead and prompt the Bank to cut at regular intervals.

From a fiscal perspective, the increase in businesses' national insurance and national minimum wage costs from April 2025 is likely to prove a headwind, although in the near-term the Government's efforts to provide 300,000 new homes in each year of the current Parliament is likely to ensure building industry employees are well remunerated, as will the clamp-down on immigration and the generally high levels of sickness amongst the British workforce. Currently wages continue to increase at a rate close to 6% y/y. The MPC would prefer a more sustainable level of c3.5%.

As for equity markets, the FTSE 100 has recently fallen back to 7,700 having hit an all-time intra-day high 8,908 as recently as 3rd March. The movement on the £ has

also been volatile as it hit a peak of \$1.34 before dropping to \$1.22 in January and then reaching \$1.27 in early April 2025.

5.2 USA Economy

Despite the markets willing the Federal Open Market Committee (FOMC) to repeat the pattern of rate cuts that occurred in 2024 (100 basis points in total), the Fed Chair, Jay Powell, has suggested that the Fed. Funds Rate will remain anchored at 4.25%-4.5% until inflation is under control, and/or the economy looks like it may head into recession as a consequence of President Trump's tariff policies.

Inflation is close to 3% and annualised growth for Q4 2024 was 2.4%. With unemployment just above 4%, and tax cuts in the pipeline, the FOMC is unlikely to be in a hurry to cut rates, at least for now.

5.3 EZ Economy

The Eurozone economy has struggled throughout 2024 and remains at a continuous low level of growth at present, although there is the promise of substantial expenditure on German defence/infrastructure over the coming years, which would see a fiscal loosening. France has struggled against a difficult political backdrop, but with a large budget deficit it is difficult to see any turn-around in economic hopes in the near-term.

With GDP currently below 1% in the Euro-zone, the ECB is likely to continue to cut rates, although the headline inflation rate is still above 2% (2.3% February 2025). Currently at 2.5%, a further reduction in the Deposit Rate to at least 2% is highly likely.

Section 6 Borrowing Rates in 2024/25

6.1 Public Works Loan Board (PWLB) Borrowing Rates -

HIGH/LOW/AVERAGE PWLB RATES FOR 2024/25

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.77%	4.31%	4.52%	5.08%	4.88%
Date	26/02/2025	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.34%	5.71%	6.18%	5.88%
Date	29/05/2024	13/01/2025	13/01/2025	13/01/2025	09/01/2025
Average	5.14%	4.86%	5.07%	5.56%	5.32%
Spread	0.84%	1.03%	1.19%	1.10%	1.00%

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. Indeed, in recent years many bond yields up to 10 years in the Eurozone turned negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at

times, been an inversion of bond yields in the US whereby 10-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid, then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. In particular, rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. Furthermore, at present the FOMC, European Central Bank (ECM) and Bank of England are all being challenged by levels of persistent inflation that are exacerbated by very tight labour markets and high wage increases relative to what central banks believe to be sustainable.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

MUFG Corporate Markets Interest Rate View 28.05.24												
	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.00	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.00	3.00	3.00
3 month ave earnings	5.30	5.00	4.50	4.00	3.50	3.30	3.30	3.30	3.30	3.00	3.00	3.00
6 month ave earnings	5.30	4.90	4.40	3.90	3.50	3.30	3.30	3.30	3.30	3.10	3.10	3.20
12 month ave earnings	5.10	4.80	4.30	3.80	3.50	3.40	3.40	3.40	3.40	3.20	3.30	3.40
5 yr PWLB	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.90	3.90	3.90	3.80
10 yr PWLB	5.00	4.80	4.60	4.40	4.30	4.10	4.10	4.10	4.00	4.00	4.00	3.90
25 yr PWLB	5.30	5.20	5.00	4.80	4.70	4.50	4.50	4.40	4.40	4.40	4.30	4.30
50 yr PWLB	5.10	5.00	4.80	4.60	4.50	4.30	4.30	4.20	4.20	4.20	4.10	4.10

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

6.2 Borrowing strategy and control of interest rate risk

During 2024/25, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as although near-term investment rates were equal to, and sometimes higher than, long-term borrowing costs, the latter are expected to fall back through 2025 and 2026 in the light of economic growth concerns and the eventual dampening of inflation. The Authority has sought to minimise the taking on of long-term borrowing at elevated

levels (>5%) and has focused on a policy of internal and temporary borrowing, supplemented by short-dated borrowing (<5 years) as appropriate.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Chief Financial Officer therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:

- if it had been felt that there was a significant risk of a sharp FALL in long and short-term rates, (e.g., due to a marked increase of risks around a relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, perhaps arising from the stickiness of inflation in the major developed economies, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts initially suggested gradual reductions in short, medium and longer-term fixed borrowing rates during 2024/25. Bank Rate did peak at 5.25% as anticipated, but the initial expectation of significant rate reductions did not transpire, primarily because inflation concerns remained elevated. Forecasts were too optimistic from a rate reduction perspective, but more recently the forecasts, updated from November 2024 onwards, look more realistic.

At the start of April 2025, following the introduction of President Trump's trade tariffs policies, the market now expects Bank Rate to fall to 3.75% by the end of December 2025, pulling down the 5- and 10-year parts of the curve too.

This should provide an opportunity for greater certainty to be added to the debt portfolio, although a significant fall in inflation will be required to underpin any material movement lower in the longer part of the curve.

Section 7 Borrowing Outturn

- 7.1 During 2024/25 the Council funded part of the capital borrowing requirement in the short-term market, with temporary borrowing of £71.500m, by March 2025. However, additional long-term borrowing (PWLB) of £42.000m was also undertaken, taking advantage of any lower interest rates and gaps in the borrowing maturity profile. The Council were in an under-borrowed position of £31,155m for 2024/25. The Council has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.
- 7.2 During 2025/26 focus will be on monitoring longer term rates and looking to borrow longer term to meet the CFR when appropriate and at the same time consider some short-term borrowing where rates are suitable.
- 7.3 During 2024/25 the actual borrowing and repayments of external debt transacted are shown in Table 10 below. This shows temporary borrowing slightly increased and

mid-term borrowing has increased. Longer-term borrowing has been undertaken when rates have allowed, a prudent position in the current interest rate environment. The Council's policy was to ensure that not more than 25% of long-term loans are due to mature within any financial year. The indicator for maturing debt of 23% (within one year) is 2% below the maturity limit indicator in 2024/25.

Table 9

Loan Type	Borrowed 2024/25 £'000	Repaid 2024/25 £'000	Net £'000
PWLB	42,000	(2,225)	39,775
Market Loans	15,000	(10,000)	5,000
Temporary borrowing	73,500	(73,000)	500
	130,500	(85,225)	45,275

- 7.4 **Debt Re-scheduling** – no external debt was re-scheduled during 2024/25 as the average differential of 1% between PWLB new borrowing rates and premature redemption rates made early repayment of loans expensive and unviable due to the premiums that would be payable.

Section 8 Investment Out-turn, and Policy in 2024/25

- 8.1 The Council's investment policy is governed by Scottish Government investment regulations, which have been implemented in the annual investment strategy approved by the Council on 6th March 2024. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

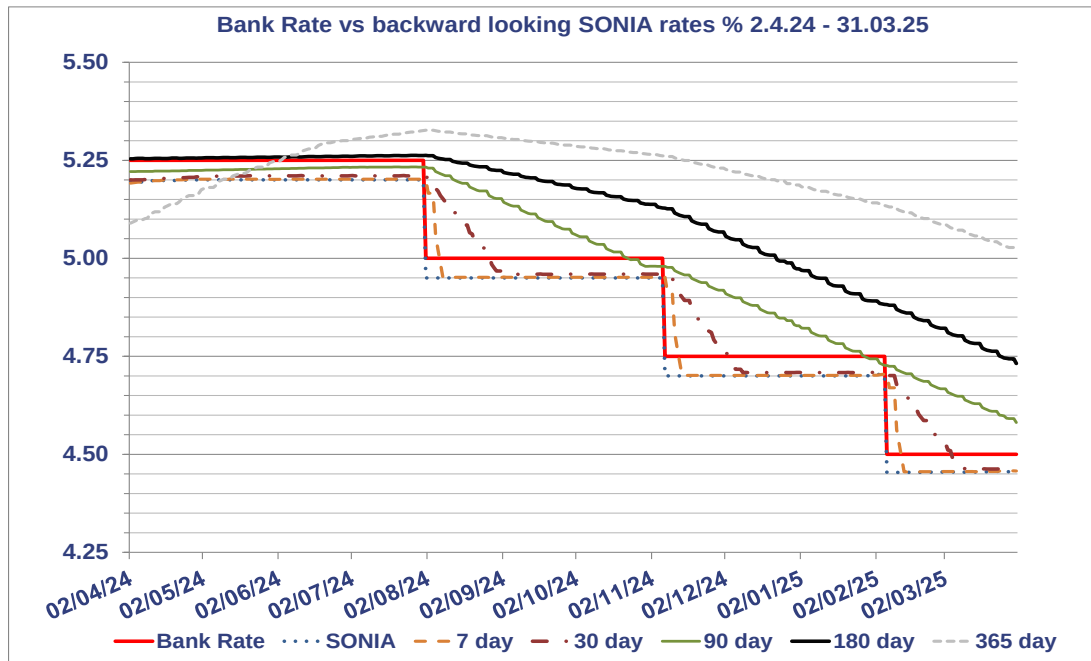
- 8.2 **Investment Out-turn** – the Council maintained an average balance of £18,225m of internally managed investment funds. The internally managed funds earned an average rate of return of 5.085%.

The comparable performance indicator is the 90d backward Sterling Overnight Index Average (SONIA) compounded rate which was 5.015%.

Table 10

	Average Value of Investments Held	Rate of Return	Benchmark Return*
Investments	£18,225m	5.085%	5.015%

**The benchmark return used is the SONIA compounded rate of 5.015%.*



8.4 Investment Policy – the Council’s investment policy is governed by Scottish Government investment regulations which have been implemented in the Annual Investment strategy approved by the Council on 6 March 2025. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year met with the approved strategy, and the Council had no liquidity difficulties.

8.5 Current Council Investments held on 31 March 2025

Table 11

Class	Type	Start Date	Maturity Date	Counterparty	Profile	Rate	Principal £000
Deposit	MMF	01/12/17	-	Federated Prime Rate Sterling Liquidity 3		4.53%	2,400
Deposit	MMF	30/06/20	-	Aberdeen Liquidity Fund - Sterling Fund Class L-1		4.54%	6,000
MMF Total							8,400
Deposit	VNAV	27/04/23	-	Federated Sterling Cash Plus Fund GBP 3 Acc		6.10%	29.9
VNAV Total							29.9
Deposit	Variable	10/05/16	-	Bank of Scotland (Call A/c)	Variable	4.45%	5,635
Call Total							5,635
Overall Total							14,064.9

Section 9 Other Issues

- 9.1 **Sources of borrowing** - Although PWLB remains a low-risk source of long-term borrowing, due to recent rate changes and the ongoing consultation with local authorities on the future of PWLB borrowing other borrowing institutions may be looked at to remove the reliance on PWLB for long term borrowing needs.
- 9.2 **Changes in risk appetite** - The 2018 CIPFA Codes and guidance notes have placed enhanced importance on risk management. South Ayrshire Council has a low-risk appetite and as such would look at all aspects before making any changes to the current strategy and members would be made fully aware of any such changes.
- 9.3 **IFRS 16** - The implementation of IFRS 16 bringing currently off-balance sheet leased assets onto the balance sheet has been implemented during 2024/25. Right of Use Assets (ROU) are now included in the Capital Financing requirement (CFR) figures for year end 2024-25.

South Ayrshire Council

**Report by Depute Chief Executive - Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

Subject: Guidance on Justification to Support Capital Projects

1. Purpose

- 1.1 The purpose of this report is to recommend adoption of Guidance on the justification required for the approval of different categories of capital projects/ works. If approved, adoption of the Guidance would involve some minor amendment to the Asset Management Plan and the Guidance would be included as Annex 1b to that Plan.

2. Recommendation

2.1 It is recommended that the Council

2.1.1 approves the Guidance on the levels of justification required for different categories of capital projects/ works, as set out in Appendix 1; and

2.1.2 approves the amended Asset Management Plan as set out in Appendix 2 at 5.2. and 5.3. as outlined in 4.2

3. Background

- 3.1 Audit Scotland in 2013 developed a good practice guide entitled 'Major capital investment in Councils'. The good practice guide recommended that Councils use developed business cases to support capital proposals.
- 3.2 The Council's arrangements for approval of capital projects are set out in the Council's Asset Management Plan. The updated Asset Management Plan was approved by Council on 12 December 2024. The Council's Financial Regulations reflect the requirements set out in the Asset Management Plan and provide further requirements around the extent of delegation, the control of capital expenditure and delivery.
- 3.3 The Asset Management Plan reflects the recommendations of Audit Scotland's good practice guide by setting out a Business Case process whereby bids for new capital projects are considered on an annual basis to allow projects to be considered and evaluated on a consistent basis first by the Capital Asset Management Group before being recommended to Council for inclusion in the Capital Programme.

- 3.4 Since the Council's current processes were approved in 2015 there has been an enhanced emphasis that the Council requires to ensure that it is achieving Best Value and that with tighter available capital budget the relative benefits of projects are considered so that the Best Value investment is achieved from diminishing resources. This had led the Council to adopt an Options Appraisal approach to assist its general decision making. At the same time, in recent years, the Capital Investment Programme has developed a range of place making capital projects, such as Ward Capital and regeneration budgets, instead of the Capital Investment Programme being developed almost wholly focussed upon the delivery of capital needs identified by relevant services – for example, window replacements and roads investment.
- 3.5 Recently the Council has received enquiries from Audit Scotland as to the business cases developed for a number of capital projects. Officers have also reflected that the term 'Business Case Bid Forms' to describe capital bid forms is misleading as most bids do not involve the development of business cases. The term 'Business Cases' implies a level of financial analysis that does not exist for the vast majority of capital projects.
- 3.6 In addition, a range of more complex projects have recently been in development, where to ensure robust scrutiny and informed decision making, further approvals from Council/Cabinet are appropriate as the project develops and the feasibility of the expected outcomes becomes clear. A good example of this is the Golf Improvement Projects whereby Council has approved the commencement of the programme, but it is only once projects are developed and feasibility clarified that it is appropriate for Council to take a final decision to progress the various capital works taking into account Best Value requirements.
- 3.7 Guidance has been developed which explains for officers and elected members the level of justification required for different types of capital projects and this is set out in Appendix 1. The Guidance is intended to provide a guide rather than a strict 'rule'.
- 3.8 The Guidance clarifies that **all** capital projects require submission of a Capital Project Assessment Bid ('CPAB') to CAMG to support the consideration of the project. Other than 'unallocated budgets' (property refurbishment, accessibility and rewiring, school refurbishment, cemeteries window replacement, and Care Response) individual bids are submitted to CAMG for individual projects. For 'unallocated budgets' a bid is submitted for the overall budget with the allocation of the budget being developed dynamically through the subsequent year. The allocation of these budgets is then monitored by the CAMG-sub group and reported bi-monthly to the Cabinet.
- 3.9 For all other capital projects, in addition to the Capital Bid Form, Appendix 1 sets out the three levels of justification that officers will follow as appropriate. The level of justification is guided by the following principles:
- Capital spend on existing Council property/assets that provide Council services will usually represent an investment into Council property (increasing its value and/or operational lifespan) and is therefore generally compatible with Best Value aims. As such potential capital projects in this category will require the first level of justification *unless* the proposed project is considered by officers to *not* increase operating efficiency. However, if a project relating to an existing Council asset is not identified in

the Asset Management Plan as requiring investment, and/or if the project exceeds £1m, and/or if the proposal is an extension to an existing Council property then these will require to meet the third level of justification..

- Where a new property is to be created or where an existing property is to be extended further justification will be likely to be able to properly assess the likely additional revenue cost. This same is also relevant where it is expected that the investment will be partly offset by income.
- Discretionary capital projects, such as regeneration projects, especially in the absence of other partner contributions, will involve additional justification.

3.10 The 3 levels of justification are as follows (as per Appendix 1-Annexes 2- 4):

Level 1 – Capital Project Assessment Bid (CPAB) (Annex 2) .

Level 2 – CPAB plus Full Options Appraisal. (Annex 3)

Level 3 – CPAB plus Full Options Appraisal plus Best Value Assessment. (Annex 4)

3.11 In addition to the above three levels of justification certain projects may also require a Business Case . A Business Case would be required when there are clear revenue implications arising from a proposed capital project or where there is an anticipated return on investment. The current Capital Programme would have nine projects requiring this level of assessment.

3.12 In addition guidance is provided as to when an Integrated Impact Assessment may be appropriate and when public consultation may be appropriate.

3.13 Guidance is also provided when further Council/Cabinet approval of a project may be appropriate. The guidance does not alter the terms of the Council's Scheme of Delegation, and the intention of the guidance is to assist in ensuring that the Council continues to secure Best Value. The Guidance advises that further Council approval may be required in the following circumstances:

- i) Any project requiring a full Options Appraisal;
- ii) Any project requiring a Best Value Assessment;
- iii) Any project where public consultation is deemed appropriate; and
- iv) Any project requiring a Subsidy Control Assessment.

4. Proposals

4.1 In the interests of consistency and transparency over the levels of justification appropriate for different categories of capital projects/works Guidance has been produced as set out in Appendix 1.

4.2. The Council's arrangements for the approval of capital projects are set out in the Council's Asset Management Plan. Amendment has been made to the Asset Management Plan at 5.2 and 5.3 in the Asset Management Plan as set out in Appendix 2 with the Guidance forming Annex 1ii) to the Asset Management Plan. The text changes are as follows:

- 4.2.1 These changes delete the following text:
- ‘5.2 *The Council has previously developed and implemented a Business Case process including option appraisal linking to the AMP (See Appendix A).*
- 5.3 *In addition, the membership of the Capital Asset Management Group (CAMG), comprising senior officers representing all services, which is tasked with ensuring the effective management of the capital programme and the evaluation of new bids brought forward.’;*
- 4.2.2 And replace it with the following text:
- 5.2 *‘All capital bids, except for specified routine capital works, require development of a Capital Project Assessment Bid by the relevant sponsoring service. This includes a simple options appraisal linked to the AMP (see Appendix Ai). The Capital Project Assessment Bid (CPAB) is then considered by the Capital Asset Management Group (CAMG). CAMG comprises senior officers representing all services. CAMG is tasked with ensuring the effective management of the capital programme and the evaluation of new bids brought forward.*
- 5.3 *In addition to an assessment through completion of a CPAB different categories of capital projects may require further assessments such as a full options appraisal, Best Value Assessment or Business Case Assessment. In addition some projects would benefit from public consultation and prior consideration through an Integrated Impact Assessment. The Council has approved a Guidance on when these further assessments may be appropriate. The Guidance is set out in Appendix Aii). All projects must be deliverable with the prevailing Capital Resource Planning assumptions to avoid abortive work.’*
- 4.2.3 Capital Resource Planning assumptions will be factored in to avoid abortive work. This will apply to already committed funds, statutory works and with the balance being available for future capital works.

5. Legal and Procurement Implications

- 5.1 Approval and adoption of the Guidance will contribute to ensuring that the Council complies with Best Value requirements in relation to capital projects.
- 5.2 There are no procurement implications arising from the 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 is a risk that approval of Capital projects may take longer to assess due to the level of assessment that is required on a more structured basis.

8.2 *Risk Implications of Rejecting the Recommendations*

Insert one of the following statements:

- 8.2.1 Rejecting the recommendations may impact on the ability of the Council to ensure that Best Value requirements are satisfied in relation to capital projects.

9. Integrated Impact Assessment (incorporating Equalities)

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

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

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

10. Sustainable Development Implications

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

11. Options Appraisal

11.1 An options appraisal 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 Priorities 1, 2 and 3 of the Council Plan: Spaces and Places/Moving around and the environment (Outcome 1), Live, Work and Learn (Outcome 2) and Civic and Community Pride (Outcome 3)

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 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>
Assessment of potential capital projects using the Guidance for Capital Project Assessment	30 September 2025	Assistant Director – Planning and Development

Background Papers None

Person to Contact Chris Cox, Assistant Director – Planning, Development and Regulation
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612981
E-mail chris.cox@south-ayrshire.gov.uk

Date: 11 September 2025

Guidance on Justification to Support Capital Projects

Background

Audit Scotland emphasise that a Council's capital programme should be based upon:

- Ensuring that there is a link between investment and performance/outcomes.
- Investment into maintaining current assets rather than new investment.
- Taking a long term view.

Working with the above principles, this guidance sets out 3 level of value justification that should support the approval by the Capital Asset Management Group (CAMG) and by Cabinet/Council of capital projects. The guidance also explains when a business case to support a capital project may be appropriate.

The Council's Asset Management Plan and Financial Regulations require all potential capital projects to involve the submission of a Capital Bid Form to CAMG for approval.

All capital projects require approval by Council. – usually this approval takes places annually through approval of the Capital Investment Programme. Capital projects utilising the Repair and Renewals budget for less than £100,000 can be approved under delegation by the Director of Housing, Operations and Development, but only following submission of a Capital Project Assessment Bid and approval from CAMG.

In addition to the above mentioned approval processes some capital projects would benefit from further assessment and approval to ensure that the Council is achieving Best Value from its capital programme. Table 1 below explains the types of assessment that are recommended for different types of capital projects

Table 1 below sets out the 3 levels of justification that may be appropriate for different types of capital projects.

Table 1 – Levels of Justification

Supporting Evidence	Level	Example
Capital Project Assessment Bid (CPAB) submitted to CAMG.	1	Required for all capital bids.
A CPAB as per Level 1, plus additional Full Options Appraisal.	2	• Appropriate for capital bids exceeding £200,000 (except 'unallocated budgets') where the Capital Bid Form does not identify improved operating efficiency arising from the capital project or where the bid does not relate to extending the life of the property for projects or is not identified in the Asset Management Plan as a property identified for required investment. • Appropriate for all capital bids related to spend on non-Council property.

Supporting Evidence	Level	Example
		Appropriate for all capital bids when the estimated cost of works exceeds £1m Projects triggering level 2 will usually require further Council approval of the detailed project even when the project has been included in the Capital Investment Programme as required by the Financial Regulations
A CPAB, a Full Options Appraisal ,plus a Best Value Assessment.	3	- Appropriate where extending or creating a new property asset exceeding £200k where the property has not been identified in the Asset Management Plan for future investment. - Appropriate for any project exceeding £5m, or a lesser cost if the project is deemed to have special public interest by the Director of Housing, Operations and Development. - Appropriate for projects exceeding £1m where the value of the project is heavily influenced by an expected return on investment to offset the capital or revenue expenditure and this is supported by a Business Case. - Projects reaching level 3 will usually require further Council approvals even when the project is included in the capital programme as required by the Financial Regulations

When is a Business Case Appropriate?

In addition to the justification levels set out in Table 1 a business case may be appropriate

A business case would be appropriate where the bid justification is heavily driven by an anticipated return on investment for example a leisure facility extension. Taking a proportionate approach a business case would usually be appropriate where the project cost exceeds £100k.

A business case would also be appropriate when it is clear that there will be revenue implications arising from the proposal. Examples include, creating a new property building or undertaking investment into consolidated property but closing other properties. Taking a proportionate approach a business case would usually be appropriate where the project cost exceeds £200k.

The format of the business case will be agreed with the Director of Housing, Operations and Development and the Section 95 Officer.

Annex 1 – Capital Bid Assessment Template

Annex 2 -Options Appraisal Template

Annex 3 – Best Value Template

Integrated Impact Assessment

An Integrated Impact Assessment will be appropriate in the following capital projects:

- Developing a new asset for general public use.
- Where altering accessibility arrangements
- Where the project involves the removal of an existing property or asset used by the public.
- Where the project involves relocation of Council property used by the public.

An IIA will not be required for the following capital projects:

- Operational maintenance
- Developing an asset not for general public use
- Housing improvement programme

CAMG will determine if an IIA is appropriate and whether public consultation is deemed appropriate. This will be recorded in the Capital Bid Form. The IIA will be reported to CAMG for approval where CAMG have determined that public consultation not be undertaken. The IIA will only require Council approval CAMG recommend that public consultation be undertaken.

Public Consultation

In addition to public consultation through an IIA, public consultation may be appropriate for the following capital projects:

- Where a Common Good asset is to be altered/leased.
- Where an IIA indicates that a protected group will be impacted by a project – consult with that group.
- Where there is a new asset to be developed or altered that is to be used by the general public and where the capital relates to a discretionary function being undertaken and the capital project exceeds £500k.
- Where there is number of discretionary spend capital projects to be undertaken in the same geographical area where there has been no masterplan that has been the subject of public consultation.

Council/Cabinet Approval of Project

- Any project in the Capital Programme that has not already had a Capital Bid Form considered and approved by CAMG.
- Any project requiring a full Options Appraisal
- Any project requiring a Best Value Assessment
- Any project where public consultation is deemed appropriate.
- Any project requiring a Subsidy Control Assessment.

In planning the above approvals that may be appropriate for any capital project the following steps are recommended.

Step 1

- Stipulate the outcome of the proposal in the Cabinet/Council paper.
- Stipulate expected objectives of the proposal in the Cabinet/Council paper.
- Complete CPAB
 - o Referring to Table 1 does it appear that the project may require further supports to inform any decision to proceed? If yes, use the appropriate template to develop your assessment to accompany the CPAB

Step 2

- If the project involves a Council property or is a new capital bid as part of the annual Capital Investment Programme, forward the CPAB to the Asset Management and CAT Service Lead. The Service Lead will provide initial advice on whether any further approvals may be required. CAMG will also review all bids against the terms of this guidance before recommending projects for inclusion in the Capital Investment Programme
- If the project does not involve a Council property or has been identified by the Assistant Director – Planning and Development at the CAMG-Sub Group as requiring further supporting information.

In recommending the Capital Investment Programme each financial year, projects that may require further Council approval will be annotated within the programme list of Capital projects.



Capital Project Assessment Bid

Project Title: _____

Capital Project Assessment Bid

Section 1: Project Details & Objectives

1.1 Project Title:

1.2 Project Reference:

1.3 Project Description:

1.4 Sponsoring Service:

1.5 Service Lead Officer:

1.6 Project Purpose/Need:

1.7 Impact if the Project is not Undertaken (Service Risks)

Capital Project Assessment Bid

Section 2: Link to Council Plan Objectives and Asset Management Plan

2.1 Relationship with Council Plan:

This section is to be used to identify the main strategic objectives which the project will satisfy. Full definitions of these Corporate objectives are detailed in the South Ayrshire Council Plan 2018-2022.

From the lists below please identify the most appropriate Local Outcomes Improvement Plan (LOIP) areas, Council Plan Objective or Current strategy that the project links to:

Link to LOIP Areas		Link to Council Plan Objectives		Link to Current Plans & Strategies	
Integrated Children's Services		Spaces and Places		Programme for Effective Governance	
Community Safety		Live, Work, Learn		Directorate Plans	
Health and Wellbeing		Civic and Community Pride		Council Financial Strategy	
Economy, Employability and Sustainability				Council Asset Management Plan	
				Corporate Workforce Plan	

Capital Project Assessment Bid

2.2 Link to Asset Management Plan:

2.3 Assessment Criteria:

Please provide details of how the project fits in with the following assessment criteria:		
What is the current condition of the property?	Property Condition	various
	Suitability Rating	various
	Accessibility (Pass/Fail)	various
	EPC Rating	various
How does the project improve / enhance assets?		
Is the project required to fulfil a statutory obligation, Health & Safety, or legal requirement and if so, what reasons?		
Will the project lead to increased efficiency and / or reduced revenue running costs and if so, please provide details?		
Are there any other factors not covered by the above which need to be taken into account?		

Capital Project Assessment Bid

Section 3: Project Financial Details and Delivery Schedule

3.1 Project Delivery Schedule:

Milestone/Deliverables	Timescales
Project Development Phase:	
Construction Phase:	

3.2 Project Implementation Costs – Capital Expenditure (excluding Revenue - £000):

Financial Year	Purchase of site	Site Prep	Fees	Build Costs	Equipment/Furniture	IT Costs	Demolition of old site	Other Costs	Total
2023/24									0
2024/25									0
2025/26									0
2026/27									0
2027/28									0
2028/29									0
2029/30									0
2030/31									0
2031/32									0
2032/33									0
2033/34									
2034/35									
Total	0	0	0	0	0	0	0	0	0

3.3 Impact on the Council Revenue Budget:

Capital Project Assessment Bid

Section 4: Options Appraisal

4.1 Options Appraisal:

a concise summary of the options considered should be detailed below. An example has been given to illustrate how this should be completed.

Number	Options Considered	Comments
1		
2		
3		
4		
5		
6		

Capital Project Assessment Bid

Section 5: Evaluation Criteria / Scoring

5.1 Relationship with Council Plan:

Stipulate the outcome that the proposed scheme contributes to and score accordingly	Score
Very Low - No Real Impact	1
Low - Some Impact	2
Medium - A Noticeable Contribution	3
High - A Significant Contribution	4
Very High - A major Contribution	5

Objective	Score	Comments
Reduce poverty and disadvantage		
Health and care systems that meet people's needs		
Make the most of the local economy		
Increase the profile and reputation of South Ayrshire and the Council		
Enhanced environment through social, cultural and economic activities		
Total Score to Summary =	0	

Capital Project Assessment Bid

5.2 Relationship with Asset Management Plan:

Indicate how the proposed scheme contributes to the Priorities set out in the Corporate Property Asset Management Plan	Score
Very Low - No Real Impact	1
Low - Some Impact	2
Medium - A Noticeable Contribution	3
High - A Significant Contribution	4
Very High - A Major Contribution	5

Where proposals affect existing assets the Property Asset Management Plan should be consulted to identify issues relating to the following priorities:

Outcome	Score	Comments
Accessibility (improve Access for all)		
Suitability (Ability of asset to support and contribute to the effectiveness of service delivery)		
Sufficiency (Capacity)		
Condition (Improve Rating)		
Energy Efficiency		
Total Score to Summary =	0	

Capital Project Assessment Bid

5.3 Summary:

No	Evaluation Criteria	Score	Weighting	Weighted Score
5.1	Relationship with Council Plan	0	0.6	0
5.2	Relationship with Asset Management Plan	0	0.4	0
Total:		0		0

Please ensure all relevant persons verify the information contained on the Business Case, and sign/date where appropriate.

5.4 Verification of Accuracy and Relevance of Bid Paper

By signing below, you are confirming the accuracy of details included within this Capital project business case. This includes :

- Accuracy of Costs (current financial year prices or beyond if appropriate)
- Revenue Implications
- Project Impact
- Relationship with Local Outcomes Improvement Plan
- Relationship with Council Plan
- Link to Asset Management Plan

	Signature	Date
Service Lead Asset Management & Community Asset Transfer		
Service Lead		
Head of Finance & ICT		

Capital Project Assessment Bid

Notes for Completion

The purpose of this form is to provide sufficient information to the Corporate Asset Management Group to allow them to determine the priority of the project within the Capital Programme.

It is understood that submissions will range from minor work items to large scale projects and that the range and depth of the submission will be commensurate

Detail comments on sections:

Project Description: Should be sufficient to allow all readers to understand the precise nature and scope of the project.

Project Purpose/Need: Set out clearly the need for and purpose of the project highlighting any particular drivers.

Links to Corporate and Asset Management Plans: All projects should demonstrate compliance with current plans.

Project Delivery Schedule: A reasonable estimate should be provided as to long will the project take from initial design to completion.

Project Implementation Costs – Capital Expenditure: Capital costs would typically be provided by Professional Design Services. Specific Client lines like furniture and ICT should be provided by the sponsoring service.

Options: All potential options to satisfy the project need should be explained, examined and disposed of. Large scale projects should have a formal option appraisal attached.



The Options Appraisal follows a 5 step process. Each step of the process is detailed in subsequent sheets in this spreadsheet

[Step 1: Defining the objectives](#)

[Step 2: Identifying the options](#)

[Step 3: Establishing the success criteria](#)

[Step 4: Undertaking the appraisal](#)

[Step 5: Confirming the preferred option](#)



This section describes each of the options and the reason why it has been discounted. Justification is also provided for the reason to progress with the preferred option, explaining why this option is best.

Option	Description	Reason for score/ranking
1		
2		
3		
4		
5		
6		

Appendix 1

Annex 3 -Best Value Assessment

Vision and Leadership	Is the proposal consistent with the Council's vision and strategic purposes	
	Is the proposal consistent with the Council's resource allocation priorities? Will pursuing the proposal be detrimental to the achievement of higher priorities (for example through the diversion of limited funds)?	
	Has the Council undertaken an appropriate and proportionate level of engagement with stakeholders?	
	Does the proposal reflect the needs of the community and relevant individuals? Is it linked in to any relevant service plans?	
	Does the proposal have clearly identified outcomes? Have these been clearly communicated to staff involved in delivery?	
	Are there appropriate mechanisms in place for scrutinising the outcome of the proposal, monitoring its progress and measuring its impact?	
	Does the proposal achieve the best balance of cost and quality in service delivery?	
	Does the proposal encourage and support innovation and creativity in the way in which it will be delivered?	
Governance and Accountability	Are there appropriate mechanisms in place to ensure that relevant individuals and organisations will be accountable for performance, including progress reports and monitoring?	
	Does the proposal have clearly identified KPIs?	
	Are there appropriate arrangements in place to keep stakeholders and the public informed on progress?	
	Have relevant lessons been learned and applied from similar previous proposals?	
	Are there appropriate arrangements in place concerning the measurement and mitigation of key risks? This should include continuity plans and allowances for optimism bias	
	Have key decisions relating to the proposal been taken transparently?	
	Have members been appropriately involved in key decisions relating to the proposal? Are there mechanisms in place which allow ongoing scrutiny and challenge to the proposal by members?	
	Are appropriate arrangements in place to ensure compliance with the Council's standing orders and its broader duties concerning (for example) public procurement rules, subsidy control rules, fraud prevention/whistleblowing and equalities?	
Effective use of resources	Does the proposal include clear arrangements for delivery by an appropriate team that aligns with the Council's broader workforce strategy? Is the proposal an appropriate and proportionate use of Council staffing resources?	
	Have the costs of the proposal been clearly identified, including whole life costs, and accounted for in Council budgeting?	

	Does the proposal align with the Council's budget and strategic priorities?	
	Are appropriate measures in place to monitor and report on the financial progress of the proposal and financial outturns compared with its budget?	
	Are robust financial controls in place?	
	Where relevant are robust governance arrangements in place concerning the use or involvement of arm's-length external organisations (ALEOs)?	
Partnership and collaborative working	Does the proposal make appropriate use of joint working across Council departments and where relevant with other organisations?	
	Where the proposal involves other organisations are there clear divisions of roles and responsibilities and is there a clear leadership structure?	
Working with Communities	Have Council officers taken appropriate measures to encourage the involvement of hard-to-reach communities in the development and delivery of the proposal?	
Sustainable Development	Have the Council's sustainable development goals been taken into account in the development of the proposal?	
Fairness and Equality	Have equality and equity considerations been taken into account in the development and delivery of the proposal? Have you completed the Councils Integrated Impact Assessment?	

Asset Management Plan 2024

Land and Buildings
December 2024



Contents

1. Background and Context.....	3
2. Executive Summary.....	4
3. Asset Management Plan	6
3.1 The Role of Asset Management and Community Asset Transfer	6
3.2 Asset Management and the Council's Strategic Objectives	7
4. Delivering the Asset Management Plan: 6 Workstreams	9
4.1 Central Repairs Account	9
4.2 Property data and management	9
4.3 Estates.....	19
4.4 Community Asset Transfer.....	22
4.5 Energy Management.....	25
4.6 Office Accommodation.....	29
5. Capital Asset Management Planning.....	30
5.6 CAMG - Corporate Property.....	30
5.7 CAMG - Place Planning.....	32
6. Conclusions.....	34
7. Appendices.....	35



1. Background and Context

- 1.1 The scale of previous Scottish Government grant reductions and those forecast for future years mean that it will become increasingly difficult for the Council to remain financially sustainable with the current service delivery model. It is anticipated that future service demands and cost pressures will significantly outstrip the resources available.
- 1.2 After staff costs the revenue resources deployed in the management of the Council's property assets represent the next highest area of expenditure. It is therefore essential that these significant resources are deployed effectively and efficiently to sustain and where possible improve the performance of our property assets
- 1.3 South Ayrshire Council is committed to managing its land and building assets efficiently and effectively. The Council's land and building assets can be broken down into the following asset categories:
 - **Operational Assets** which are required to directly support Council services;
 - **Non-Operational Assets** which are commercial premises which assist in economic development and generate a revenue income stream for the Council – for example, shops and, industrial units; and
 - **Common Good Assets** which are generally historic properties/land held and managed by the Council as custodian for the benefit of the inhabitants of the former Burgh to which they are related.
- 1.4 The appropriate use of land and building assets in the right location can make the difference between good or bad service delivery. Land and building assets are visible and therefore positively influence our community's perception, as well as that of visitors to the area, of the Council and the services we deliver; it is recognised that:
 - Managing land and building assets effectively is a key element of supporting service delivery;
 - Resources employed in the management of our land and building assets are significant and therefore the efficiency of their deployment is critical;
 - Land and building assets can be a key driver of service transformation and modernisation;
 - Reducing emissions from the public sector built estate to zero between now and 2045 will be critical to achieving national targets;
 - Schools are a key asset, often the most used public facility and the main hub of the community;
 - The value of land and building assets owned by the Council is significant; and
 - Properties are key to public perception of our local authority and the area.



- 1.5 Given that there has been a reduction in Local Authority budgets that will continue for the foreseeable future it is now more vital than ever that the Council ensures the efficient and effective use of our land and building assets to meet the delivery of key service objectives.
- 1.6 The Council has approved a ten-year general services capital programme for 2024-25 to 2035-36 that has been formulated based on our corporate priorities, managing risks, ensuring asset management best practice and adherence to the prudential code. By having the asset management strategy, capital and revenue resources agreed for the next ten years the Council has established a sound basis for aligning our resource deployment with the achievement of corporate priorities and the modernisation of services to meet the aspirations of our communities
- 1.7 Responsibility for asset management of land and buildings in the Council falls within the remit of the Asset Management & Community Asset Transfer (AMCAT) service under Housing, Operations and Development, which has the direct responsibility for the co-ordination and management of the asset management planning process.
- 1.8 AMCAT as the lead service in land and building assets management, must ensure that this is delivered in an efficient and effective manner that supports and links into the Council's financial strategy.

2. Executive Summary

- 2.1 This Asset Management Plan (AMP) sets out the Council's approach to the management of its land and building assets to ensure full support of the delivery of our services and the Council's Strategic Objectives.
- 2.2 The management of the Council's land and building assets involves a number of significant elements including the day-to-day management of their use and maintenance, to significant renovation and new construction projects.
- 2.3 Managing these assets in a challenging financial climate will be a fundamental element of the Asset Management & Community Asset Transfer (AMCAT) service delivery strategy, with a commitment to the sustainable development of finite land resources to create an attractive, functional, built environment that makes best use of new and traditional building assets.
- 2.4 Our Mission is to provide an asset management service which:

1. Is managed in the corporate interest to support the Council's three priorities

- We will have a holistic corporate approach to decision making on the way we manage our land and buildings aligned to long term outcomes to positively shape the future of South Ayrshire
- We will challenge and make decisions on property matters at a corporate level in line with our strategic priorities.
- We will take account of service demand and priorities and balance these against our overall corporate objectives.
- We will manage budgets creating the flexibility to prioritise key investment needs across the estate.
- We will ensure that property information is accurate, current, comprehensive, and widely used so that we can make informed choices.

2. Ensures excellent value for money with priorities driven by the issues most important to our communities.

- We will seek to deliver excellent value for money by ensuring that property is suitably managed and maintained within budget constraints.
- We will challenge the cost of property activities through effective contract management to ensure excellent value for money.
- We will challenge our use of assets where appropriate including options for disposal, acquisition, and optimising space for third party demand and maximise income generation.
- We will seek efficiencies in occupancy and utilisation and support new ways of working and alternative service delivery models where appropriate.
- We will prioritise our capital expenditure on an annual-cyclical basis through the Capital Asset Management Group who will assess capital bids against robust criteria related to our corporate priorities recommended to Members for future investment on that basis.

3. Supports local economic growth and ensures South Ayrshire is 'Open for Business'

- We will manage our commercial portfolio to maximise income,
- We will, in partnership with other services, support the delivery of visitor and event strategies.
- We will seek further opportunities to support income generation for the Council and economic opportunity within our communities.
- We will seek opportunities for green growth, green energy generation, green income, net zero, and energy sustainability.

4. Is fit for purpose and represents our organisation

- We will prioritise CRA and other relevant expenditure to make our buildings suitable and sufficient for service delivery.
- We will work to provide property that is flexible and resilient to respond to future need and changes in the economy and social demand.
- We will ensure our property is accessible, equitable, secure and safe to use fulfilling statutory requirements and supports the health and wellbeing of our employees
- We will work with our service areas to understand their current and longer-term requirements continually challenging ourselves on alternative service delivery models specifically where modern technology can play a part.

5. Protects and enhances the environment

- We will ensure property design, construction, operation and maintenance optimise sustainability and minimise CO2 emissions.
- We will monitor, manage and reduce energy use, water consumption and CO2 emissions using technologically advanced solutions.
- We will ensure new build property meets the highest environmental standards, optimise our legacy portfolio, and move towards decarbonising the heating in our buildings.
- We will increase our use of renewable energy and undertake energy efficient invest-to-save opportunities where appropriate.

6. Supports partnership working and collaboration between Council services and with our partners

- We will work with other agencies and public sector partners to promote collaboration, co-location, and joint service delivery.
- We will work with communities to identify, support and drive forward community asset transfers.

2.5 These key actions and outcomes will be delivered in conjunction with the Council's other services to support service delivery outcomes and the Council's Strategic Objectives, using corporate processes and procedures for consistency and quality control.

3. Asset Management Plan

3.1 The Role of Asset Management and Community Asset Transfer

3.1.1 The role of AMCAT as lead service in delivering land and buildings asset management consists of the following main activities:

1. Leading on the scope and direction of this AMP;
2. Responsibility for ensuring that services use land and building assets effectively and efficiently;
3. Prioritising and managing the deployment of revenue resources for statutory compliance, cyclical and reactive maintenance;
4. Prioritising and managing the deployment of capital resources to support and undertake planned improvements and statutory compliance works
5. Managing the capital receipts programme and maximising Best Value in relation to property disposals;
6. Providing professional services to the Council and partners relating to the management of land and building assets;
7. Undertaking office accommodation reviews in relation to the Council's administrative buildings;
8. Managing the Council's non-operational property portfolio;
9. Working on a range of energy projects and driving forward net zero property actions;
10. Delivering the Council's Local Heat and Energy Efficiency Strategy (LHEES);
11. Delivering the Council's Community Asset Transfer service.

3.2 Asset Management and the Council's Strategic Objectives

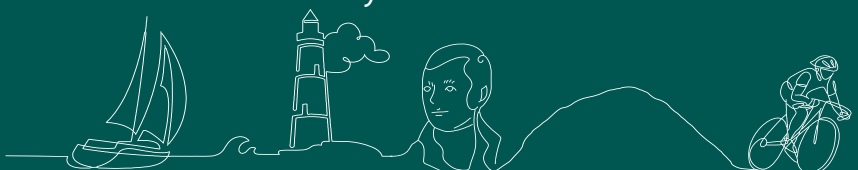
3.2.1 Significant resources are deployed in the management, maintenance and construction of our land and building assets and therefore it is essential that these are deployed to deliver the best possible outcomes for South Ayrshire. Land and building assets are essential to the services delivered by the Council. Managing these assets is a structured process that seeks to ensure best value; continuous improvement in performance; achievement of our Strategic Objectives; and service modernisation. The Asset Management Plan sits within a matrix of documentation and specifies the delivery strategy and realisation mechanism for a range of Council priorities as they relate to property assets. These include;

- [Transforming the Estate which outlines a series of actions to ensure the Council property estate meets future operational objectives;](#)
- [South Ayrshire Council Scheme of Delegation;](#)
- [South Ayrshire Council Policy for the Acquisition and Disposal of Land and Buildings;](#)
- [South Ayrshire Council's Local Heat and Energy Efficiency Strategy;](#) and
- [South Ayrshire Council's Sustainable Development and Climate Change Strategy.](#)

3.2.2 The application of an asset management approach can enable efficient resource deployment, service rationalisation, and longer-term financial planning and improved risk management. It is therefore essential that the Council embraces this approach and strives to invest to ensure our land and building assets are fit for purpose. The value of an asset management approach is that it enables the Council to develop a better understanding of the land and building assets which it operates, identify and respond flexibly to changing contributing factors, manage and mitigate risk and ensure financial resources are directed towards achieving the Council's strategic objectives.

3.2.3 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. The priorities, and the connection with asset management are as follows:



Council Priority	Asset Management's Contribution
Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained. Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation. Priority One Spaces and Places 	Our land and building assets provide a range of services to the whole community from accommodation to sport, leisure, learning and recreation. Further, our assets house essential 'back office' functions for front line services. Effective asset management ensures these properties are safe, accessible and fit for purpose. By investing in our land and building assets and ensuring they are managed in a sustainable manner we ensure that there is an attractive and vibrant environment in South Ayrshire and meet targets for carbon reduction and a low carbon future.
Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential. Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish. Everyone 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. Priority Two Live, Work, Learn 	The investment in land and building assets is significant and supports employment directly in the Council through the Asset Management and Community Asset Transfer, PDS, and Property Maintenance, and indirectly through the engagement of local contractors to undertake works. The estates section of Asset Management and Community Asset Transfer support the local economy through the provision of commercial and industrial units. Schools represent a significant proportion of the Council's operational property portfolio. Ensuring these are compliant, in good condition and fit for purpose is crucial to creating a positive environment for learning.
Everyone (residents, visitors, and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage. Everyone has the opportunity to influence and contribute to what happens in their local area. Priority Three Civic and Community Pride 	Land and building assets are visible and therefore positively influence our community's perception, as well as that of visitors to the area, of the Council and the services we deliver. Asset management supports communities to take control of land and buildings via community asset transfer through Part 5 of the 2015 Community Empowerment (Scotland) Act (as well as through leases and disposals outside of the Act) by ensuring that community bodies have access to accurate property knowledge. This knowledge supports communities to empower themselves through ownership of land and buildings. The Asset Management and Community Asset Transfer service have dedicated support for community bodies interested in taking on land and buildings.

4. Delivering the Asset Management Plan: 6 Workstreams

Asset Management comprises 6 workstreams. The following sections outlines the core functions of these workstreams. Each has dedicated officer support. The 6 workstreams are:

1. Central Repairs Account (CRA)
2. Property Data and management
3. Estates
4. Community Asset Transfer
5. Energy Management
6. Office Accommodation



4.1 Central Repairs Account

- 4.1.1 The Central Repairs Account (CRA) is a resource held by AMCAT. The purpose of the CRA is to ensure that properties are maintained to an acceptable standard and condition (see also Property Data), are compliant with regards legislation, and safe and accessible for employees and the public.
- 4.1.2 The CRA is used to fund repairs to the structure and fabric of properties as they require maintenance due to wear and tear, usage, aging, weathering and periodic faults and defects. The CRA does not fund service delivery equipment, machinery, fixtures and fittings, discretionary cosmetic upgrades, or property design specification omissions. The CRA is also used to fund statutory compliance and inspections (e.g. fire/intruder alarms, legionella testing etc.) and this is managed by the AMCAT service.
- 4.1.3 In 2023/2024 the CRA budget was £2,610,681. The CRA has come under significant pressure in recent years with a £300,000 reduction applied in 2022/2023. During the period of inflationary pressure 2022-2023 (which especially impacted construction materials) the real terms buying power of the CRA was further negatively affected. Further, the increasing complexity of building systems has resulted in increasing compliance costs.
- 4.1.4 As a result of this the CRA prioritises reactive repairs which require immediate rectification. AMCAT's aspiration is that, should budgets allow, planned and preventive maintenance will be reinstated as an operating principle.
- 4.1.5 Where property repairs are required these should be addressed to AMCAT. The request will be assessed by AMCAT to ensure it meets the criteria described in 4.1.2 and is deemed a priority in relation to other demands. Thereafter AMCAT will request Property Maintenance undertake the task or instruct a specialist contractor through a measured term contract.

4.2 Property data and management

- 4.2.1 The decision-making process relating to asset management should be based upon a sound knowledge of the portfolio and an appreciation of how properties are meeting current and future service needs and supporting the corporate approach set out above. This understanding is gained by the collection and interpretation of several elements of data gathered for each property. This data consists of fully costed condition surveys (see Appendix F) following the Scottish Government elemental approach, (see Appendix B), a suitability assessment (based on guidance issued by the Scottish Government), energy usage and annual running cost figures. The data is then moderated, collated and stored electronically. This allows a very accurate assessment to be made of current asset performance. The following sections give more detail on the current arrangements and performance of current land and building assets.

- 4.2.2 This AMP sets out that we will manage our assets efficiently and effectively to support the delivery of the Council's Strategic Objectives. To demonstrate this six performance areas have been identified. The following table demonstrates how these relate to property and sets out appropriate high-level performance indicators that we will use to measure our performance over the year and also to benchmark with other Local Authorities.

Performance Area	Primary Performance Indicators	Activity Aims
Compliance	Percentage of buildings that are fully compliant in terms of having a current fire safety risk assessment, up to date asbestos register, Legionella testing and management processes in place.	Demonstrating that our land and building assets comply with statutory and regulatory requirements. Ensuring properties are safe and available for use to deliver services by having them regularly inspected and retaining compliance logs.
Condition	Percentage of properties in good or satisfactory condition.	Detailing the extent to which our land and building assets are maintained in satisfactory or better condition to support service delivery
Suitability	Percentage of properties that are considered satisfactory or better in terms of suitability.	Detailing the extent to which our land and building assets are fit for purpose in terms of accommodation type and layout to support the delivery of services.
Sufficiency	Percentage of properties that are considered satisfactory or better in terms of sufficiency, utilisation and usage to support service delivery.	Detailing the extent to which our land and building assets are sufficient for service delivery and utilised as much as possible by our communities.
Accessibility	Percentage of properties that are considered accessible according to Government guidelines as detailed in the Equality Act 2010.	Demonstrating that our land and building assets provide accommodation that is accessible for all service users and staff.
Sustainability	Total carbon emissions from corporate land and building assets (CO2 tonnes).	Demonstrates the impact our consumption of energy has on the environment. The energy performance of our land and building assets is monitored, and improvements undertaken where financially viable and technically feasible.

- 4.2.3 Fixed assets are managed efficiently and effectively taking account of availability, accessibility, safety, utilisation, cost, condition and depreciation. The Asset Register is a document of considerable importance to any organisation; an asset register is designed to record all assets on the balance sheet, together with basic information as to use, size, value, occupying department. The register will record the existence of the asset, in order that an accurate, regularly updated listing is in existence so as to assist in good asset management planning and meeting audit requirements. South Ayrshire Council was the first Local Authority in Scotland to have a cloud-based Asset Register.

4.2.4 Land and buildings asset portfolio is broken down into the following categories:

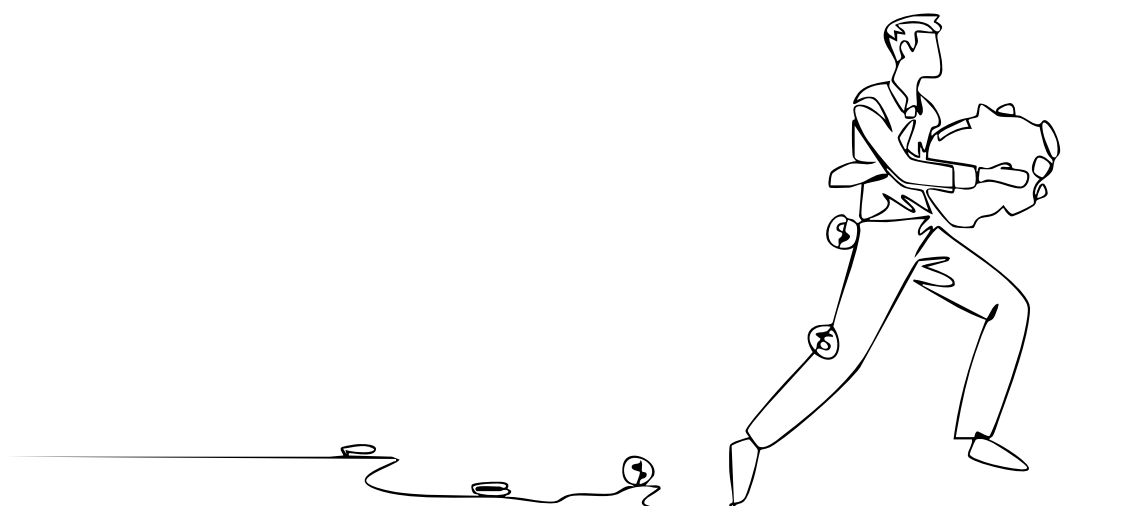
- Operational Assets are those that are used to directly support Council service delivery such as schools, community centres and depots.
- Non-Operational Assets are those used to enable the council to support local business space and economic development, indirectly support corporate or community planning objectives and provide the council with a revenue stream. This category also includes surplus assets for disposal to support capital programmes and strategic development land.
- Common Good Assets which are generally historic properties/ land held and managed by the Council as custodian for the benefit of the inhabitants of the former Burgh to which they are related

4.2.5 As reported in the 2023/24 Asset Register, the current asset value in terms of all land and buildings presently owned by the Council amounts to around £1,073m with properties classified in line with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). This is broken down as follows:

Asset Value by IFRS Category	2023/2024
Council Dwellings	£324,881,000
Other Land and Buildings	£392,626,000
Schools PPP Assets	£163,529,000
Vehicles, Plant and Equipment	£43,267,000
Infrastructure Assets	£76,617,000
Community Assets	£574,000
Surplus Assets Held for Sale	£1,677,000
Assets Under Construction	£55,852,000
Common Good	£14,597,000
Total	£1,073,620,000

4.2.6 A list of our operational portfolio is attached as Appendix C. The table below provides a summary of Asset value as at 31 March 2024 by property use type and number:

4.2.7 Assets are re-valued on a 5-year rolling programme in accordance with the Accounting Code of Practice and in line with valuation criteria as set out by the Royal Institute of Chartered Surveyors. All values are recorded within the Council's asset system and an Asset Register report is produced each year.



Summary Table	Establishments	GIA (M2)	Asset Value
Car Parks	38	N/A	£8,779,519
Cemeteries and Crematorium	14	1,519	£1,388,361
Community Facilities	16	7,924	£10,188,543
Depots and Stores	8	6,953	£66,716,428
Municipal Buildings	2	14,228	£5,605,087
Museums	3	1,543	£3,408,593
Offices	20	15,917	£6,122,877
Parks and Recreation	16	5,303	£5,318,258
Public Libraries	8	4,472	£3,734,925
Public Toilets	8	657	£1,102,510
Social and Housing	13	9,139	£7,126,039
Schools - Early Years Centres	5	3,154	£6,535,196
Schools - Primary Schools	37	84,064	£139,817,048
Schools - Secondary	8	98,911	£285,011,535
Schools - Special Schools	2	3,943	£6,808,355
Sports and Leisure	16	19,495	£35,075,398
Total Operational Assets	214	277,222	£532,738,672

Property Performance: Condition, Suitability, Accessibility

- 4.2.8 The AMP is by its nature a dynamic document, subject to annual update. The performance data contained within this AMP is drawn from 2023/2024 figures, however continual update is made to individual property records as new information comes to light (for example details of a new improvement may be added to a condition record).
- 4.2.9 The performance of the Council's operational property has been evaluated based on a considerable volume of property performance data for business needs and benchmarking. A set of performance indicators has been developed which enables accurate assessment to be made of individual properties, as well as assist in benchmarking with other Scottish Authorities through the National Best Value Benchmarking Scheme and ACES Asset Management Group. More importantly this enables the Council to monitor its property performance against preceding years.
- 4.2.10 The decision-making process relating to asset management has to be based upon a sound knowledge of the portfolio and an appreciation of how properties are meeting current and future service demands.

4.2.11 The information currently gathered relates to the following key areas:

- 1) **Condition** measures the percentage of gross internal floor area of operational accommodation.
Each operational property is allocated a condition rating as detailed below:

A: Good performing well and operating efficiently;

B: Satisfactory performing adequately but showing minor deterioration;

C: Poor Showing major defects and/or not operating adequately;

D: Bad Life expired and/or serious risk of imminent failure.

Condition surveys are updated periodically and when improvement works are carried out.

- (2) **Suitability** is defined by CIPFA as being 'the extent to which a property meets the current and future needs of, and contributes toward improvement of, service delivery'.

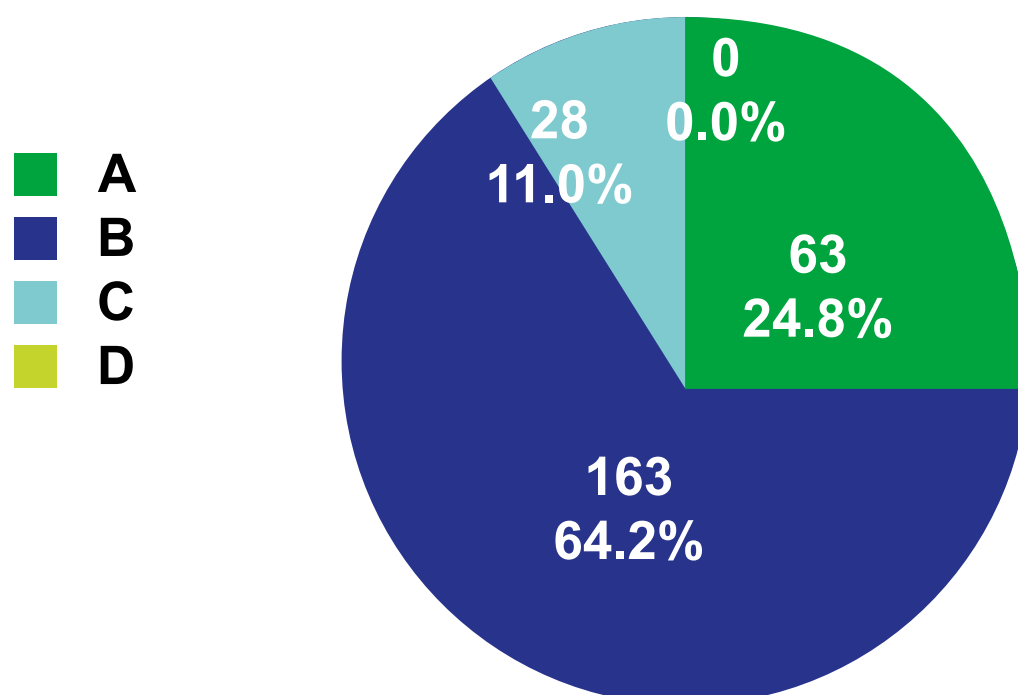
Suitability information is collected on a 5-year rolling programme basis with the assessment of suitability being carried out by service managers in conjunction with Asset Management officers.

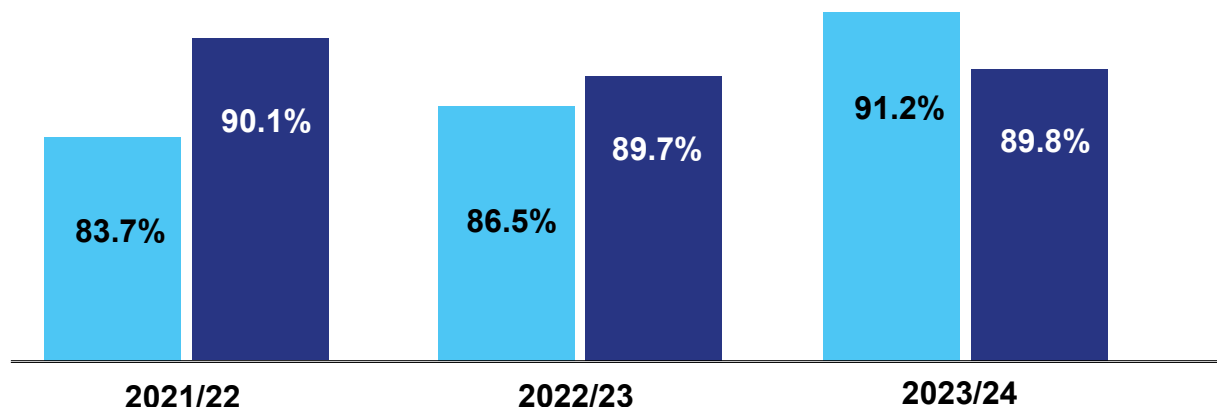
- (3) **Accessibility** measures the number of council buildings from which the council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to people with a disability.

4.2.12 Surveys of all properties have now been completed and further work has been undertaken to identify works required for each building. Further work is required to quantify costs and thereafter implement these works in compliance with the Equality Act 2010.

4.2.13 The pie charts below outline condition, suitability and accessibility percentage breakdowns by category rating in relation to our operational portfolio together with a 3-year comparison with the Scottish Local Authority average:

Condition 2023-24



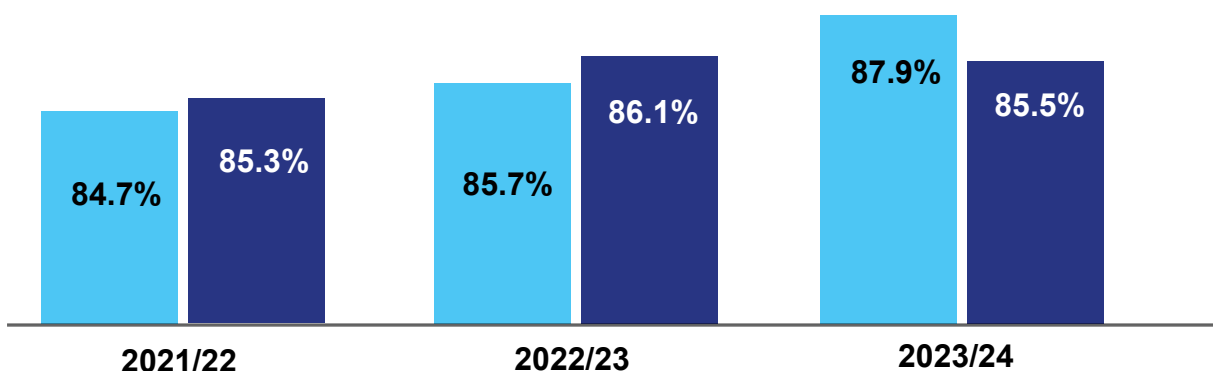
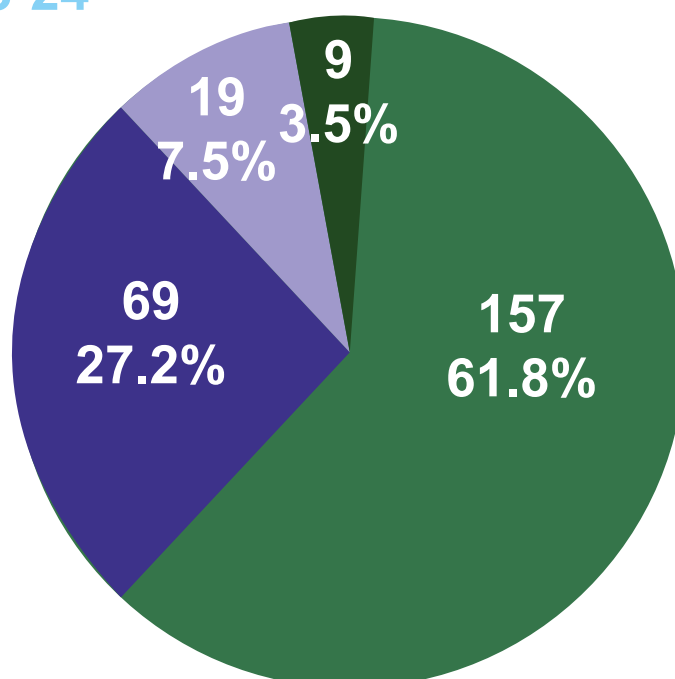


■ S06.1.01 LGBF Proportion of internal floor area of operational buildings in satisfactory condition.

■ Scottish Average

Suitability 2023-24

■ A
■ B
■ C
■ D

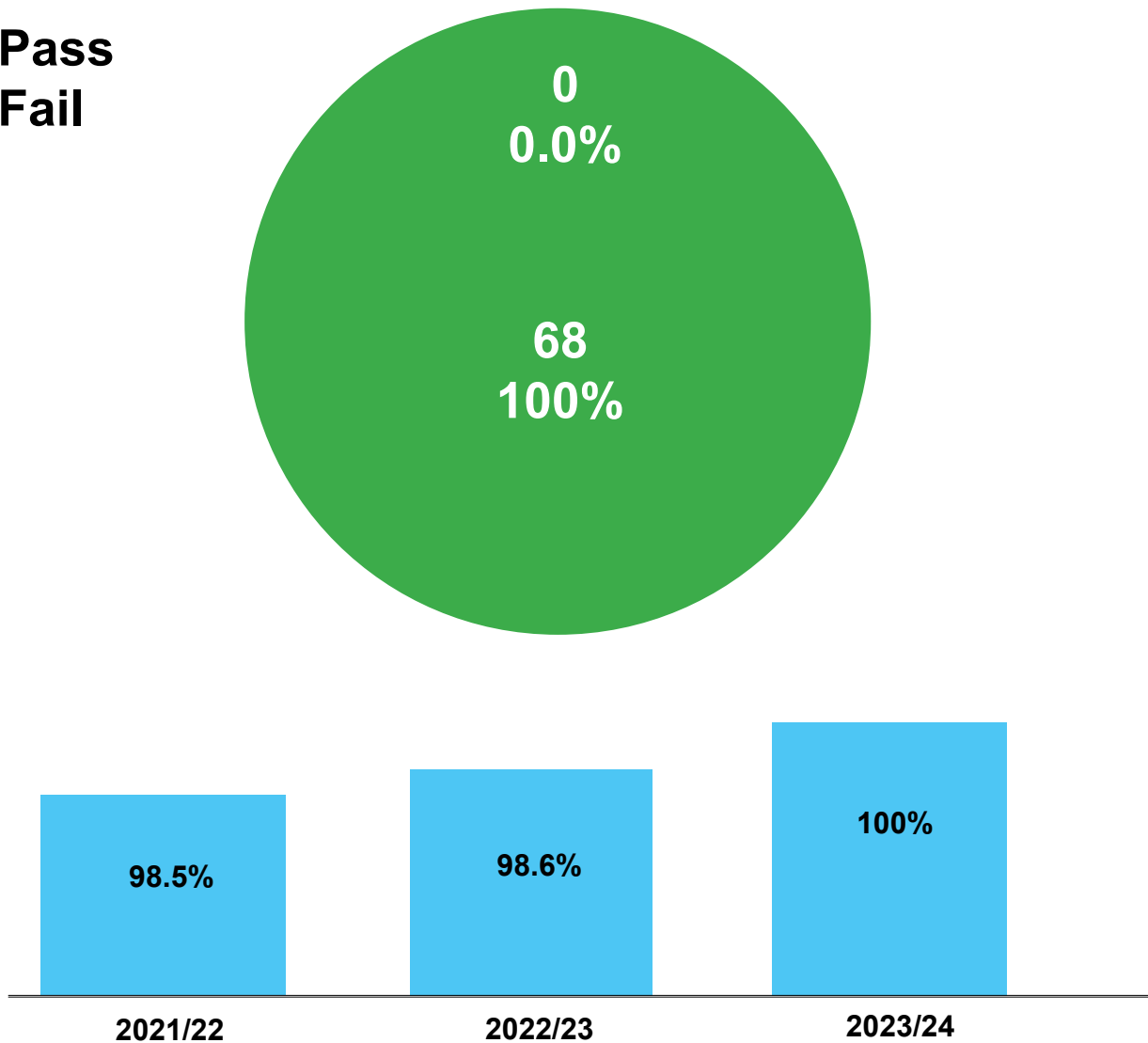


■ S06.1.02 LGBF Proportion of operational buildings that are suitable for their current use.

■ Scottish Average

Accessibility 2023-24

■ **Pass**
■ **Fail**



■ S06.1.06.3 Percentage of council buildings in which all public areas are suitable for and accessible to disabled people.

4.2.14 Within the Council a number of key performance measures are used to report the performance of our asset base to ensure that our assets are fit for purpose. The following performance indicators are reported to Audit Scotland on an annual basis:

- the proportion of operational accommodation that is in satisfactory condition;
- the proportion of operational accommodation that is suitable for its current use; and
- the percentage of Council buildings in which all public areas are suitable for and accessible to disabled people.

4.2.15 Additional performance measures are reported within the Council as follows:

- percentage of non-operational properties let;
- current maintenance spend per square metre; and
- ratios of planned and reactive maintenance spend as expressed as a percentage.

4.2.16 The 2023/24 Audit Scotland return on Condition shows 91.2% of the Council's operational property with a grade A or B rating. The 2022/23 value was 86.5%. Through strategic investment in our properties and rationalisation of our estate a targeted increase has been identified which will see the improvement of this SPI. Data published by the Improvement Service for Local Government Benchmarking for 2023/24 shows a Scottish average of 89.8%.

4.2.17 New and more accurate electronic property condition surveys are continually maintained and updated for all operational properties. This data identifies planned maintenance requirements.

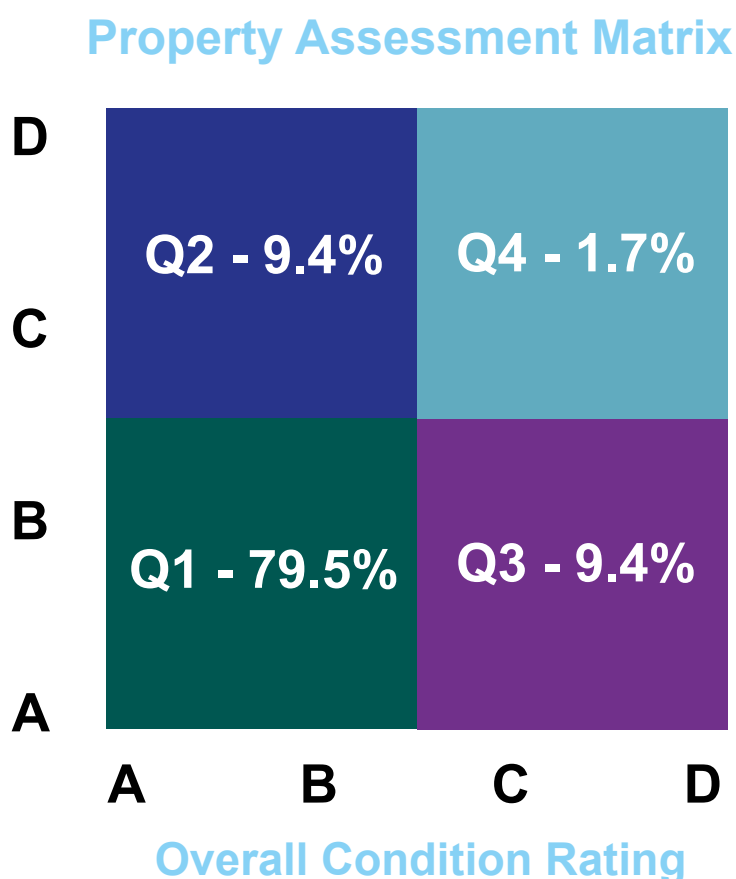
4.2.18 The 2023/24 Audit Scotland SPI return on Suitability shows 87.9% of the Council's operational property with a grade A or B rating. The 2022/23 value was 85.7%. The Council is seeking to improve this indicator through strategic investment in our properties and rationalisation of our estate. Data published by the Improvement Service for Local Government Benchmarking for 2023/24 shows a Scottish average of 85.5%.

4.2.19 The 2023/24 Audit Scotland SPI return on Accessibility shows 100% of the Council's operational property public areas are suitable for and accessible to disabled people. The 2022/23 value was 98.6%. This indicator is not reported within the 2023/24 Improvement Service data set.



Property Assessment Matrix

- 4.2.20 The Property Assessment Matrix below combines the condition and suitability grading for each of our operational properties and provides a high-level assessment indicating what quartiles need to be targeted for improvement or considered for operational disposal. Please see Appendix C for a property breakdown.



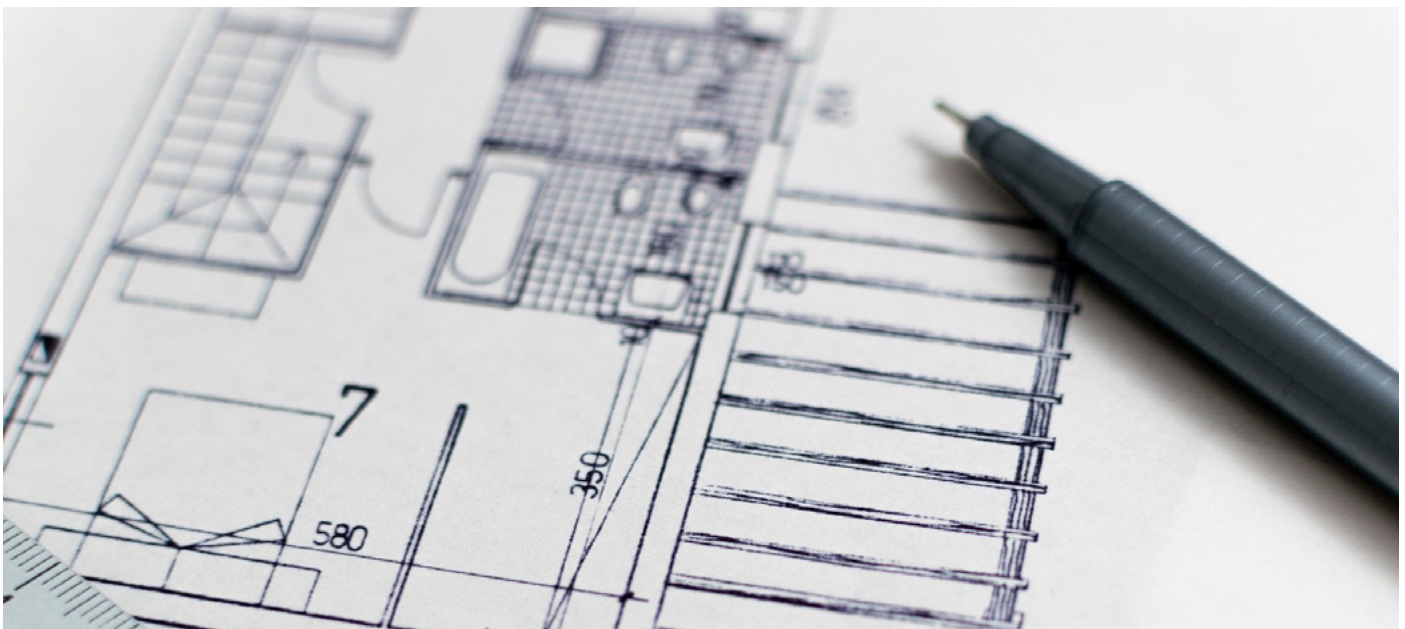
- The best position for properties in good condition & high suitability
- 2nd best position for properties; high suitability but condition requires improvement
- 3rd best position for properties; good condition but low suitability
- 4th best position for properties; poor condition & low suitability

- 4.2.21 Planned property activity every year will work to reduce the number of properties in Q3 and Q4 categories and ensuring funding is targeted to increase the number of properties in Q1 and Q2 categories.

Civica/Tech Forge Asset Management System

- 4.2.22 The Technology Forge Asset Management System (TF) – now 'Civica' (to avoid confusion with other Civica systems here after referred to as Civica TF) is a cloud-based system which is consistently developed and runs on any web browser. The system can be viewed by Council staff. This has assisted in the development of a collaborative approach to asset management and in the creation of a single source for all operational property data.

- 4.2.23 Civica TF holds the Council's Asset Register, including valuation information, in accordance with Audit Scotland guidelines.
- 4.2.24 Civica TF is the principal Council property database and the system is central to all aspects of the work of the AMCAT service. All pertinent Asset Management information is held on the system including Condition, Suitability and Accessibility information together with the Corporate Asset Register, Compliance Programming and Identified Building Works.
- 4.2.25 Within the Civica TF Cloud, the Council's property data can be managed from any location with a web-based solution. For this reason there is no longer a requirement to have servers and there are also no databases to maintain. All that is required is a connection to the internet and Civica TF can be accessed via PCs, laptops, tablets and smart phones. The Council's data is held on secure servers by Civica TF. Data Security is maintained through an international quality accredited standard.
- 4.2.26 Revenue costs relate to running and maintenance costs for each property. Maintenance costs are held within Civica TF whilst annual running cost information is obtained from Finance, based on a cost centre basis.
- 4.2.27 In the period since October 2010, the Council has been required to take all reasonable steps to open services to disabled people. The Equality Act 2010 covers all buildings. Barriers to access that make it difficult for people to access services require to be altered unless alternative means of providing that service can be delivered either through increased use of technology and property assets which can provide a range of Council services.
- 4.2.28 Surveys have been carried out for all properties which are accessed by the public to check compliance with the points identified in the Equality Act 2010 and also BS 8300 2001 and 2009. These surveys have highlighted further work that the Council needs to undertake in order to fully comply.
- 4.2.29 These surveys have highlighted further work that needs to be undertaken in order to achieve full compliance. From the current in year 2023/24 budget of £399,418 there is a projected spend to 31st March 2024 of £324,418. The approved budget for 2024/25 & 2025/26 is £300,000 in each financial year.
- 4.2.30 There is a systematic and evidence-based approach to identifying and managing risks in relation to land, buildings, plant, equipment, vehicles, materials and digital infrastructure. Steps are taken continually to ensure that properties comply with legislative and regulatory requirements. On-going programmes of compliance testing to measure and control risk are in place with this information recorded and managed within TF.



- 4.2.31 Steps are taken continually to ensure that properties comply with legislative and regulatory requirements. On-going programmes of compliance testing to measure and control risk are in place to address key issues relating to:
- gas installation testing – tested annually;
 - electrical installation testing – tested on a 5-year rolling programme;
 - legionella testing – Legionella is monitored on a monthly basis in all properties;
 - asbestos management – Ongoing in accordance with HSG247 and CARs 2012 – also all properties with known positive samples are monitored annually.; and recorded in the Asbestos register in all properties
 - fire risk assessments and general health and safety audits – ongoing management.

4.3 Estates

- 4.3.1 The Estates section is a specialist function within AMCAT. Estate management concerns the delivery of the following activities which contribute towards the delivery of the AMP. The Estates section primarily deals with the following areas of work:
- Property acquisition and disposal
 - Non-operational and commercial property management
- 4.3.2 In June 2022 the Council updated its [Policy for the Acquisition and Disposal of Land and Buildings](#) which was first introduced in 2016. The purpose of this policy is to inform Elected Members, services and other interested parties of the principles and process by which the Council will acquire and dispose of land and buildings. This policy aims to formalise the basis for the identification of any future need for land and buildings and the means of its disposal and contribute to the efficiency saving in future years. The policy forms the operating basis of the Estates section with regards acquisition and disposal of property.
- 4.3.3 The Council can choose to acquire land and buildings in either of the following forms:
- ownership; or
 - leasehold.

The reasons for the Council to acquire land or buildings would be:

- opportunities for improved service delivery;
- investment purposes; and
- acquisition in line with Council's strategic objectives.

- 4.3.4 Firstly, prior to the purchase or lease of any asset a full options appraisal should be carried out which should involve appraisal of all the options for delivery of the final objective. Consideration should be given to all other Council-owned land and buildings and whether these could be used to fulfil the requirement prior to any acquisition. Further, within the options appraisal consideration of full life property costs should be made with appropriate budgetary consequences understood. It is the responsibility of the proposing services to undertake the options appraisal. The options appraisal should be reported to the Director – Housing, Operations and Development - the result of which identifies the requirement for the land or buildings for service delivery.
- 4.3.5 Secondly, the identified ongoing revenue and capital costs are contained within an approved budget which has been confirmed as appropriate by the Chief Financial Officer and ICT and/ or an appropriate budget is approved by the Council; and
- 4.3.6 Thirdly, the Cabinet/ Council has approved the acquisition of the land or buildings for the purpose of service delivery.
- 4.3.7 On acquisition the proposed holding service is responsible for all property costs.

Surplus Land and Building Assets

- 4.3.8 Vacant and surplus properties cost the Council money. It is therefore important that once a property is declared surplus its future use is determined in a timely manner to minimise ongoing costs to the Council. Until the property has been disposed of by the Council or formal transfer of a property to another Council service has been completed the incumbent holding service will continue to be responsible for the property and all associated costs.
- 4.3.9 The identification of surplus assets is an ongoing process which will require the co-operation of all Council services. There are clear benefits to the Council in reducing its portfolio of properties and therefore a rigorous examination of assets is required. Disposals of the Council land and property assets are undertaken by the Estates Section in order to secure 'best value' and maximise the generation of capital receipts.
- 4.3.10 Property may be identified as being potentially surplus to the Council's requirements as a result of any one or more of the following circumstances:
- the holding service determining it no longer has a requirement for its property due to changes in its operational requirements;
 - as part of a wider strategic review of the Council's land and buildings an alternative and more cost effective service delivery site has been identified;
 - the property has no potential for future strategic or regeneration/redevelopment purposes (including affordable housing);
 - the income generated from the land or buildings is nil or less than £1,000 per annum and there is a potential regeneration or redevelopment opportunity for the asset; and/ or
 - the site has been identified by the Council's Housing Services or local or national Housing associations as being suitable for affordable housing.

- 4.3.11 All land and property that is potentially surplus to requirements will be offered to use as follows:
- Housing Services;
 - Council Directorate; and
 - Public Sector Organisations.
- 4.3.12 If a Council service expresses an interest in retaining the asset, a clear business case including recognition of the ongoing financial responsibilities will require to be developed to justify retention and the relevant approval sought. This exercise may therefore culminate in an alternative Council use being identified, disposal to a community organisation, the leasing of the property where the Council wishes to retain a long-term interest, demolition of the property or the property's outright sale on the open market.
- 4.3.13 Formal approval to declare the asset surplus to requirements will be given by the Cabinet or Council where the land/property is valued at equal-to-or-greater-than £100,000. Under the Scheme of Delegation HOD78 may be used to declare land and property surplus to requirements where the value of the land/property is valued at less than £100,000. Requests for approval to declare land and buildings surplus to requirements will usually be sought in batches to limit the number of individual reports required.
- 4.3.14 It should be noted that there are some sites and properties which are of little or no commercial value and as a consequence are likely to remain in the Council portfolio for the foreseeable future. A small number of properties have lain derelict and unused for a number of years resulting in ongoing costs to the Council. One solution for a number of these properties is demolition in order to reduce this ongoing financial burden to the Council.

Non-operational and commercial estate

- 4.3.15 AMCAT Estates section manages the Council's non-operational estate and does so to meet a variety of objectives as follows:
- To return an income on previously acquired property to the benefit of the Council.
 - To promote and support economic development
 - To create new avenues for income generation
 - Support the Council's visitor offer and generate income for the Council
- 4.3.16 The management of the Commercial Property Portfolio is focused on influencing local business space provision, supporting economic development and delivering revenue income. It comprises a diverse range of property types, including industrial, retail and office properties together with strategic land and other miscellaneous assets. The Council's non-operational assets consist of a variety of properties which are leased out to third parties and which provide the Council with an income stream. Overall the non-operational estate is well tenanted with 95% of non-operational properties currently let. A list of these properties is shown as Appendix D.

- 4.3.17 The non-operational estate presently brings in an annual income of approximately £880,000.
- 4.3.18 The vast majority of the Council's non-operational properties are on Full Repairing and Insuring (FRI) terms which means the burden for repairs and maintenance, along with the cost of utilities and non-domestic rates, lies with the tenant.
- 4.3.19 South Ayrshire Council holds a considerable amount of land, parks, and open space which offer excellent settings for a wide range of events – from small community fun days to major events such as The International Ayr Show - Festival of Flight. In order to ensure the Council receives best value on the opportunities Estates shall undertake commercial marketing exercises and/or valuations as appropriate for these opportunities. Estates shall work closely with other services to support the delivery of a coherent and organised calendar of events to support the visitor economy of South Ayrshire, showcase what our area has to offer and deliver value to the Council.

4.4 Community Asset Transfer

- 4.4.1 The Council continues to encourage the progression of our community organisations to support them in creating strong, successful, sustainable and effective asset transfer proposals that can make a real difference in South Ayrshire through the acquisition and development of Council land and buildings.
- 4.4.2. Furthermore, the objective of the Council's approved Community Asset Transfer (CAT) process and associated fund is to enable a streamlined, efficient and appropriately resourced CAT route map for an applicant that ensures equal access for all in exploring and pursuing ambitions.
- 4.4.3 To date 5 community asset transfers have been completed under Part 5 of the Community Empowerment (Scotland) Act 2015, 1 is pending conclusion following approval by Cabinet, and one has been refused.
- 4.4.4 As of February 2024, seven further community groups (described as Community Transfer Bodies under the Community Empowerment (Scotland) Act 2015) have submitted CAT Stage 1 EOI forms to the Council and are working towards the submission of a formal Stage 2 CAT request. Of those seven community groups: 4 can be described Community Associations; 2 as Sports Clubs, 1 as an Arts/Culture organisation.
- 4.4.5 The Council has an 'Advancing Community Assets Fund' (ACAF) which is designed to support community-controlled bodies that aspire to take on a Council-owned asset through ownership, lease or other rights such as rights to manage, occupy or use the asset for a specified purpose, with the aim of promoting or improving economic development, regeneration, public health, social wellbeing, environmental wellbeing or reducing socio-economic inequalities for people living in South Ayrshire. The purpose of the Advancing Community Assets fund is to encourage the progression of all our community organisations, disadvantaged or not, to support them in creating strong, successful, sustainable and effective asset transfer proposals that can make a real difference in South Ayrshire through the acquisition and development of Council land and buildings.

Community Asset Transfers Approved under Part 5 of the Community Empowerment Act				
Organisation	Council Asset approved for Community Asset Transfer	Outcome	Capital Receipt Value	Advancing Community Assets Fund
Barr Community SCIO SCO49703	Barr Community Centre	Approved by Cabinet 25th Sept 2024	£1	£118,826
Troon Water Sports Centre (SCIO), SC047691	Site at Barassie, North Beach, Troon	50 year lease concluded 2024	N/A	Not Eligible
Ayr Lawn Tennis Club (SCIO) SC049014	Seafield tennis court, Arrol Drive, Ayr, KA7 4AZ	Purchase, 26th July 2022	£4,500	£60,000
Pinwherry and Pinmore Community Development Trust (SCIO) SC048025	Former Pinwherry primary school, Main Street, Pinwherry, South Ayrshire KA26 0RN	Purchase, 23rd April 2021	£25,000	£106,710
Friends of Dundonald Castle SCIO 31541	Dundonald Castle visitor's centre and adjacent land, Winehouse Yett Dundonald KA2 9HD	Purchase, 19th February 2021	£28,000	Not Applicable
Colmonell Community Association SCIO SC049177	Former public convenience Colmonell, Main Street, Colmonell KA26 0RY	Purchase, 30th October 2020	£1	Not Applicable

4.4.6 The Advancing Community Assets Fund has two categories:

Development

The first category of grant is a development grant, which may be available to eligible bodies interested in making a community asset transfer request but who are at the early stages of the process (known as a Community Asset Transfer (“CAT”) Stage 1-Expression of Interest). Sums of up to a maximum of £12,000 for costs associated with all types of property surveys and investigation relating to the land and property asset may be available for the development of an asset transfer proposal and to help towards preparing a Stage 2 CAT application.

Capital

The second category of grant, the capital grant, may be available to bodies at the later stages of the process, which are in a position to make an application for a community asset transfer request (known as a Stage 2 CAT applications.) Costs may be available for capital works, relevant to the condition of the asset being requested. The Council expects that requests for capital costs would not exceed £100,000; however the Cabinet will consider grant requests in excess of £100,000 on a case by case basis. Capital grant funding may only be requested through the Stage 2 CAT application form. An asset may be requested without a request for a capital grant however a capital grant through the Advancing Community Assets Fund will not be considered by the Council without submission of a formal Community Asset Transfer request for lease or ownership.

- 4.4.7 The Team Leader Community Asset Transfer post within Asset Management is the Council’s ‘single point of contact’ and works to promote community asset transfer in the community and supports interested groups to reach an informed choice regarding the viability or liability of potential transfers, providing information, advice and support from initial enquiry through to post-acquisition. The Team Leader liaises within Asset Management and across the wider council to provide a high-quality service to interested community bodies. The Team Leader also chairs the ‘Community Asset Transfer Advisory Group’ who consider Part 5 applications against a comprehensive assessment tool and make approval recommendations to Cabinet. This ensures that all community asset transfers under Part 5 of the Community Empowerment (Scotland) Act 2015 are viable, robust, and represent good value to both Council and Community.
- 4.4.8 We continue to update and enhance the CAT pages on the Council website (www.south-ayrshire.gov.uk/community-asset-transfer) where members of the public can learn how to apply for a CAT, sign posting to useful support organisations as well as details of live applications.
- 4.4.9 A new CAT information flyer and a short video have been produced, in collaboration with the Public Affairs team, to raise awareness amongst communities of the opportunities offered by CAT. The Team Leader Community Asset Transfer also attends community events and meetings to promote asset transfer.

- 4.4.10 The transfer of assets by sale or lease to community and charitable bodies can also take place outside of Part 5 of the Community Empowerment (Scotland) Act 2015. In some cases this is a necessity as community or charitable bodies do not meet the criteria for being a 'community controlled body' as defined by the Act. In others, it can be quicker to purchase or lease a property which has been declared surplus and marketed. Assets transferred in this way are not eligible for ACAF grants. Through the Community Asset Transfer Team leader, the Council will work proactively with community and charitable bodies interested in taking on Council properties in a similar supportive manner to those applying through Part 5 of the Act in order to ensure positive and appropriate outcomes for the community and the Council.
- 4.4.11 The AMCAT service works with internal Council colleagues to facilitate the transfer/acquisition of assets by community bodies. Most notably, this collaboration involves colleagues from Legal Services and from various teams within the Thriving Communities service. Good working relationships have also been established with external partners including Community Ownership Support Service (COSS), Development Trust Association Scotland (DTAS) and with Voluntary Action South Ayrshire, the local Third Sector Interface. This collaborative approach can be tailored to the particular circumstances of each community and seeks to offer the most comprehensive package of support.
- 4.4.12 Disposals of land and property within or without Part 5 of the Act are subject to requirements of the Council's Policy for the Acquisition and Disposal of Land and Buildings as described in section 4.3

4.5 Energy Management

- 4.5.1 Governments around the world are under increasing pressure to identify measures to help mitigate the ongoing climate crisis. With the built environment accounting for a significant proportion of current energy use and carbon emissions globally, improving the performance of not only new buildings, but also our current building stock, will be key if ambitious decarbonisation targets - such as the Scottish Government's aim to create a net-zero society by 2045 – are to be met. On the 1st of October 2020 the Council set its net zero targets by adopting a 75% reduction in emissions by 2030 (based on 2014/15 as a baseline) and a target of net zero greenhouse gas emissions by 2045. It should be noted that the Scottish Government is also seeking to introduce a statutory requirement for all publicly owned buildings to meet zero emission heating requirements by 2038.
- 4.5.2 In November 2021 a Net Zero Carbon Estate Strategy report was completed (see Appendix G). This report set out how the Council could align their decarbonisation strategy with the 10-year capital programme. The report assessed the works required to decarbonise our existing buildings and detailed three potential strategic routes to net zero carbon. The options assessed a range of capital and revenue cost scenarios with the capital cost impact estimated at between £225m to £576m. A Net Zero Board group was then established and met for the first time in April 2022 to carry forward the next step actions that were identified in the report. Since then, the group has met regularly and all report actions have been successfully completed in the Cabinet log. Work is continuing in this area.

- 4.5.3 The energy performance of our land and building assets is monitored and improvements undertaken where financially viable and technically feasible. The Council established a Carbon Budget in 2021 and now reports progress on our net zero targets on an annual basis. At present, we are working to ensure that the carbon footprint for Council buildings, in tonnes of CO₂e, falls in line with our net zero targets. This is being carried out through a range of energy efficiency projects, including extensive internal and external LED lighting refits, AMR and BEMS update and installations, and rigorous energy monitoring processes.
- 4.5.4 The Council's Sustainable Development and Climate Change Strategy published in 2019 gives high level objectives for the Council's move towards zero carbon. In the move towards zero carbon we must introduce innovative, low carbon heating solutions, LED lighting inside our buildings and to light our streets, and a suitable infrastructure to support the move towards electric vehicles. A Sustainable Design Checklist is in development which will be used for future new build and retrofit works for Housing and Non-Housing properties.
- 4.5.5 To meet zero carbon targets for 2045 it is essential that the Council make best use of renewable energy resources. Currently installed renewable capacity includes 175 kW of solar PV, 468kW of biomass heat, and 340kW of air source heat pumps. This represents a reduction of 258 tonnes of CO₂e annually compared to fossil fuel alternatives. Registration of installations for the Feed in Tariff and Renewable Heat Incentive funding schemes has generated an income of £88,000 to date for the Council. Renewables are now installed on all new build non-Housing properties with gas no longer used and heating and hot water now provided by air source heat pumps. Renewables for future new build will be considered as per design briefs. The recently opened Bridge St Depot welfare building in Girvan was the Council's first A+ net zero carbon energy performance certificate rated building and was also the first Council site to install a battery for solar PV electricity storage. Feasibility work is scheduled to take place on 3 potential sites for solar farms within South Ayrshire as part of a commercialisation opportunity. Feasibility work has also been undertaken at 3 Education properties in the Wallacetown area of Ayr for a community led solar PV scheme.

Renewables	
Feed in Tarrif Income To Date	£42,932
Renewable Heat Incnetive Income To Date	£45,090
Total Renewables Income To Date	£88,022

Renewables				
Financial Year	FIT kWh	FIT Income	RHI kWh	RHI Income
2021 - 2022	21,529	£5,934	465,660	£14,919
2022 - 2023	25,427	£7,215	469,973	£14,919

- 4.5.6 Since 2016 the Council has been utilising Salix Finance funding to help deliver energy and carbon reduction projects. The Energy team has successfully delivered projects including ventilation upgrades, LED lighting upgrades and the fitting of swimming pool covers. In 2021/22 two new internal posts were created, Building Services Engineer (Mechanical) and Building Services Engineer (Electrical) as well as £1m of Capital funds to be used for Net Zero project work. Significant work has since been undertaken on BEMS, LED lighting upgrades, installation of electrical submetering as well as feasibility work for several Net Zero projects. Officers will continue to work with Council services to identify project opportunities with a programme of carbon reduction projects developed that will target the highest energy consumption sites in the current Council estate, focussing initially on quick payback projects. Looking further ahead, AMCAT will develop a medium-long term programme that will aim to reduce carbon emissions across the operational estate.
- 4.5.7 In December 2023 the Council submitted a joint bid to the Salix managed Scotland's Public Sector Heat Decarbonisation Fund for projects at Crosshill PS and Prestwick Swimming Pool. This new funding source of £20m was available to local authorities to bid into. In March 2024 the Council was notified that the Council had been successful in its request for £1,556,560. The Scottish Government is yet to confirm future funding availability. Going forward a suite of Net Zero project feasibility reports will be undertaken so the Council is in a strong position to bid for any further grant funding. Within 2024/25 further LED lighting upgrade projects and BEMS upgrades will be delivered in our properties that will help the Council meet its energy and carbon reduction objectives. Most medium and large sized sites are now remotely connected to IQVision so further iterative improvements will be made to these sites as well as considering appropriate BEMS solutions for our smaller sites which are not remotely connected at present. The Council has undertaken work to identify further potential projects with a pipeline of future projects now in place.
- 4.5.8 The Council has undertaken a renewal program of utility meters, focussing largely on the implementation of automatic meter readers (AMR). This allows for monitoring of utility consumption within a 24-hour window as half hour meter readings, presenting the opportunity to quickly address faults and excessive energy consumption. We now have 100% AMR data coverage of all corporate (Non-Housing) gas supplies. Work also commenced in November 2021 to install AMR on metered water supplies for the first time. 61 water AMR are now installed providing 31% coverage of all metered supplies. Water AMR provides an early warning system for water leaks with the AMR being used at Forehill PS to identify and fix a leak resulting in a leak allowance of 3690m3 and a refund of £6463 being received by the Council. Electricity AMR have also been invested in with 37% coverage of all metered supplies across the estate. The other major benefit of AMR is that it ensures that accurate reads are used for billing, and it has been noted that billing to estimate reads has significantly reduced. We will continue to review and extend AMR coverage across our buildings focussing on buildings with the highest consumption or where significant opportunities exist to make savings. The availability of high-quality utility data is essential to our efforts to reduce energy consumption and associated carbon emissions.



- 4.5.9 The necessity for Building Energy Management Systems (BEMS) was starkly outlined during the Covid-19 lockdowns, when energy staff worked to ensure heating controls were adapted for building closures. A new Trend IQVision software platform has been installed and there are now 90 sites connected to this system. The system allows remote access to BEMS to monitor and make controls adjustments. Timeclocks, setpoints and other settings can now be adjusted remotely and this system is now also used to manage holiday heating shutdown periods e.g. school holidays. Significant savings have been achieved, in total reductions equate to 4.6million kWh, £245,000 of costs avoided and 833 tonnes of CO2e reduced. IQVision integration has had a transformative impact on how we manage building energy consumption and is now a critical system used by several staff on a daily basis. This programme continues to develop to ensure that all BEMS can be monitored and accessed remotely, allowing energy staff to adapt heating controls, identify errors, and manage instances of severe weather without the need for a site visit. Improvements on AMR and BEMS coverage are interlinked in providing reductions in energy use, carbon emissions and travel requirements.
- 4.5.10 The requirement for a building heating policy was identified as a result of BEMS work. The Council didn't have a document that defined heating times and temperatures and staff and service responsibilities. A heating policy document has now been created and was shared with services in August 2023 (see Appendix I). Formalising the approach around how we heat our buildings has had many benefits allowing energy saving opportunities to be maximised. This also brings the Council in line with other local authorities who either have a policy in place or have been looking to introduce this policy in response to recent utility cost price increases.
- 4.5.11 The Council completed its draft Local Heat and Energy Efficiency Strategy for public consultation between 16th February and 10th April 2024. Once consultation and service feedback have been implemented a final draft will be formed for Full Council on 27th June 2024. The LHEES is a specialised plan for heat decarbonisation, taking a data driven approach to identify areas of intervention. Interventions will be focussed on areas of developing heat networks, and energy efficiency improvements, especially where this is a driver for fuel poverty. Initial work will look at wider engagement with private and public partner organisations, development of feasibility work on heat network potential and building level intervention plans. This work will link closely with the Ayrshire Energy Masterplan, looking at area wide investment opportunities.
- 4.5.12 The Council is supporting the development of an Ayrshire Energy Masterplan which represents a cross-authority approach to develop a strategic energy vision for the Ayrshire region. This will include socio-economic and techno-economic modelling to identify investment opportunities, areas of business growth, and skills and supply chain development areas. Strategic outcomes will link with LHEES through local energy and heat generation, decarbonisation, investment in local carbon technologies, and a just and inclusive energy transition. The Ayrshire Energy Masterplan strategy report will be finalised in 2024.



- 4.5.13 The council appointed consultants in September 2019 to undertake a forensic investigation into the 'pass through' and non-commodity charges within the energy and water billing. Third-party costs from the Distribution Network Operator, the Grid and HMRC account for over 50% of the energy billing, many of which are complex comprising of multiple components. This work took some time to complete and was delayed due to Covid 19 site access restrictions. This work concluded in January 2023 and the Council has received a total saving of £93k. The £93k saving includes refunds and first year cost savings but it should be noted that the savings will recur meaning that the savings benefit to the Council will be much higher than the £93k figure. This has been a very worthwhile project, and will be repeated in 3 years. Learnings have been integrated in business as usual checks for bill validation and staff have been upskilled.

4.6 Office Accommodation

- 4.6.1 The Covid-19 pandemic resulted in a significant change to work patterns which have endured to a significant extent across both the Council and the wider economy. Enabled by technological innovation many Council services have chosen to adopt flexible work patterns where possible and appropriate. Many non-frontline staff are now working part of their week at home and part of their week in a Council office. As a consequence, parts of the Council's office accommodation estate are now significantly under-occupied.
- 4.6.2. Offices remain an important aspect of working life in the Council and are important in fostering collaboration and a sense of togetherness within and between teams and services. We will also seek collaboration with public sector partners where co-working offers opportunities for improved service delivery – for example through hub/locality models.
- 4.6.3. Under occupancy of property is a poor use of Council resources and does not foster a positive and vibrant working environment. The Transforming the Estate work programme was approved at Cabinet of 23 May 2023 and provision was made to significantly rationalise the Council's office estate. Therefore, AMCAT will look to reduce the office accommodation footprint where possible through a process of office rationalisation and consolidation. This work will reduce revenue property costs, reduce the Council's CO2 emissions, provide a capital receipt to the Council, and result in fully populated workspaces. Where AMCAT identify that a property is surplus to operational requirement, AMCAT will, having engaged with the affected service(s), and having identified suitable alternative provision appropriate for the needs of that service (where required), seek ELT approval to rationalise the property. Thereafter Council properties identified as surplus to Council requirements must be vacated within three months of such a decision being taken by ELT. This shall increase the efficiency of property rationalisation, maximise revenue savings, and expedite capital receipts. The property in question will then be subject to the processes defined by the Council's Policy for the Acquisition and Disposal of Land and Buildings and the Scheme of Delegation.
- 4.6.4 All requests for office moves should be addressed through the Director, Housing, Operations and Development to ensure equity in office space allocation and will be subject to ELT approval.
- 4.6.5 Office accommodation will be kept under review and where under occupancy is identified this will be managed as required in order to ensure effective and efficient uses of resources.

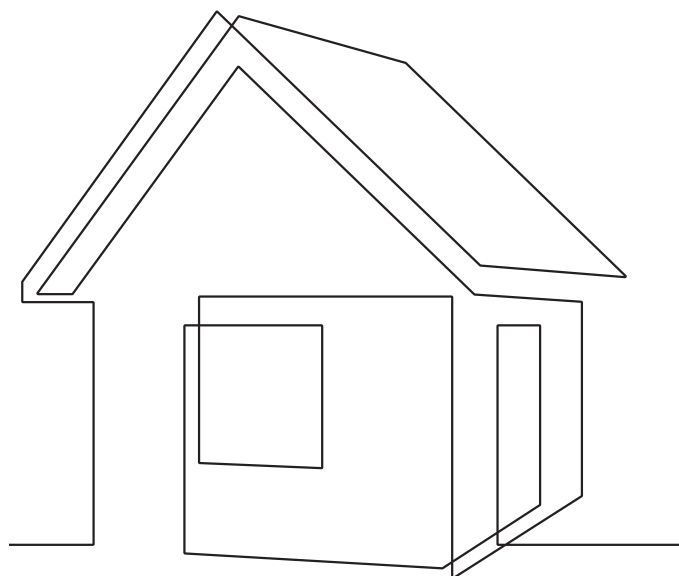
5. Capital Asset Management Planning

- 5.1 The Council's Financial Strategy is to continue to invest in the assets of the Council over a 10-year period through an affordable and deliverable capital investment programme which reflects both available resources and delivery of Strategic Objectives and Outcomes.
- 5.2 All capital bids, except for specified routine capital works, require development of a Capital Project Assessment Bid by the relevant sponsoring service. This includes a simple options appraisal linked to the AMP (see Appendix Ai). The Capital Project Assessment Bid (CPAB) is then considered by the Capital Asset Management Group (CAMG). CAMG comprises senior officers representing all services. CAMG is tasked with ensuring the effective management of the capital programme and the evaluation of new bids brought forward.
- 5.3 In addition to an assessment through completion of a CPAB different categories of capital projects may require further assessments such as a full options appraisal, Best Value Assessment or Business Case Assessment. In addition some projects would benefit from public consultation and prior consideration through an Integrated Impact Assessment. The Council has approved a Protocol that provides guidance on when these further assessments may be appropriate. The Protocol is set out in Appendix Aii). All projects must be deliverable with the prevailing Capital Resource Planning assumptions to avoid abortive work.
- 5.4 Since 2015 all bids for all new capital projects are considered on an annual cyclical basis and accord with a timescale that aligns with the budget setting process in December each year. This has ensured that projects are considered and evaluated on a consistent basis related to strategic objectives and corporate policies and recommended to Members for future investment on that basis, consultation with Portfolio Holders on an ongoing basis will ensure lines of communication are kept open during the year with final proposals and recommendations being brought forward for formal approval through the budget process annually.
- 5.5 In recent years the Council and the Scottish Government have funded an increasing range of place based projects through initiatives such as Place Based Programme, Ward Capital Programme, Promenade Capital and Regeneration Capital. The nature and form of capital projects funded under these arrangements are different from the property focus of the existing CAMG. This AMP introduces a second CAMG grouping – CAMG Place Planning (CAMG-PP) to oversee the approval of these projects. This will compliment the existing CAMG as described above which will henceforth be referred to as CAMG Corporate Property (CAMG-CP).

5.6 CAMG – Corporate Property

- 5.6.1 As part of the continuous improvement in the Councils approach to asset management, the CAMG-CP will focus on corporate property projects and has approved a capital programme for a 10-year period. This enables longer term capital investment plans to be developed in the context of improving the linkages between capital investment and Council strategic objectives and key Outcomes.
- 5.6.2 Bids for all new capital projects are considered on an annual cyclical basis and accord with a timescale that aligns with the budget setting process in December of each year. This will ensure that projects are considered against the Council's Strategic Objectives on a prioritised basis having regard to existing programmes, available resources and deliverability.

- 5.6.3 The Financial Regulations published in June 2024 detail the procedure for the preparation annually of a financial plan for the capital investment programme.
- 5.6.4 The basis for assessment of business cases for projects is as follows: completed business cases are considered and assessed at the one time by the CAMG-CP in September each year; recommendations from the CAMG-CP based on the scored templates are passed to the Executive Leadership Team (ELT) for consideration in October; and proposals are presented to Elected Members for inclusion in the Capital Programme
- 5.6.5 The CAMG-CP is established to consider at a strategic level, corporate property issues and investment options. The membership of the CAMG is as follows:
- Director – Housing, Operations and Development (Chair);
 - Director of Health and Social Care;
 - 2 x Assistant Director Housing, Operations and Development;
 - Chief Financial Officer;
 - Quality Improvement Manager - Education Support Services; and
 - Service Lead Asset Management & Community Asset Transfer
- 5.6.6 Capital projects are considered on a regular basis by the CAMG-CP with a view to producing a Capital Project Assessment Bid for each project. Services work together with relevant officers across services as required to complete the template sections 1 to 4, with the actual scoring of the project in section 5 undertaken by the CAMG-CP. Only projects in excess of £100,000 capital requirement will be subject to this process.
- 5.6.7 Projects under £100,000 will be prioritised and approved through a separate form submitted to the CAMG-CP. These will be considered and approved utilising a similar methodology for main capital bids. There may be various sources of funding utilised for works in this category of value including the CRA fund and the Repairs and Renewal Fund. The method for approval of these bids by the CAMG-CP can be achieved through circulation of bids through emails and/or meetings.
- 5.6.8 Works required to be undertaken and proposed to be funded by the Repairs and Renewal Fund in excess of £100,000 will require to be considered for recommendation by the CAMG-CP but will require formal approval by Cabinet.
- 5.6.10 The Housing Asset Management Group (HAMG) is an operational sub group of CAMG-CP. It meets on a monthly basis to discuss the Housing capital programme and ensures that spend is monitored throughout the financial year. Any adjustments to capital programme budget lines are referred to the CAMG-CP or Cabinet for approval. The HAMG sub group is chaired by the Service Lead - Housing Services and consists of senior officers within Housing and Finance. It fulfils a similar role to the CAMG-CP sub group. It also discusses potential new housing projects, energy efficiency measures, new build /demolition projects, larger scale environmental projects in housing areas and feasibility proposals.



- 5.6.11 If, at any time following approval it becomes apparent that a capital project will be overspent or if the phased expenditure for the current year is likely to vary between years, then following consultation at either the Capital Asset Management CP Sub-Group or the Housing Asset Management Sub-Group, it shall be the duty of the Service Lead – Asset Management & Community Asset Transfer / Service Lead - Housing Services to report such variation immediately to the CAMG-CP.
- 5.6.12 Where a budget variance amount is less than £100,000, the transfers or adjustments to funding shall be considered by the CAMG-CP and formally approved by the Director – Housing, Operations and Development as Chair of the CAMG-CP. Where the variance amount is in excess of £100,000 or if the phased expenditure for the current financial year is at any time expected to vary by an amount in excess of £100,000, then approval must be sought from Cabinet.

5.7 CAMG – Place Planning

- 5.7.1. This AMP introduces a new ‘Capital Asset Management Group Place Planning’(CAMG-PP). The CAMG-PP will focus on delivering capital ‘place planning’ projects between 2024 and 2027. Funding is allocated by Ward and was approved at Cabinet 25th April 2023 and is as follows:

Year/Project	2023-24	2024-25	2025-26	2026-27
Girvin Regeneration Projects	£1,500,00	£1,500,000		
Place Plans	£700,000			
Place Planning and Community Led Projects	£1,750,000	£1,750,000	£1,750,000	£1,750,000
Place Planning and Ayr Ward West/Ayr Town Centre Projects	£1,000,000	£1,000,000	£1,000,000	£1,000,000
Promenade and Shorefront Enhancement Scheme	£850,000	£500,000	£5000,000	

- 5.7.2 Potential projects and considered by CAMG-PP to ensure that projects are considered on a consistent basis and following due diligence.
- 5.7.3 With a place making focus potential Place Planning Projects are scored on place based outcomes such as visitor attraction, enhancing town centre vitality and compatibility with heritage conservation objectives. However, given the need to manage a range of these projects and with the emerging Council budgetary position, potential projects are also scored on their deliverability prospects and opportunity to reduce revenue cost and improve property condition. The bid form for Place Planning Projects is set out in Appendix H.

5.7.4 Regeneration projects will be identified through masterplans developed for each area. Masterplan projects will be first screened by CAMG-PP before being recommended to Council/Cabinet for public consultation. CAMG-PP will ensure that projects satisfy diligence requirements of Best Value and IIA. No further approvals are required from CAMG-PP.

5.7.5 The basis for assessment of business cases for projects is as follows:

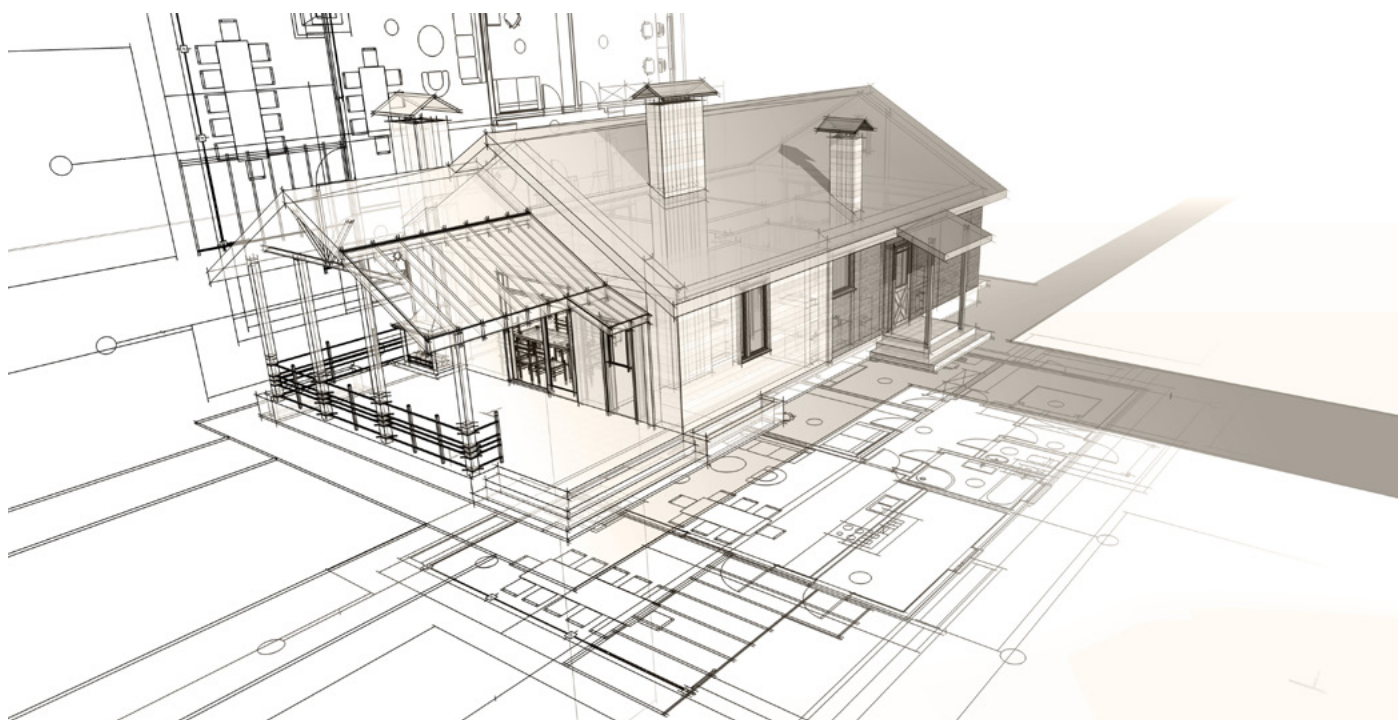
completed business cases are considered and assessed on a rolling basis and as required when projects are sufficiently developed to enable CAMG-PP proper consideration;
for projects with an estimated cost of more than £100,000 recommendations from the CAMG-PP based on the scored templates are submitted to Cabinet or Council for approval..

The Director of Housing, Operations and Development, in consultation with Ward Members, has delegated authority to authorise projects with an estimated cost of less than £100,000 following CAMG approval.

In the event of a project exceeding its approval estimate once a project has been approved then the Director of Housing, Operations and Development, as Chair of the CAMG, will have delegated authority to progress the project, including consultation with the Section 95 Officer, provided that it does not exceed £100,000 from its estimated cost and can be financed from elsewhere within the Capital Programme.

5.7.4 The CAMG-PP membership is as follows:

- Director of Housing, Operations and Development
- Director of Strategic Change and Communities
- Legal officer nominated by Chief Governance Officer
- Assistant Director Housing and Operations
- Assistant Director Planning and Development
- Assistant Director Communities
- Service Lead Professional Design Services
- Service Lead Asset Management & Community Asset Transfer



6. Conclusions

- 6.1 This AMP is focused on improving our properties within the budgets we have available. The AMP is a dynamic document which will be adaptable and will be reviewed and reported on an annual basis.
- 6.2 This AMP will provide information and direction to the following range of stakeholders:
- The Council, its Panels and Elected Members – to inform how available land and building assets are currently used;
 - Chief Officers, Service Leads and Employees – to help identify the available resources and assist in service delivery planning;
 - Residents and visitors of South Ayrshire – to show how the Council's land and building assets impact on service provision; and
 - Partners – to help identify opportunities for joint working.
- 6.3 It is essential that the Council embraces this approach to asset management and strives to invest to ensure our land and building assets are fit for purpose. This will enable efficient resource deployment, service rationalisation, longer term financial planning and improved risk management.



7. Appendices

A – i Capital Project Assessment Bid

ii Capital Project Protocol

B - Scottish Government Elemental Listing for Condition Surveys

C - Property Asset Information

D - Leased Property Information

E - General Services Capital Programme 2024-25 to 2035-36

F - Sample Condition Survey

G - Net Zero Carbon Estate Strategy 2021

H - Place Planning Capital Buisness Case Form

I - Energy Reduction in Buildings

south-ayrshire.gov.uk

© South Ayrshire Council 2024

South Ayrshire Council

**Report by Depute Chief Executive and Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

Subject: Memorial Policy

1. Purpose

- 1.1 The purpose of this report is to seek Elected Members' approval regarding the future management of both existing and new memorial tributes. Additionally, seeking Elected Members' approval of the increased selection of memorials that Neighbourhood Services can offer family and friends wishing to purchase a tribute to commemorate their loved one.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 approves the increased range of tributes, as detailed in [Appendix 1](#), that Neighbourhood Services is able to offer family and friends; and**
- 2.1.2 requests that officers finalise and agree appropriate Terms and Conditions with Legal Services to accompany the offer of the tributes identified above to the public.**

3. Background

- 3.1 Currently, the only form of memorial South Ayrshire Council (the Council) provides to family and friends wishing to commemorate a loved one is a bench seat, in a location of their choice. The understanding is that the seat is able to be used by all members of the public and not restricted to the family.
- 3.2 The current process is that the family select either a metal, wooden or recycled plastic seat and a location is agreed between the family and the Council. The family procure the seat, circa £1000, and are responsible for the ongoing maintenance of the seat. There is no fee placed on the family for the leasing of the site occupied.
- 3.3 There is significant administration required to manage each application and in the past year officers have received 150 requests. There is no administration fee placed upon families.
- 3.4 In South Ayrshire there are 'hot spots' that are favoured by families such as Belleisle Walled Garden, Rozelle Estate, and our Promenades. Neighbourhood Services is

running out of available space to accommodate the ever-increasing demand for memorial benches.

3.5 Currently there are no clear Terms and Conditions, and that includes a lack of guidance relating to the placement of additional mementoes on or around the seat. As such, we have seats that now have significant additional items such as, soft toys, balloons, flower vases, flower troughs. This in turn is inhibiting the use of the seat by non-family members.

3.6 For these reasons the current system is not sustainable, and the new proposals have been developed. This is not an issue that is restricted to the Council. Many Authorities are having to manage the request for memorial benches. Inverclyde and North Ayrshire no longer offer memorial benches. Others have paused the provision, and some only offer these benches in specific locations.

4. Proposals

4.1 Neighbourhood Services (the Service) over the past year have paused the provision of memorial benches and have used this time to review what other Authorities offer and how they are managing the demand for memorials. The Service also wanted to offer families a greater affordable range of ways in which family and friends could commemorate their loved one.

4.2 The Service also felt that it was essential going forward that it identified the locations where the memorials were to be located so mitigating against the further development of 'hot spots'.

4.3 The following provides detail on each of the proposed new options:

- **Memorial Seat Plaque** – Rather than one bench only having one plaque, identified memorial seats will accommodate 6 plaques. Locations will be identified by Neighbourhood Services.
- **Memorial Sculpture Hedge** – the sculpture hedge will form the main feature of a landscaped area which will afford family and friends the ability to visit, sit and reflect on the life of their loved one. Families will be able to purchase a memorial leaf which will be attached to the hedge. We propose to develop a site at each of our promenades together with one in Rozelle Estate.
- **Memorial Blossom Tree** – This feature will be located within the walled Garden of Corsehill Park in Ayr. Families will be able to purchase a memorial flower which will be attached to the tree.
- **Memorial Tree** – Should families wish a living memorial; Neighbourhood Services is offering the option to purchase and plant a tree in one of our parks or public open spaces. Though there will be no option for the provision of a plaque.

4.4 The locations of the memorials are focused on where people most often wish a memorial.

4.5 Families will be able purchase memorial plaques for a period of 5 years at a cost of £250 for that 5 year period, a renewal option will be available. The costs of a

memorial tree will vary depending on size, species and location but will be a minimum of £800, though this would be a lifetime period.

4.6 The fee charged is to ensure Neighbourhood Services recover the cost of the initial investment and to make this service cost neutral.

4.7 Terms and Conditions along with a standard letter of agreement will be drafted by legal and sent by the Council to the customer to ensure all terms and conditions are clearly understood prior to commencement. An outline of the terms and conditions that govern similar arrangements found on other Council sites is attached at the end of [Appendix 1](#) – ‘Memorials Available from South Ayrshire Council’ which provides the proposed information for the customer.

5. Legal and Procurement Implications

5.1 Customers will require to agree to the Terms and Conditions relating to memorials and examples of terms and conditions used by other Councils have been provided at the end of [Appendix 1](#). These are not exhaustive and legal will consider and finalise terms and conditions before the service is offered to the public..

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 As noted in section 4.5 and 4.6 the fees charged are intended so that the provision of the service is cost neutral.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There is a risk that some families will object to Neighbourhood Services implementing the Terms and conditions that relate to additional commemorative tributes.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that we will continue to accept requests for memorial benches, run out of space and not be able to manage the issue of additional tributes at each seat.

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 2](#) which includes information on any mitigating or follow-up action required.

9.2/

9.2 A copy of the fully completed IIA can be accessed here: [Memorial Policy.xlsm](#)

10. Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** - This report links directly to the Open Space Strategy, approved in August. An SEA will not be required as the actions of the Open Space Strategy aligns with the National Plan and relevant Legislation.

11. Options Appraisal

11.1 Desk top study has been undertaken to discover the range of memorial available.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council Plan, Priority One, Spaces and Places – Moving around and the environment.

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): and will deliver cashable/ qualitative/ quantitative benefits.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and 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
First installation autumn 2025 and continue to roll out with completion of installations summer 2026	31 July 2026	Service Lead – Neighbourhood Services/ Co-ordinator – Grounds and Bereavement

Background Papers None

Person to Contact Fiona Ross, Service Lead – Neighbourhood Services
Walker Road, Ayr, KA8 9LE
Phone 01292 612241
E-mail Fiona.ross@south-ayrshire.gov.uk

Elaine Schendel, Co-Ordinator – Grounds and Bereavement,
Walker Road, Ayr, KA8 9LE
Phone 01292 612725
E-mail Elaine.schendel@south-ayrshire.gov.uk

Date: 9 September 2025

Memorials Available from South Ayrshire Council

South Ayrshire Council are now able to provide a range of memorial options for those wishing to commemorate a loved one. This following information will provide detail on each memorial options, locations, and fees.

The Council wish to be able to provide a range of products and locations, to provide families and friends with a selection of memorial options.

We hope that you like the memorial choices and if you wish any further information or to arrange a purchase, please contact Grounds and Bereavement Services via the email address below.

e-mail – grounds.maintenance@south-ayrshire.gov.uk

Terms and Conditions are included at the end of the following information.

Memorial Seat / Bench - Plaque

We have a number of locations where we have memorial bench seating, and each seat will afford up to 6 plaques on each seat. The style and type of seat will be dependent upon the location. Below are images of examples of recycled plastic, metal and wooded.



Memorial Sculpture Hedge / Tree - Plaque

This unique feature provides a special place in which you can commemorate a loved one, with a memorial leaf or leaves. The hedge will form an area where people can come, sit and take time to reflect and share memories of those no longer with us.

Below is a proposed design for Ayr Shorefront. We will also have locations at Troon, Prestwick and Girvan Beaches and also within Rozelle Estate, Ayr.



Memorial Blossom Tree Feature - Plaque

Within the Walled Garden of Corsehill Park, Ayr we can offer Blossom Tree Plaques.

Corsehill Park is the hidden gem of Ayr, in spring it offers a beautiful carpet of spring crocus, the mature trees provide character and the walled garden a quiet sanctuary.



The fee of any of our memorial plaques, leaf or blossom will be granted for a period of 5 years, after the 5 year period has lapsed, there will be an option to extend the time period. The current price for a 5 year period is £250.

Memorial Tree

We also wish to offer a living memorial too, as such we can arrange the purchase and planting of a tree in one of our parks or public open spaces. With this selection to keep as natural as possible there is no option to have a plaque installed.

Planting sites are offered when there is high probability the planted tree will remain undisturbed until maturity, but this cannot be guaranteed.

Should this be a service you are interested in we can discuss options in relation to species selection and location.

The cost of a Memorial Tree will vary depending on species, size and location but will be a minimum of £800 for lifetime.

There will be a Commemorative Tree register in which each tree will be able to be identified using 'What Three Words'. The register will be managed and maintained by South Ayrshire Council.

Example Terms and Conditions

- The location and types of memorials for individuals will be agreed with applicants, subject to the Council's discretion on the location's suitability and capacity.
- A dedication ceremony can be catered for, but the timing and size of such events is at the discretion of South Ayrshire Council. The dedication of a memorial tree will not give the right to determine or influence future management and all commemorative tree positions will be listed for the purpose of maintenance.
- The cost of supply and installation of any memorial will be covered by the applicant and paid for prior to installation.
- South Ayrshire Council will provide, plant, and maintain memorial trees.
- Planting of any commemorative tree will normally take place within the planting season, which is November to February of each year.
- Any young commemorative tree which fails for horticultural reasons in the first year after the initial planting date will be replaced by South Ayrshire Council. Tree damage caused by an act of vandalism will not be replaced by South Ayrshire Council.
- The provision of any memorial plaque, blossom or leaf will be granted for a 5 year period, commencing from the date the plaque, blossom or leaf is fitted after the 5 year period has lapsed there will be the option to extend the period. If the offer of extension is not taken the plaque, blossom or leaf will be removed from the feature.
- The responsibility for the maintenance of any memorial will be that of South Ayrshire Council.
- The Council will accept no responsibility if a memorial is damaged, vandalised, or stolen. The Council reserves the right to remove any damaged memorial (plaque, blossom, leaf or tree) which is deemed to be a hazard or beyond economic repair. The customer will be contacted if this should occur and will be given the option to replace the memorial at full cost or to relinquish.
- While the Council understands the importance of commemorating a loved one, the Council respectfully requests that no wreaths, balloons, flowers, or any other mementoes are placed at a memorial – the memorial plaques are provided to remember the loved one. Any unauthorised mementoes / planting will be removed by the Council.

Integrated Impact Assessment Summary Report

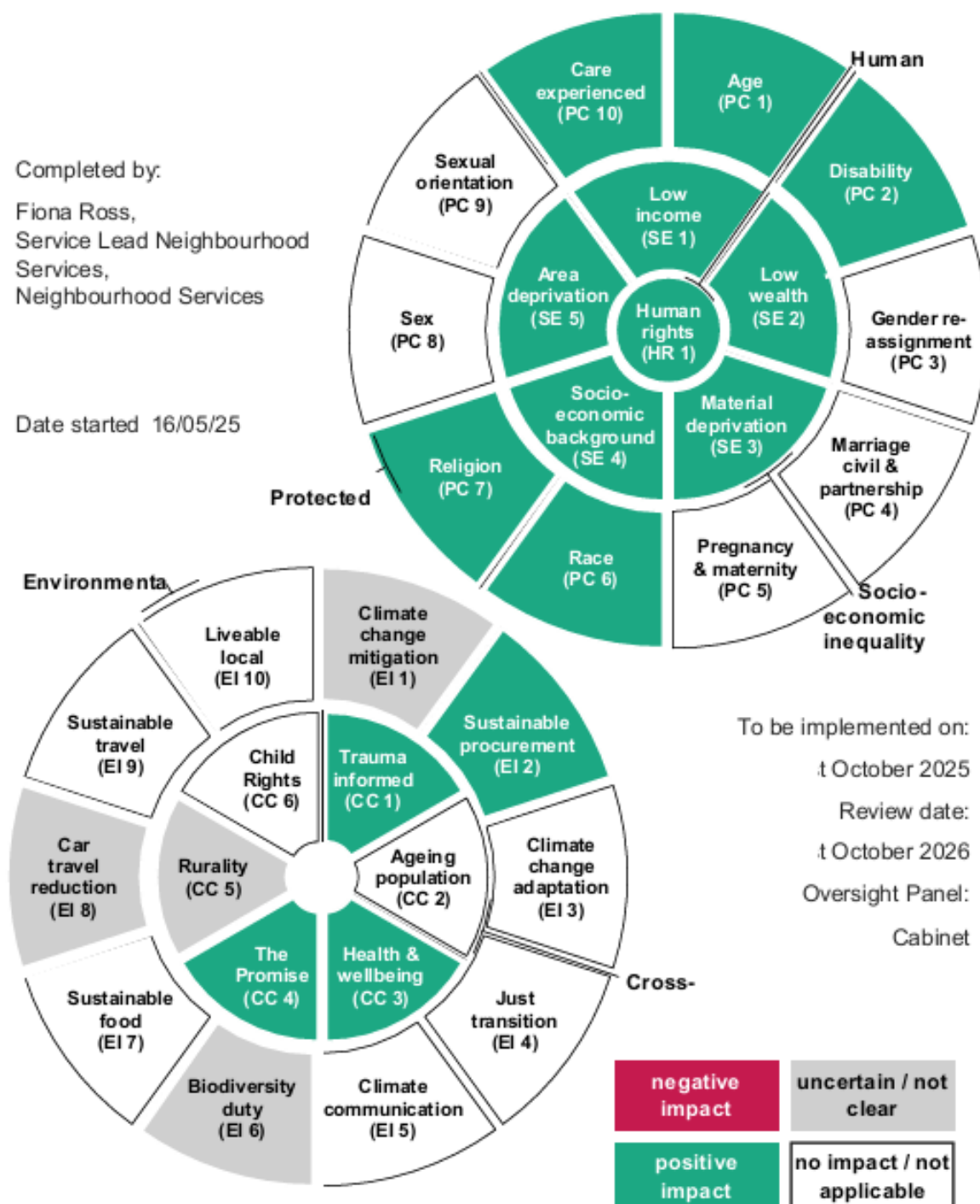
Memorial Policy



Completed by:

Fiona Ross,
Service Lead Neighbourhood
Services,
Neighbourhood Services

Date started 16/05/25



To be implemented on:

t October 2025

Review date:

t October 2026

Oversight Panel:

Cabinet

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

This policy / memorials are available to all.

Advancing equality of opportunity?

By providing lower cost memorial options than previous memorial options, it is hoped this provision is a more affordable option for low-income bereaved families and mitigate funeral poverty / funeral debt. Bereavement Services will continue to review services to try and mitigate funeral poverty.

Fostering good relations?

Providing shared dedicated space for bereaved families / friends to visit, can form relationships that assist the grieving process.

Consultation declaration

We confirm consultation has been carried out as part of this process.

Mitigating Actions Required (re negative / unclear

ENVIRONMENTAL IMPACTS

EI 1	Climate change mitigation	Potentially less travelling, due to dedicated sites, at present memorial benches have been installed where requested and this covers a large geographical area.
EI 6	Biodiversity duty	Implementation of the policy will measure uptake of memorial options within public open space areas and visitors to these areas.

Mitigating Actions Required (re negative / unclear impacts)

EI 8	Travel less by cars	Unable to determine where family / friends of loved ones would travel from to dedicated memorial sites.

CROSS-CUTTING IMPACTS

CC 5	Rurality	Review when implemented.

(CRWIA)?	no

South Ayrshire Council

**Report by Director of Housing, Operations and Development
to South Ayrshire Council
of 18 September 2025**

**Subject: Proposed Ward Capital Projects – Update 2023 to 2025
 and Approval of New Capital Projects 2025 to 2026**

1. Purpose

- 1.1 The purpose of this report is to provide an update on ward capital projects approved by the Council of 29 June 2023 and 12 December 2024, and also by Cabinet at its meeting of 26 September 2023. The report also recommends further capital projects for initiation and implementation during the financial years 2025/26 and 2026/27.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 agrees the capital investment projects identified in [Appendix 1](#) with a white background under project description for initiation and implementation during the financial years 2025/26 and 2026/27 and approves the projects with a budget commitment in excess of £100,000 as detailed in Appendix 1;
- 2.1.2 agrees that to ensure ongoing proper financial management, that Ward Members provide a list of priority projects at the next round of officer/member Ward Capital meetings to plan the projects within the balance of the remaining ward and promenade budgets and to amend programmes in line with the overall budget provision, with an update provided to Council in December 2025;
- 2.1.3 notes that some of the projects in [Appendix 1](#) may require public consultation as part of an Integrated Impact Assessment prior to being able to be recommended to Council for approval;
- 2.1.4 notes the progress made with the capital investment projects identified in columns 6 and 7 of [Appendix 1](#);
- 2.1.5 agrees to remove all projects identified as red in Appendix 1 ;
- 2.1.6 notes that a copy of [Appendix 1](#) containing all potential projects will be forwarded to Community Councils for information.

3. Background

- 3.1 At its meeting on 1 March 2023, the Council approved the General Services Revenue Budget 2023-24 and the Capital Investment Programme 2023-24 to 2034-35. Contained in the Capital Investment Programme 2023-24 to 2034-35 was funding for Place Plans; Place Planning and Community Led Projects; Place Planning and Ayr Ward West/Ayr Town Centre Projects; Girvan Regeneration Projects; and Promenade and Shorefront Enhancement Schemes. The Ward Capital and promenade funding was profiled over 4 financial years, 2023/24 to 2026/27.
- 3.2 At its meeting on 25 April 2023, the Cabinet approved a process for identifying potential capital investment projects. This involved a review of Place Plans (Community Action Plan), meetings with Elected Ward Members and further consideration by the Capital Asset Management Group (CAMG). The programme of participatory budgeting of place projects has been commended by Audit Scotland.
- 3.3 There were 382 projects identified for consideration prior to the Council meeting of 29 June 2023. A number of these projects were sectioned into sub projects giving a total 410 projects considered by Council. Of these 159 were designated red and could not be taken forward, 180 were amber projects for future consideration or additional information prior to being taken forward and 71 green projects being approved by members to take forward between the various Ward Capital, Promenade, Town Centre and Regeneration Budgets.
- 3.4 At its meetings on 26 September 2023 the Cabinet noted a further 14 projects identified as green and approved the programme to be initiated 2023/24 and projects due for commencement in 2023/24 and 2024/25.
- 3.5 A report recommending new projects and the removal of previously approved projects that are no longer feasible was considered by Council on 12 December 2024. This identified a programme with 147 projects. Of these 107 were green with 46 already complete. There were 35 amber projects that required further work prior to being approved and 5 red to be removed from the programme.
- 3.6 The report of 12 December 2024 also reprofiled some projects in line with the budget allocations between Ward Capital, Promenade, Town Centre and Regeneration Budgets.
- 3.7 Regular meetings have taken place with Ward Members over the past six months. This has resulted in further information being presented to Ward Members, including the feedback received from Community Councils on existing and proposed projects, and further projects being recommended for approval.
- 3.8 As noted in 3.1 the capital spend for both Ward (£8.0m) and Promenade projects (£2m) is over 4 financial years. The profiled spend for all Ward Capital projects to Spring 2026 is £5,604,815 or 70.06% of the overall budget. Profiled spend for Promenade projects to Spring 2026 is £1,563,195 or 78.16% of the overall budget. Current committed spend on Ward projects to 31 March 2027 is £6,504,315 or 81% of the overall budget with Promenade committed spend to 31 March 2027 £1,682,837 or 84% of the overall budget. To ensure the momentum continues, dedicated project management will be allocated.

3.9 Since December 2024 a further 17 projects have been added to the programme in [Appendix 1](#), as per discussed with Ward Members during the individual meetings over the past 6 months. For clarity, the colour coding for the programme at [Appendix 1](#) is as follows;

- Grey - complete
- White - approved or awaiting approval as part of this report
- Amber - requires further work prior to approval
- Red - to be removed from the programme.

3.10 Cabinet on 23 September 2024 approved arrangements to ensure that the Council meets its statutory requirements under the Fairer Scotland duty. This requires all projects and financial decisions to be assessed through an Integrated Impact Assessment. Whilst it is considered that most projects do not require full Integrated Impact Assessment, some projects may require assessment and associated public consultation which officers will complete as required.

4. Proposals

4.1 It is recommended that the Council approves the projects over £100,000 and the programme set out in [Appendix 1](#) which are identified with a white background under the project description heading.

4.2 The spreadsheet of all projects for each Ward will be shared with respective Community Councils. Any comments received in regard to the approved or proposed projects will be considered in the regular update meetings with Ward Councillors and in an update report to Council in March 2026.

4.3 A number of Wards have estimated budget committed with spend relatively close to the budget limit. Whilst officers will continue to progress projects as quickly as resources enable, the simultaneous progression of all projects is neither feasible nor financially prudent. Whilst every effort is made to establish meaningful estimated costs, there is inevitably cost variance between estimate and actual costs arising. This being the case, if all projects were progressed at the same time, then there is the possibility of budget over-run or abortive work.

4.4 To minimise this financial outcome, and to assist with managing workloads, Ward Members are asked to clarify their priority projects at the next meeting with the Director of Housing, Operations and Development to plan the projects within the balance of the remaining ward and promenade budgets and to amend programmes in line with the overall budget provision. This is also prudent in relation to identifying future projects at an early stage for planning and programming to allow completion by 31 March 2027. This will enable the remaining 2 years of implementation of projects to be delivered in line with budget profiling, with future priorities presented to Council in December 2025.

5. Legal and Procurement Implications

5.1 Legal advice will be provided as required on the capital improvement projects. In the event that a project involves a disposal or change of use of Common Good, the following provides a summary for Members of the legal processes which will require to be satisfied. Under Section 104 of the Community Empowerment (Scotland) Act

2015 the Council, before making a decision to dispose or change the use of these areas, must:

- Publish details of the proposed disposal or change of use;
- Notify (a) any community council whose area includes all or part of the areas (taking account of the burgh council boundaries) and (b) any community body known by it to have an interest in the areas; and
- Invite representations in respect of the proposals;

and the Council must have regard to any representations made about the proposals in deciding whether to proceed.

5.2 If the areas are inalienable Common Good, under Section 75 of the Local Government (Scotland) Act 1973, the Council is also required to obtain authority from the Sheriff Court for any proposed appropriation or disposal of the areas.

5.3 Furthermore, under section 15(4) of the Local Government etc. (Scotland) Act 1994, in administering common good property, a Council shall have regard to the interests of the inhabitants of the former burgh area to which the common good related prior to 16 May 1975.

5.4 It should be noted that if any development relates to land which is open space and used for public recreation, there may be a requirement under Sections 24(2A) and 27(2A) of the Town and Country Planning Act 1959 that the Council must also:

- Publish a notice of any proposed appropriation or disposal in a newspaper circulating in the area for at least 2 consecutive weeks; and
- Consider any objections made in response before deciding whether to proceed

6. Financial Implications

6.1 Ward Capital and Promenade profiled spend June 2023 to 31 March 2027

Ward Capital Budget 2023-2027	Spend to Date	Committed Spend to 31 Mar 26	Committed Spend to 31 Mar 27	Percentage Spend to Date	Percentage Committed Spend to 31 Mar 26	Percentage Committed Spend to 31 Mar 27
£8,000,000	£3,014,397	£5,604,815	£6,504,315	37.68	70.06	81

Promenade Budget 2023-2027	Spend to Date	Committed Spend to 31 Mar 26	Committed Spend to 31 Mar 27	Percentage Spend to Date	Percentage Committed Spend to 31 Mar 26	Percentage Committed Spend to 31 Mar 27
£2,000,000	£1,118,195	£1,563,195	£1,682,837	55.91	78.16	84

7. Human Resources Implications

7.1 Not applicable.

8/

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There is a risk that some of the projects being recommended may prove to be unfeasible following further diligence work and this would result in expectations having been raised that cannot be delivered.
- 8.1.2 The report is recommending a further 17 projects across many Council services. This provides for a challenging programme to coordinate and deliver. There is a risk that pace of delivery will be slower as a result of the number of projects.
- 8.1.3 With so many projects being recommended there is a risk that the outcomes of improved placemaking could be diluted compared to investing in a smaller range, but more substantial projects.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There is a risk if the above recommendations are rejected that the Council will not be able to either complete the capital investment in improvements in our communities or if further projects are taken forward that this delays the delivery of already approved projects.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The proposals in this report have previously been assessed through an Equality Impact Assessment including Fairer Scotland Duty and a copy of that assessment is attached as [Appendix 2](#).

10. Sustainable Development Implications

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

11. Options Appraisal

- 11.1 The various proposals that communities and Ward Members put forward for consideration can be found here. A thorough and detailed assessment of every proposal presented ensured that all options were fully appraised

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 1: Spaces and Places; and Priority 3: Civic and Community Pride of the Council Plan.
- 12.2 In terms of Priority 1: Spaces and Places, Outcome 1: Moving around and the environment and Outcome 2, Play Sport, and Recreation, are supported by the proposals set out in this report.
- 12.3 In terms of Priority 3: Civic and Community Pride, Outcome 1: Pride in South Ayrshire and Outcome 2: Community Engagement, are supported by the proposals as set out in this report.

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; qualitative benefits.

14. Results of Consultation

14.1 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, and Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and the contents of this report reflect any feedback received.

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
Update on Ward Capital Projects and Potential New Ward Capital Projects	18 March 2026	Assistant Director – Housing and Operations/Assistant Director – Planning and Development

Background Papers Report to South Ayrshire Council of 29 June 2023 - [Proposed Ward Capital Projects 2023 to 2027](#)

Report to Cabinet of 26 September 2023 - [Proposed Ward Capital Projects – Update 2023 to 2025](#)

Report to Cabinet of 12 March 2024 – [Ayr Town Centre Framework](#)

[Report to South Ayrshire Council of 10 October 2024 - Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026](#)

Report to Cabinet of 12 December 2024 - [Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026](#)

Person to Contact

Kenny Dalrymple, Assistant Director – Housing and Operations
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612041
Email kenneth.dalrymple@south-ayrshire.gov.uk

Chris Cox, Assistant Director – Planning and Development
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612981
Email chris.cox@south-ayrshire.gov.uk

Date: 11 September 2025

Troon Ward Capital Projects

Appendix 1

Ward 1 - Troon
Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL/ ANTICIPATED	VARIANCE
1	Troon	Power source to Civic Spaces Around Walker Hall	Asset Management	Ward	Complete		Complete	Oct '24	Oct '24	£9,500.00	£9,500.00	£0.00
2	Troon	Augmenting Play Areas within various communities - Adamsgate, Muirhead and Hoisery Park	Neighbourhood Services	Ward	Complete	Total project funding £144,816.67. £50k Ward spend and £94,816.67 from VAT / SG Funding.	Complete	Oct'24	Nov '24	£50,000.00	£50,000.00	£0.00
3	Troon	Urban Realm Improvements	Neighbourhood Services	Ward	Design & Tender		Complete	Spring'25	Spring'25	£72,360.00	£72,360.00	£0.00
4	Troon	Planters	Neighbourhood Services	Ward	Complete	Works were undertaken through the Grounds revenue budget	Complete	Winter '24	Winter '24	£3,000.00	£0.00	£3,000.00
5	Troon	Skate park - reinstall items removed on promenade - poss adj playpark? (currently stored at Dukes Road?)	Neighbourhood Services	Ward	Design & Tender		Complete	Dec-24	Jan-25	£3,200.00	£3,200.00	£0.00
6	Troon	Match funding for Marr Pitch replacement surface	Destination South Ayrshire	Ward	Design & Tender	Match funding from SFA; Front funded from Education Services.	Complete	Spring '25	Summer'25	£135,000.00	£135,000.00	£0.00
7	Troon	Town Centre Recycling Bins	Neighbourhood Services/PDS	Ward	Design & Tender	Due to the complexity and requirement to move a number of utilities and services the underground option is no longer viable. Officers are currently looking for a screening option to improve the aesthetics of the provision currently in situ.	30%	Winter '25/26	Spring '26	£140,000.00	£25,000.00	£115,000.00
8	Troon	Expansion of pump track	Neighbourhood Services/Professional Design Services	Ward	Feasibility	Surveys are complete. Options currently being reviewed in advance of consultation.	5%	Spring 26	Summer 26	£187,500.00	£187,500.00	£0.00
9	Troon	Extension to play park for older children	Neighbourhood Services	Ward	Design & Installation	Potential match funding from Scottish Government.	5%	Jan-26	Mar-26	£100,000.00	£100,000.00	£0.00
10	Troon	Support and continue development of facilities at Fullerton Woods	Neighbourhood Services	Ward	Concept	Works currently being identified	5%	Autumn'25	Autumn'25	£10,000.00	£10,000.00	£0.00
11	Troon	Changing Screens near Royal Troon beach car park beach	Neighbourhood Services/PDS	Ward	Tender	Timescale depending on lead in times for delivery.	10%	Winter 25	Spring 26	£18,000.00	£18,000.00	£0.00
12	Troon	Install Open Shower for Watersports near Royal Troon	Professional Design Services	Ward	Design	Scoping works underway. Offcirs will tie in with the changing screen project if possible.	0%	Winter 25	Spring 26	£10,000.00	£10,000.00	£0.00
13	Troon	Compostable Toilet at south end of south beach	Professional Design Services/Facilities Management	Ward	Design	Investigatory work underway	5%	Winter 25	Spring 26	£30,000.00	£30,000.00	£0.00
14	Troon	Memorial Installations Templehill, Promenade	Neighbourhood Services	Ward	Ongoing	To be installed in conjunction with the memorial policy.	0%	Winter '25/26	Winter '25/26	£25,000.00	£25,000.00	£0.00
										£793,560.00	£675,560.00	£118,000.00

Total Budget Committed £675,560.00

Total Budget Remaining £324,440.00

Troon Promenade Projects

Ward 1 - Troon

Budget £500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL/ ANTICIPATED	VARIANCE
1	Troon	Resurfacing of Troon Esplanade with Red Tarmacadam	Ayrshire Roads Alliance	Promenade	Complete		Complete	Spring '24	Summer'24	£89,538.00	£89,538.00	£0.00
2	Troon	Wind Direction Installations	Neighbourhood Services	Promenade	Complete		Complete	Spring'25	Dec '24	£5,257.50	£5,257.50	£0.00
3	Troon	Esplanade - additional area to be resurfaced. Includes emergency repairs for H&S issues	Ayrshire Roads Alliance	Promenade	Complete		Complete	Nov '24	Dec '24	£36,120.00	£36,120.00	£0.00
4	Troon	Esplanade - additional area to be resurfaced.	Ayrshire Roads Alliance	Promenade	Complete		Complete	Mar '25	Mar '25	£222,000.00	£169,130.00	£52,870.00
5	Troon	Shore Defence Structural Stabilisation	Ayrshire Roads Alliance	Promenade	Complete		Complete	Apr '25	June '25	£8,500.00	£15,432.00	-£6,932.00
6	Troon	Esplanade Ph 3 Resurfacing	Ayrshire Roads Alliance	Promenade	Design & Tender	Awaiting detailed estimate. Place holder budget of £60k allocated	0%	Oct-25	Oct-25	£60,000.00	£60,000.00	£0.00
7	Troon	Create Accessible Access to Italian Gardens	Professional Design Services/Neighbourhood Services	Promenade	Concept	Initial design complete with estimated cost to be established.	0%	Winter'25	Spring'26	£50,000.00	£50,000.00	£0.00
8	Troon	Install Lecterns along Promenade	Neighbourhood Services	Promenade	Concept		0%			£10,000.00	£10,000.00	£0.00
										£481,415.50	£435,477.50	£45,938.00

Total Committed £435,477.50

Total Remaining £64,522.50

Prestwick Ward Capital Projects

Ward 2 - Prestwick

Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Prestwick	Upgrade the surface of the car park area to the North of Kidz Play	Ayrshire Roads Alliance	Ward	Complete		Complete			£261,838	£261,838	£0.00
2	Prestwick	Repair / renew steps to Boydfield Gardens and improve footpath surfacing throughout	Ayrshire Roads Alliance	Ward	Complete		Complete			£70,000	£70,000	£0.00
3	Prestwick	Install power supply to Boydfield Gardens and Station Rd	Ayrshire Roads Alliance	Ward	Design and Tender	Awaiting estimates and timescales from Scottish Power	10%	May 25	TBC	£15,000	£15,000	£0.00
4	Prestwick	Introduction of a Memorial Wall	Neighbourhood Services	Ward	Design and Tender	Location agreed	10%	Aug-25	Sep-25	£30,000	£30,000	£0.00
5	Prestwick	Replace banner signage on lampposts on Prestwick Main Street	Destination South Ayrshire	Ward	Design and Tender	Officers are currently looking at options for the content of the banners	5%	Mar-26	Mar-26	£10,000	£10,000	£0.00
6	Prestwick	Additional Works to Prestwick Pool as part of SALIX funded energy improvements	Professional Design Services	Ward	Onsite	Onsite, planned completion September 2025.	90%	Nov 2024	Sept 2025	£150,000	£150,000	£0.00
										£536,838	£536,838	£0.00

Total Committed £536,838

Total Remaining £463,162

Prestwick Promenade Projects

Ward 2 - Prestwick

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Prestwick	Provision of 2nr steel benches at New Prestwick Promenade Playpark	Neighbourhood Services	Promenade	Complete		Complete			£10,000	£1,900	£8,100
2	Prestwick	Provision of 4nr steel picnic tables at Prestwick Promenade	Neighbourhood Services	Promenade	Complete		Complete			£10,000	£3,424	£6,576
3	Prestwick	Prestwick Promenade surfacing works	Ayrshire Roads Alliance	Promenade	Complete		Complete			£224,067	£226,426	-£2,359
4	Prestwick	Introduce 'World Destination' signpost on Prestwick Promenade	Neighbourhood Services	Promenade	Concept	Draft destination locations being considered	5%	Mar-26	Mar-26	£5,000	£5,000	£0
5	Prestwick	Improve Access at Promenade Childrens Playpark for Buggies/Wheelchair Access	Neighbourhood Services	Promenade	Concept	This project will be undertaken in conjunction with an upgrade of the toddler play area.	5%	Winter 25/26	Spring 26	£15,000	£15,000	£0
										£264,067	£251,750	£12,317

Total Committed £251,750

Total Remaining £248,250

Ayr North Ward Capital Projects

Ward 3 - Ayr North

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Ayr North	Newton MUGA	Professional Design Services	Ward	Complete		Complete			£239,650	£239,650	£0
2	Ayr North	Upgrade the Council owned area at Dalmilling Shops on Westwood Avenue	Neighbourhood Services	Ward	Complete		Complete			£24,835	£24,835	£0
3	Ayr North	Upgrade the former play area at the junction of Westwood Avenue and Dalmilling Drive	Neighbourhood Services	Ward	Complete		Complete			£2,923	£2,923	£0
4	Ayr North	Upgrade the carriageway and footpath at Newton Shore Promenade	Ayrshire Roads Alliance	Ward	Complete	Cost of total scheme £624,885. SAC budget reduced to £273,272 with the remainder being allocated through alternative funding streams/Active Travel.	Complete			£244,721	£244,721	£0
5	Ayr North	Ayr North - Upgrade Footpath at Newton Shore Promenade with Red Tarmacadam	Place Plan	Ward	Complete		Complete			£28,551	£28,551	£0
6	Ayr North	Upgrade on-street parking at Lochside Community Centre	Ayrshire Roads Alliance	Ward	Complete		Complete			£31,690	£31,690	£0
7	Ayr North	Provision of benches along Newton Shore Promenade	Neighbourhood Services	Ward	Complete		Complete			£4,390	£4,390	£0
8	Ayr North	River Ayr Access Platform	Professional Design Services	Ward	Complete		Complete			£134,048	£134,048	£0
9	Ayr North	Provision of play equipment for younger children - Craigie Way	Neighbourhood Services	Ward	Install		Complete			£50,000	£50,000	£0
10	Ayr North	Oswald Road - surfacing & equipment	Neighbourhood Services	Ward	Install		Complete			£49,992	£49,992	£0
11	Ayr North	Provision of a bike shelter at Lochside Community Centre	Ayrshire Roads Alliance	Ward	Install	Currently being procured through ARA.	10%	Sep-25	Sep-25	£10,000	£10,000	£0
12	Ayr North	Consideration of facility space in Newton Park	Asset Management/Thriving Communities/Neighbourhood Services	Ward	Concept	Seed funding/proposals. High level discussion to be undertaken with the proposer		Spring 26	Spring 26	£50,000	£50,000	£0
13	Ayr North	Consideration for a natural play area at rear of James Brown Avenue	Neighbourhood Services	Ward	Concept	Scope possibility to create a use for the greenspace. NS to engage with designer for options. Placeholder budget of £70k allocated.		Summer'26	Summer'26	£70,000	£70,000	£0
14	Ayr North	Provide Benches and Sculptures at various location in Wallacetown	Neighbourhood Services	Ward	Concept							
										£940,800	£940,800	£0

Total Budget Committed £940,800

Total Budget Remaining £59,200

Ayr East Ward Capital Projects

Ward 4 - Ayr East

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Ayr East	Improve Bin Locations at Glencairn Park	Neighbourhood Services	Ward	Complete		Complete			£10,000	£0	
2	Ayr East	Kincaidston Community Centre Roof	Asset Management	Ward	Complete		Complete			£67,000	£67,000	
3	Ayr East	New community notice boards for outside Forehill Library and Castlehill Gates	Neighbourhood Services	Ward	Ongoing	Currently being procured	10%	Oct-25	Oct-25	£10,000	£10,000	£0
4	Ayr East	Install interpretation in Castlehill Woods	Neighbourhood Services	Ward	Design	NS preparing scope of works - NS are separately looking to install younger kids play area in 2026 using Scottish Government Capital funding.	5%	Oct-25	Oct-25	£50,000	£50,000	£0
5	Ayr East	Glencairn Park - Install Lighting through spine path.	Ayrshire Roads Alliance	Ward	Tender	Design currently being finalised. Expected commencement xxxxxxx	15%	Sep-25	Oct-25	£25,000	£25,000	£0
6	Ayr East	Glencairn Park - Upgrade Footpath	Ayrshire Roads Alliance	Ward	Design	Drainage investigation within the park was undertaken. Footpath being estimated and scheduled.	5%	Autumn 25	Autumn 25	£41,000	£41,000	£0
7	Ayr East	Car Parking Provision Peggieshill Rd/Glendale Cres	Ayrshire Roads Alliance	Ward	Concept	Further discussion and consultation required prior to final approval.		Winter 25/26	Winter 25/26	£183,000	£183,000	£0
8	Ayr East	Glencairn Park - Investigate options for the wet area at the old duck pond.	ARA/Neighbourhood Services	Ward	Concept			Summer '26	Summer '26	£100,000	£100,000	£0
9	Ayr East	Extension to the rear of Forehill Library to create a community space/room	Professional Design Services	Ward	Concept	Requirements and feasibility being assessed		Summer '26	Autumn '26	£200,000	£200,000	£0
10	Ayr East	Place Planning Initiatives	Various	Ward	Concept	To be confirmed		Autumn '25	Spring '27	£250,000	£250,000	£0
										£936,000	£926,000	£0

Total Budget Committed £926,000

Total Budget Remaining £74,000

Ayr West Ward Capital Projects

Ward 5 Ayr West

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Ayr West	Road upgrade works to all main arterial routes into Ayr	Ayrshire Roads Alliance	Ward	Complete		Complete			£405,000	£524,192	-£119,192
2	Ayr West	Blackfriars Walk - replace barriers	Neighbourhood Services	Ward	Complete		Complete			£24,000	£24,070	-£70
3	Ayr West	Illumination of the Auld Brig and New Bridge	Ayrshire Roads Alliance	Ward	Complete		Complete			£101,000	£102,807	-£1,807
4	Ayr West	Installation of column lighting to Ayr Promenade	Ayrshire Roads Alliance	Ward	Complete		Complete			£100,000	£145,000	-£45,000
5	Ayr West	Re-introduce path at river in Cambusdoon	Neighbourhood Services	Ward	Design & Tender	Tender being prepared.	5%	Feb-26	Mar-26	£100,000	£100,000	£0
6	Ayr West	Wrap round decorative column lighting	Ayrshire Roads Alliance	Ward Members	Design & Tender	Quotes currently being sought from suppliers.	5%	Autumn'25	Autumn'25	£25,000	£25,000	
7	Ayr West	Murals on Buildings	Destination South Ayrshire	Ward	Concept	Destination South Ayrshire to undertake feasibility						
8	Ayr West	Multi Media Modern Signage	LR's team	Ward	Concept	To be removed and looked at as a separate project						
										£755,000	£921,069	-£166,069

Total Budget Committed £921,069

Total Budget Remaining £78,931

Ayr West Promenade Projects

Ward 5 Ayr West

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Ayr West	Remove the Watchful and carry out repairs to the slipway	Professional Design Services	Promenade	Complete		Complete			£6,988	£6,988	£0
2	Ayr West	Resurfacing of Ayr Promenade with Red Tarmac	Ayrshire Roads Alliance	Promenade	Complete	Coal tar present during works	Complete			£226,023	£226,023	£0
3	Ayr West	Repairs to the footbridge over the Slipway	Ayrshire Roads Alliance	Promenade	Complete	Additional safety works were identified during the project which required to be incorporated. Timescale for completion will depend on the extent of work required once the scaffolding has been moved and inspection of those sections.	Complete	Sept '24	Aug-25	£140,000	£259,957	-£119,957
4	Ayr West	Introduce 'World Destination' signpost on Ayr Promenade *	Neighbourhood Services	Promenade	Concept	Design concept awaited for all identified promenades. Destinations for signage currently being considered	5%	Autumn'25	Autumn'25	£5,000	£5,000	£0
										£378,011	£497,968	-£119,957

Total Budget Committed £497,968

Total Budget Remaining £2,032

Ayr West Town Centre Projects

Ward 5 Ayr West

Budget

£3,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Ayr West	Loudon Hall Investment in New Lighting Installations	Asset Management	Ayr Town Centre	Complete		Complete			£12,189	£14,936	-£2,747
2	Ayr West	Miller Road Ayr Decorative Column Lighting	Ayrshire Roads Alliance	Ayr Town Centre	Complete		Complete			£12,596	£12,596	£0
3	Ayr West	Public Art, Burns Statue Sq - Initial design work	ARA/SPP	Ayr Town Centre	Complete	Initial designer fee. Checking if this sits here or should sit in the wider town centre regeneration budget	Complete			£12,000	£12,000	£0
4	Ayr West	Noticeboard at Alloway Primary - relocate existing and introduce a 2nd noticeboard in Alloway?	Thriving Communities	Ayr Town Centre	Tender	Noticeboards are on order and will be installed on receipt		Oct-25	Oct-25	£5,000	£5,000	£0
5	Ayr West	Town Hall Gardens	Professional Design Services	Ayr Town Centre	Tender	Progressing to tender		Winter 25/26	Spring 26	£70,000	£116,000	-£46,000
6	Ayr West	Construct an enclosed area at the bandstand in Place de Saint-Germain-en-Laye Gardens	Professional Design Services	Ayr Town Centre	Tender	Reviewing the current tender submissions and requirements.		Winter '25	Spring '26	£300,000	£470,000	-£170,000
7	Ayr West	South Harbour Heritage Trail	Professional Design Services	Ayr Town Centre	Concept	Memorial position agreed in principle and assessment of artwork for the walled section is underway.		Winter '25/26	Winter '25/26	£50,000	£50,000	£0
8	Ayr West	Adapt Cutty Sark Open Space for Events in line with Martyn's Law	Destination South Ayrshire	Ayr Town Centre	Design & Tender	Options current;y being considered		Autumn 25	Winter'25	£20,000	£20,000	£0
9	Ayr West	Underlighting of the Auld Brig and New Bridge	Ayrshire Roads Alliance	Ayr Town Centre	Tender	ARA looking at other means of procurement as the Scotland Excel Technical Consultancy/Design Framework and Street Lighting Framework has expired. This is affecting all local authorities.		Nov-25	Feb-26	£50,000	£50,000	£0
10	Ayr West	Develop a childs maze, sensory garden and imaginative seating on Promenade at former putting green	Neighbourhood Services	Ayr Town Centre	Consultation	Design complete and preparing to undertake a common good consultation and submit planning application		May-26	Jul-26	£150,000	£290,000	-£140,000
11	Ayr West	Underlighting of Auld Brig and New Bridge	Ayrshire Roads Alliance	Ayr Town Centre		Works regarding uplighting and changing colours will require specialist consultant to undertake feasibility and design and estimate. A holding figure of £200,000 has been placed until the estimated cost has been received. Business case to be prepared and submitted to CAMG once preferred option has been identified if budget is available.		TBC	TBC	£200,000	£200,000	£0
12	Ayr West	Reintroduce Crazy Golf on Ayr Promenade	Asset Management/Professional Design Services	Ayr Town Centre	Design & Tender	Updated design for 12 holes received 15th May and passed to Members for consideration/comment. Details were shared with members and the estimated cost increased to £150k based on the additional 3 holes. The proposal is currently being prepared for marketing which will be undertaken from 1st September 2025 on a Full Repairing and Insurance lease for a period of 6 weeks.		Winter 25/26	Spring '26	£110,000	£150,000	-£40,000
13	Ayr West	Promenade Raised Footway Reconstruction/Accessibility	Professional Design Services/ARA	Ayr Town Centre		Accessibility survey has been undertaken. Officers are preparing a design and costing exercise.		TBC	TBC	TBC		
14	Ayr West	Grain Exchange, external area - Remove bus stop and artwork to create event space	SPP	Ayr Town Centre	On hold	*on hold pending design/costs Burns Sq*						£0
										£991,785	£1,390,532	-£398,747

Total Budget Committed £1,390,532

Total Budget Remaining £1,609,468

Kyle Ward Capital Projects

Ward 6 Kyle

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Kyle	New outdoor adult gym equipment in Mossblown	Neighbourhood Services	Ward	Complete	This was already allocated through the VAT funding	Complete			£40,000	£0	£40,000
2	Kyle	Install seating for the elderly and more dog waste bins in Annbank	Neighbourhood Services	Ward	Complete	Revenue funding	Complete			£5,000	£0	£5,000
3	Kyle	Barnweil Monument to be repaired to allow access	Asset Management	Ward	Complete		Complete			£5,000	£3,500	£1,500
4	Kyle	Install planters in Monkton	Neighbourhood Services	Ward	Complete		Complete			£5,000	£5,000	£0
5	Kyle	Formal road access and parking provision at Dundonald Field	Ayrshire Roads Alliance	Ward	Complete		Complete			£32,915	£32,915	£0
6	Kyle	Road and footpath upgrades at Dundonald, Symington, Mossblown and Loans	Ayrshire Roads Alliance	Ward	Complete	Works complete. No upgrades were identified in Loans	Complete			£102,476	£102,476	£0
7	Kyle	New location for War Memorial in Mossblown	Professional Design Services	Ward	Complete		Complete			£80,000	£80,000	£0
8	Kyle	Container Mansfield Rd, Tarbolton	Asset Management	Ward	Complete		Complete			£5,000	£5,000	£0
9	Kyle	Installation of new benches within Symington	Neighbourhood Services	Ward	Complete		Complete			£2,014	£2,014	£0
10	Kyle	Community Cinema at Carvick Webster Memorial Hall, Monkton	Thriving Communities	Ward	Complete		Complete	Sept '24	Spring'25	£45,000	£45,000	£0
11	Kyle	Annbank Park - Benches, Picnic Tables and Upgraded Footpath	Neighbourhood Services/ARA	Ward	On Site	To be programmed	50%	Oct'25	Oct'25	£20,000	£15,000	£5,000
12	Kyle	Installation of adult gym equipment , Symington	Neighbourhood Services	Ward	Design & Tender	On Hold	0%	On Hold	On Hold	£40,000	£40,000	£0
13	Kyle	Install a History Park at Loans Community Hall and link to Smugglers trail	Ayrshire Roads Alliance	Ward	Concept	Car Park estimate received. Landscaping works currently beng assessed.	5%	Winter' 25	Winter' 25	£60,000	£60,000	£0
14	Kyle	Improve sports facilities in Annbank	Neighbourhood Services	Ward	Design & Tender	Currently going through framework to award contract. Estimated cost may vary.	5%	Oct-25	Oct-25	£81,000	£81,000	£0
15	Kyle	Improve accessibility at the Mossblown village hall	Ayrshire Roads Alliance	Ward	Concept	To be programmed	5%	Oct-25	Oct-25	£11,100	£11,100	£0
16	Kyle	Finger Signposts, Symington	TBC	Ward	Concept	Information received and requirements currently being assessed	5%	Autumn 25	Autumn 25	£12,000	£12,000	£0
17	Kyle	Resurface Bowling Green Car Park, Symington	Ayrshire Roads Alliance	Ward	Concept	Works to be programmed following approval. Initial estimated budget hold was for £80k prior to survey and pricing.	0%	Winter 25/26	Winter 25/26	£149,000	£149,000	£0
18	Kyle	Link Path from Collins Dr to Collenan Ave, Loans	Ayrshire Roads Alliance	Ward	Design	Estimated cost provided but will require consultation prior to final approvals process.				£60,000	£60,000	£0
19	Kyle	Construct new footpath at southern edge of Collenan Reservoir	Ayrshire Roads Alliance	Ward	Design & Tender	Further discussion required in regard to parking provision				£22,000	£22,000	£0
20	Kyle	Review and upgrade of seating, signage around Craigie	Neighbourhood Services	Ward	Concept	No feasible due to land restrictions.						£0
21	Kyle	Create a carpark for the village hall in Craigie	Asset Management/Ayrshire Roads Alliance	Ward	Concept	It is not feasible to take this project forward given the land restrictions, potential cost and miminal impact to any parking issues.						£0
22	Kyle	Review use of Craigie village green for community events and children to access	Asset Management	Ward	Concept	It is not feasible to take this project forward given the village green is in private ownership						£0
23	Kyle	Install benches and bins in wooded area of Dundonald	Neighbourhood Services	Ward	Concept	Officers have contacted the owners of the woodland who are considering installing benches.						£0
24	Kyle	BBQ Stands & Picnic Tables @ Collenan Reservoir	Neighbourhood Services	Ward	Concept							
										£755,505	£726,005	£51,500

Total Budget Committed £726,005

Total Budget Remaining £273,995

Maybole, North Carrick & Coylton Ward Capital Projects

Ward 7 Maybole, North Carrick And Coylton
Budget £1,000,000

	WARD	PROJECT	SERVICE	REQUEST SOURCE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Maybole, North Carrick & Coylton	Moving Around - New seating to Park, Coylton	Neighbourhood Services		Ward	Complete		Complete			£11,584	£11,584	£0
2	Maybole, North Carrick & Coylton	Support overall cost of Window Replacement at Straiton Community Hall	Asset Management		Ward	Complete		Complete			£10,000	£10,000	£0
3	Maybole, North Carrick & Coylton	New curtains with Maybole Coat of Arms for Town Hall stage and completion of other ancillary works	Destination South Ayrshire			Complete	Funded through an alternative budget	Complete			£10,000	£0	£10,000
4	Maybole, North Carrick & Coylton	New safety boat for Dunure Harbour	Neighbourhood Services		Ward	Complete		Complete			£52,605	£52,605	£0
5	Maybole, North Carrick & Coylton	Roads and footpaths upgrades, Maybole and Dunure	Ayrshire Roads Alliance		Ward	Complete		Complete			£13,865	£13,865	£0
6	Maybole, North Carrick & Coylton	Coylton Primary School: Re-line the existing playground to mark out play areas; existing has faded too much to be of use	Professional Design Services		Ward	Complete		Complete			£7,139	£7,139	£0
7	Maybole, North Carrick & Coylton	Creation of an 'alzheimers walk' in crosshill with different coloured benches placed strategically throughout the village	Neighbourhood Services	Community Action Plan - Original List	Ward	Complete		Complete	Dec'24		£7,440	£7,440	£0
8	Maybole, North Carrick & Coylton	Christmas Light Plug Installations, Kirkmichael & Crosshill	Ayrshire Roads Alliance		Ward	Design & Tender		Complete	Nov-24	Nov-24	£4,000	£4,000	£0
9	Maybole, North Carrick & Coylton	Decorative lighting at Dunure Castle	Asset Management	Community Action Plan - Original List	Ward	Design & Tender	Currently assessing HES requirements and feasibility of delivery	10%	January-26	March-26	£50,000	£60,000	£-10,000
10	Maybole, North Carrick & Coylton	Improve access from Harbour to Kennedy Park and Castle incl new viewpoint	Ayrshire Roads Alliance	Community Action Plan - Original List	Ward	On site	Requires to be re-tendered	20%			£230,000	£230,000	£0
11	Maybole, North Carrick & Coylton	Protect and enhance wildlife habitats in the villages - Crosshill, Straiton and Kirkmichael community action plan	Sustainable Development	Community Action Plan - Original List	Ward	Concept	This project is expected to be delivered after Autumn 2025.	0%	Autumn'25	Autumn'25	£25,000	£25,000	£0
12	Maybole, North Carrick & Coylton	Minishant - Improve playpark and associated surfacing within the park	Neighbourhood Services	Community Action Plan - Original List	Ward	Concept	Awaiting clarification on requirements	10%	Spring'26	Spring'26	£50,000	£50,000	£0
13	Maybole, North Carrick & Coylton	Minishant - Installation of new benches	Neighbourhood Services	Community Action Plan - Original List	Ward	Concept	Identifying locations	0%	Autumn'25	Autumn'25	£10,000	£10,000	£0
14	Maybole, North Carrick & Coylton	Creation of a Petanque in Straiton	Neighbourhood Services	Community Council	Ward	Design & Tender	Works currently being tendered.		Autumn'25	Autumn'25	£11,000	£11,000	£0
15	Maybole, North Carrick & Coylton	CCTV Camera Coylton Primary School	Education	Ward Members	Ward	Design & Tender	Quotes received and actioned		Autumn'25	Autumn'25	£1,590	£1,590	£0
16	Maybole, North Carrick & Coylton	New MUGA for Coylton	Professional Design Services	Ward Members	Ward	Design & Tender	Preferred location identified. Officers to take forward detailed design and any Planing requirements.	5%	Winter 25/26	Spring 26	£250,000	£250,000	£0
17	Maybole, North Carrick & Coylton	Construction of new permanent car park adjacent to Miller Park, Maybole	Ayrshire Roads Alliance	Ward Members	Ward	Design & Tender	Deferred due to the recent vandalism and drainage issue within the vicinity	0%	Winter 25/26	Winter 25/26	£45,000	£45,000	£0
18	Maybole, North Carrick & Coylton	McCandlish Hall Upgrades, Straiton	Asset Management	McCandlish Hall Committee via Ward Members	Ward	Ongoing			Autumn 25	Autumn 25	£26,500	£26,500	£0
											£815,723	£815,723	£0

Total Budget Committed £815,723

Total Budget Remaining £184,277

Girvan & South Carrick Ward Capital Projects

Ward 8 - Girvan

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Girvan	New Merchant Navy and Seafarers Memorial at Girvan Harbour	Neighbourhood Services	Ward	Complete		Complete			£16,450	£16,450	£0
2	Girvan	Upgrade to Ardstinchar Bridge	Ayrshire Roads Alliance	Ward	Complete		Complete			£42,196	£42,196	£0
3	Girvan	Install new deer proof fence at Bynehill Cemetery, Girvan	Professional Design Services	Ward	Complete		Complete			£123,166	£120,852	£2,314
4	Girvan	Colmonell - Installation of benches in the community garden and lecturn at the statue	Neighbourhood Services	Ward	Complete	Funded through Neighbourhood Services Grounds Maintenance budget	Complete			£1,376	£0	£1,376
5	Girvan	Colmonell - seating at the bridge	Neighbourhood Services	Ward	Complete		Complete					
6	Girvan	Upgrade to bird aviary in Knockcushan Street Community Gardens	Professional Design Services	Ward	Complete		Complete			£59,243	£58,977	£266
7	Girvan	Ward Project - Installation of Bunting for Length of Girvan Promenade & around Stumpy Tower	Ayrshire Roads Alliance	Ward	Complete		Complete			£3,276	£3,276	£0
8	Girvan	Contribution to the formation of a car park at the rear of Dailly Primary School	Professional Design Services	Ward	Complete		Complete			£105,714	£105,714	£0
9	Girvan	Resurface existing tennis courts in Girvan	Neighbourhood Services	Ward	Complete	Externally funded	Complete			£81,000	£0	£81,000
10	Girvan	War memorial at Heronsford	Neighbourhood Services	Ward	Complete		Complete			£6,400	£2,800	£3,600
11	Girvan	Resurface existing tennis courts in Ballantrae	Neighbourhood Services	Ward	Complete		Complete			£81,500	£80,414	£1,086
12	Girvan	Upgrade of boating pond with new power supply to the kiosk	Ayrshire Roads Alliance	Ward	Complete	Power supply to kiosk to be considered separately	Complete			£175,000	£170,641	£4,359
13	Girvan	Install Windsocks at Maidens, Girvan and Ballantrae	Neighbourhood Services	Ward	Complete	Met with RNLI 12th May to finalise signage, RNLI to provide co-ordinates / emergency number for signage. Winsocks arrived and will be installed by end July.	Complete			£8,500	£8,500	£0
14	Girvan	Community theatre, Girvan (Academy)	Education/Professional Design Services	Ward	Onsite	Works commenced during the school summer holidays 2025.	60%	July '25	Oct'25	£50,000	£50,000	£0
15	Girvan	Refurbishment/Demolition of shelter, repaving and seating and footpath reconstruction at Rose Garden	Professional Design Services	Ward	Design and tender	Met with members and agreed to consult with the wider Girvan community	5%	Winter'25	Spring'26	£100,000	£100,000	£0
16	Girvan	Upgrade Knockcushan Gardens	Neighbourhood Services	Ward	Design & Tender	Unable to source a suitable framework contractor prior to the spring season. Works to commence after the summer season.	5%	Nov-25	Feb-26	£30,000	£30,000	£0
17	Girvan	Develop community space within Dailly	Neighbourhood Services	Ward	Concept	Consultant currently working on a design and quotation. Timing of works will depend on the other commitments we have for other ward projects and Scottish Government funded projects.	5%	Summer 26	Summer 26	£50,000	£50,000	£0
18	Girvan	New seating at the shorefront at the event area	Professional Design Services/Neighbourhood Services	Promenade	Design	PDS to look at further options		Winter '25/26	Winter '25/26	£100,000	£100,000	£0
19	Girvan	New seating along the River Stinchar Walk	Neighbourhood Services	Ward	Feasibility	Ownership consent required.		TBC	TBC	£10,000	£10,000	£0
20	Girvan	New surfacing in harbour car park to designate different uses*	Professional Design Services/ARA	Ward	Concept	Clarification required on proposed works and estimate. Seeking approval for stage 2 feasibility which will include consultation with ARA and public consultation.		Spring'26	Summer'26	£37,500	£37,500	£0
21	Girvan	Provision of 6 new flag poles at Girvan Harbour	Neighbourhood Services	Ward	Concept	Following consultation this has been removed from the programme.						

£1,081,321 £987,320 £94,001

Total Budget Committed £987,320

Total Budget Remaining £12,680

Girvan Promenade Projects

Ward 8 - Girvan

Budget £500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED	VARIANCE
1	Girvan	Installation of new height restriction barrier at the south of the Harbour Master's Office at Girvan Harbour	Ayrshire Roads Alliance	Promenade	Complete		Complete			£10,000	£10,000	£0
2	Girvan	Creation of events space at the shorefront with power supply and new surfacing	Asset Management/Neighbourhood Services	Promenade	Ongoing		Complete			£68,000	£68,000	£0
3	Girvan	New shelter (Park Run start point)*	Professional Design Services	Promenade	Design	Met with members and agreed to consult with the wider Girvan community		Winter'25	Spring'26	£100,000	£100,000	£0
4	Girvan	New crazy golf facility*	Professional Design Services	Promenade	Design	Theories Golf were appointed to develop the in- depth design of the 12-hole course based on the theme: Ailsa Craig. It was identified that a 12 hole course would require an increased budget provision as the 9 hole course previously proposed met with the current allocation. Expressions of interest were sought between April and June to potentially operate the site, however there was no external interest. Officers are looking into options.		Winter'25/26	Spring '26	£100,000	£150,000	£-50,000
5	Girvan	Upgrade of the Memorial Fountain and McCubbin Fountain*	Professional Design Services	Ward	Design	PDS to progress proposals. Business case to be prepared and submitted to CAMG.		Winter '25	Spring '26	£50,000	£50,000	£0
6	Girvan	Paving upgrade on approach to Clachar Fountain.	Professional Design Services	Regeneration	Design	This will be considered in conjunction with the proposed toilet block and completion of the Quay Zone project		Summer '26	Summer '26	£100,000	£100,000	£0
7	Girvan	New surfacing in harbour car park to designate different uses*	Professional Design Services/ARA	Ward	Concept	Clarification required on proposed works and estimate. Seeking approval for stage 2 feasibility which will include consultation with ARA and public consultation.		Spring'26	Summer'26	£22,000	£22,000	£0
										£450,000	£500,000	

Total Budget Committed £500,000

Total Budget Remaining £0

South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty

Section One: Policy Details*

Name of Policy	Proposed Ward Capital Projects Update 2023 to 2025
Lead Officer (Name/Position)	Mike Newall Depute Chief Executive and Director of Housing, Operations and Development mike.newall@south-ayrshire.gov.uk
Support Team (Names/Positions) including Critical Friend	Macy Biggar Community Planning and Equalities Assistant Susan McCardie Community Planning Lead Officer

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	Proposed improvement projects identified through Place Plans are implemented throughout the Council area and funded through the Capital Ward budgets as approved by Council on 1 March 2023.
What are the intended outcomes of the policy?	• To confirm place improvement projects in each Ward from completed Place Plans. • To share finalised project list for each ward with Community Councils to provide them with details of the proposals for their information. • Attract more tourists to South Ayrshire • Residents will be proud to be part of South Ayrshire

Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	The Policy will impact areas of South Ayrshire which are associated with Capital Projects that support Place Plans and Community Led projects in each ward for; Ayr Town Centre projects; for Girvan Town Centre Regeneration Projects and for the Promenade and Shorefront enhancements.

Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
Age: Issues relating to different age groups e.g. older people or children and young people	Positive: New arrangements would be fully inclusive to all age groups.
Disability: Issues relating to disabled people	Positive: New arrangements would be fully inclusive to people with disabilities
Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	Positive: New arrangements would be inclusive to all irrespective of a person's gender.
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	Positive: New arrangements would be inclusive to all irrespective of a person's marital/civil partnership status.
Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	Positive: New arrangements would be fully inclusive to this group.
Race: Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	Positive: New arrangements would apply equally to Individuals of all racial groups
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	Positive: New arrangements would be fully inclusive to all religions and beliefs (including non-belief).
Sex: Issues specific to women and men/or girls and boys	Positive: new arrangements would have a positive impact on both men and women.
Sexual Orientation: Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	Positive: New arrangements would be fully inclusive to all irrespective of a person's sexual orientation.

Equality and Diversity Themes Relevant to South Ayrshire Council	Positive and/or Negative Impacts
Health Issues and impacts affecting people's health	Positive: Place Plans will ensure a better understanding of our population and places and allow development of plans to positively impact on health.
Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.	Positive: A human rights approach will underpin both the formal engagement and consultation process, and any subsequent implementation of new governance arrangements.

Socio-Economic Disadvantage	Positive and/or Negative Impacts
Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.	Positive: Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support low income/income poverty.
Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	Positive: Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support low and/or no wealth.
Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	Positive: Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support material deprivation.
Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)	Positive: Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support area deprivation.

Section Three: Evidence Used in Developing the Policy

Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how ?	At Council meeting on 1st March 2023, the Council approved the General Services Revenue Budget 2023-2024 and the Capital Investment Programme 2023-24 to 2034-2035. Extensive consultation has taken place as part of the Place Planning process, for place-based strategies, budget survey and accessible Ayr. Further information can be found on our consultation web page. Consultation has taken place with all Elected Members as part of the review of proposed improvement projects in each of the Council's Wards as identified through Place Plans.

Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.	Data was taken from Place Plans published in 2019, 2021 and 2022 from across South Ayrshire. The data confirmed the priority actions South Ayrshire communities said they wanted to see delivered. In addition to this, road safety data from Ayrshire Roads Alliance and Transport Scotland and traffic speed data from Police Scotland were also considered as part of the priority project considerations.
Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners	Ayrshire Roads Alliance, Police Scotland, North Carrick Community Benefit Company, Dynamic Dunure, Go Girvan, Girvan Attractions, the Quay Zone in Girvan, Prestwick Civic Pride Partnership, Community Councils, Newton Green Tenants and Residents Association, Sustrans, Transport Scotland and Local Elected Members.
Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?	Further reviews of proposed Place Plan actions for each of our communities will be completed to identify potential capital projects that support the strategic objectives and outcomes of the Council, but also have no risk of any future revenue burdens.

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
1	Completion of approved Ward Capital Projects.	Mike Newall, Chris Cox, Kenny Dalrymple and Kevin Braidwood	By 31 March 2025

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	Works are already being implemented.
When will the policy be reviewed?	June 2025
Which Panel will have oversight of the policy?	Full Council

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: Approval Process and Governance Arrangements for Ward Capital Projects.

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

Eliminate discrimination Neither assist nor inhibit.
Advance equality of opportunity This will look to advance opportunities through improvement of our places.
Foster good relations This will continue to foster good relations by developing meaningful communication and engagement with local communities to identify their needs and views.
Consider Socio-Economic Disadvantage (Fairer Scotland Duty) The Approval Process and Governance Arrangements for Ward Capital Projects will pay due regard to the Fairer Scotland Duty.

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
None	N/A

Signed: Date:	 12 August 2024

South Ayrshire Council

**Report by Depute Chief Executive and Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

**Subject: Review of Capital Estimates: General Services Capital
Investment Programme 2025/26 to 2036/37**

1. Purpose

- 1.1 The purpose of this report is to seek Council permission to update the General Services Capital Investment Programme for financial years 2025/26 through to 2036/37, as a result of a combination of (a) re-profiling of budgets between financial years; (b) budget reductions to projects; and (c) budget increases to projects, which if approved, would lead to reduced debt charges to the Council and reduce the pressure on revenue budgets.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 approves the adjustments detailed in Appendices 2 and 3 attached;**
- 2.1.2 approves the revised General Services Capital Programme 2025/26 to 2036/37 as detailed in Appendix 4; and**
- 2.1.3 notes the associated debt charge implications as detailed in Appendix 5 and specifically the £1,442,080 reduction in the planned increase in debt charge budgets for 2026/27.**

3. Background

- 3.1 The Council's latest update to the Medium-Term Financial Plan (MTFP) was presented to Council on 27 of February 2025 as part of the 2025/27 revenue budget. The update provided a clear understanding of the financial challenges to be faced by the Council over the medium term.
- 3.2 In recent years, the Council has continued to increase the level of capital investment in a period of higher than historically normal interest rates, resulting in significant increases in borrowing costs.
- 3.3 In addition the current 2025/26 'in year' interest rates have remained stubbornly higher for longer than anticipated which has a detrimental effect on the affordability of the programme. It is therefore prudent to again review the overall quantum of the

capital programme with the aim of reducing planned investment in order to reduce future recurring debt charge budget increases.

- 3.4 The General Services Capital Programme for 2025/26 to 2036/37 was approved by South Ayrshire Council of 27 February 2025 through the paper 'Revenue Estimates 2025/26, Capital Estimates 2025/26 to 2036/37 and Carbon Budget 2025/26', totalling £344,499,694, with associated debt charges totalling £271,808,802 over the 12-year period.
- 3.5 A number of adjustments have been made to the programme as approved by Cabinets of 17 June and 26 August 2025, and these have been incorporated into the Programme.
- 3.6 The currently approved 12 Year Capital Programme is Shown as Appendix 1 to this report.
- 3.7 The current Capital Investment Programme for 2025/26 to 2036/37 totals £386,625,259. The increase from the original budget of £344,499,694 (as noted in 3.5 above) is as a result of (a) budget adjustments approved by Cabinet of 17 June 2025 through the P12 2024/25 Capital Monitoring Report; and (b) budget adjustments approved by Cabinet of 26 August 2025 through the P3 2025/26 Capital Monitoring Report.

4. Proposals

- 4.1 The programme has been adjusted in terms of (a) re-profiling of budgets between financial years; (b) budget reductions to projects; and (c) budget increases to projects, as detailed in Appendix 2.
- 4.2 Appendix 3 provides a financial summary of the project lines where adjustments are being requested, and the nature of the adjustments.
- 4.3 As a result of the adjustments proposed in Appendices 2 and 3, Appendix 4 details the proposed revised 12 Year Capital Programme 2025/26 to 2036/37. If approved, the adjustments listed will lead to a net reduction in the Programme of £11,420,000 (per Appendix 3), reducing from £386,625,259 (P3, 2025/26 approved Programme) to £375,205,259.
- 4.4 If the proposals listed in Appendices 2 and 3 are approved, leading to the revised Programme as detailed in Appendix 4, this will lead to a net reduction in debt charges of £6,992,488 over the 12 years of the Programme, as shown in Appendix 5, which details: -
- Debt charges for 2025/26 to 2036/37, as per the paper 'Revenue Estimates 2025/26, Capital Estimates 2025/26 to 2036/37 and Carbon Budget 2025/26' approved by Council on 27 February 2025; and
 - Debt charges for 2025/26 to 2036/37 as per the proposed adjusted Capital Investment Programme as detailed in Appendix 4.

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 Proposals contained within this report, if approved, would lead to a revised 12 Year Capital Investment Programme of £375,205,259 as detailed in Appendix 4, a reduction of £11,420,000 in the capital Investment Programme 2025/26 to 2036/37.
- 6.2 As a consequence of the above noted reduction in the Capital Investment Programme and the reprofiling of projects within the programme, debt charges over the 12 years of the programme would be reduced cumulatively by £6,992,488 as detailed in Appendix 5.
- 6.3 The update to the MTFP, provided in the 2025/26 Budget agreed in February 2025 included a projected increase in debt charges linked to the capital investment programme of £2,507,811 in 2026/27. If the proposals contained in this report are agreed, the required increase for 2026/27 would be £1,065,731, a reduction of £1,442,080 on the planned increases. This has a significant impact on the expected budget gap for 2026/27.

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 risk associated with rejecting the recommendations are that debt charges continue to increase and create a greater revenue burden on the Council.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An Integrated Impact Assessment has been carried out on proposals contained in this report, which identifies potential positive impacts. The IIA Summary Report is attached as Appendix 6 and includes information on any mitigating or follow up action required.
- 9.2 A copy of the fully completed IIA can be access here: [Capital Review 20250918](#)

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 as a financial update is being provided.

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

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 Depute Chief Executive and 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>
Process adjustments to the General Services Capital Programme	2 October 2025	Service Lead - Corporate Accounting (Treasury / Capital Function)

Background Papers Report to Council of 27 February 2025 – [Revenue Estimates 2025/26, Capital Estimates 2025/26 to 2036/37 and Carbon Budget 2025/26](#)

Report to Cabinet of 26 August 2025 - [General Services Capital Programme 2025/26: Monitoring Report as at 30 June 2025](#)

Person to Contact Kevin Braidwood, Depute Chief Executive and Director of Housing, Operations and Development
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616234
E-mail kevin.braidwood@south-ayrshire.gov.uk

Date: 11 September 2025

Capital Investment Programme 2025-26 to 2036-37
Programme As Approved by Cabinet of 26th August, 2025

Expenditure	2025/26 Approved Budget £	2026/27 Approved Budget £	2027/28 Approved Budget £	2028/29 Approved Budget £	2029/30 Approved Budget £	2030/31 Approved Budget £	2031/32 Approved Budget £	2032/33 Approved Budget £	2033/34 Approved Budget £	2034/35 Approved Budget £	2035/36 Approved Budget £	2036/37 Approved Budget £	Total Approved Budget £

Education Investment													
Dailly Primary School Surplus Plot - Car Park Proposals	42,931	0	0	0	0	0	0	0	0	0	0	0	42,931
Maybole Community Campus	843,991	0	0	0	0	0	0	0	0	0	0	0	843,991
Early Learning and Childcare - Multi Year Capital Allocations	1,743,951	0	0	0	0	0	0	0	0	0	0	0	1,743,951
Universal Free School Meals Kitchen Upgrades - Various	177,709	0	0	0	0	0	0	0	0	0	0	0	177,709
Girvan All Weather Pitch	77,070	0	0	0	0	0	0	0	0	0	0	0	77,070
Girvan Primary School	10,903,125	19,860,000	0	0	0	0	0	0	0	0	0	0	30,763,125
Troon Primary School - External Fabric	100,000	100,000	100,000	100,000	0	0	0	0	0	0	0	0	400,000
School Refurbishment Programme - Various Projects	3,521,535	1,054,336	1,350,000	1,350,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	6,405,618	2,410,000	25,691,489
Shared Campus Project (Glenburn and St Ninian's Primary Schools)	2,550	0	0	0	0	0	0	0	0	0	0	0	2,550
Window and Roof Replacement - Various Projects	80,000	69,908	100,000	150,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	175,000	1,374,908
Total Education Investment	17,492,862	21,084,244	1,550,000	1,600,000	1,750,000	1,750,000	1,700,000	1,700,000	1,700,000	1,700,000	6,505,618	2,585,000	61,117,724

Health and Social Care Investment													
Scheme of Assistance	703,397	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	0	6,703,397
Community Store - Dukes Road Upgrade	379	0	0	0	0	0	0	0	0	0	0	0	379
Hourston's Development	5,983,697	10,500,000	4,000,000	0	0	0	0	0	0	0	0	0	20,483,697
Replacement of Carefirst System	501,520	458,720	191,692	0	0	0	0	0	0	0	0	0	1,151,932
Total Health and Social Care Investment	7,188,993	11,558,720	4,791,692	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	0	28,339,405

Communities Investment													
Ayrshire Roads Alliance - Bridge Works (General)	596,101	0	0	0	0	0	0	0	0	0	0	0	596,101
Ayrshire Roads Alliance - Bridge Works (Victoria Bridge)	186,872	0	0	0	0	0	0	0	0	0	0	0	186,872
Ayrshire Roads Alliance - Millenium and Craigholm Bridges	145,000	145,000	0	0	0	0	0	0	0	0	0	0	290,000
Ayrshire Roads Alliance - C12 Dunure Slope Stabilisation	139,534	0	0	0	0	0	0	0	0	0	0	0	139,534
Ayrshire Roads Alliance - Girvan Harbour Jetty Repairs	531,730	0	0	0	0	0	0	0	0	0	0	0	531,730
Ayrshire Roads Alliance - LED Replacement	0	0	25,000	25,000	25,000	25,000	0	0	0	0	0	0	100,000
Ayrshire Roads Alliance - Local Flood Risk Plan	235,615	64,000	64,000	64,000	64,000	0	0	0	0	0	0	0	491,615
Ayrshire Roads Alliance - Road Reconstruction and Improvement	1,666,162	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,500,000	1,500,000	1,500,000	2,500,000	2,500,000	2,500,000	26,166,162
Ayrshire Roads Alliance - Ayr Depot	250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
Ayrshire Roads Alliance - EV Charging Infrastructure	291,912	0	0	0	0	0	0	0	0	0	0	0	291,912
Ayrshire Roads Alliance - Street Lighting	177,381	150,000	0	0	0	0	0	0	0	0	0	0	327,381
Ayrshire Roads Alliance - Adapting to Climate Change (St Ninain's Park)	270,000	150,000	0	0	0	0	0	0	0	0	0	0	420,000
Ayrshire Roads Alliance - Vehicle Restraint Barriers	48,853	50,000	50,000	50,000	0	0	0	0	0	0	0	0	198,853
Ayrshire Roads Alliance - Cattle Grid Renewal Programme	33,600	33,600	33,600	0	0	0	0	0	0	0	0	0	100,800

Ayrshire Roads Alliance - Girvan South Pier Quay Repairs	123,621	0	0	0	0	0	0	0	0	0	0	0	123,621
Ayrshire Roads Alliance - Facilities to Assist With Tourist and Visitor Facilities	40,296	0	0	0	0	0	0	0	0	0	0	0	40,296
Ayrshire Roads Alliance - Tier 1 Active Travel Infrastructure Plan 2024-25	14,563	0	0	0	0	0	0	0	0	0	0	0	14,563
Ayrshire Roads Alliance - Tier 2 Active Travel Infrastructure Plan 2024-25	28,647	0	0	0	0	0	0	0	0	0	0	0	28,647
Ayr Town Centre Regeneration Works	7,000,000	6,000,000	4,500,000	4,500,000	0	0	0	0	0	0	0	0	22,000,000
Belleisle Park - Additional Works	584,250	0	0	0	0	0	0	0	0	0	0	0	584,250
Burns Statue Square - Ayr Town Centre Regeneration	3,100,000	14,000,000	12,550,000	0	0	0	0	0	0	0	0	0	29,650,000
CCTV Public Space Infrastructure	14,324	0	0	0	0	0	0	0	0	0	0	0	14,324
Cemetery Infrastructure Project	189,291	0	184,255	0	0	0	0	0	0	0	0	0	373,546
Citadel Refurbishment	4,469,716	3,500,000	0	0	0	0	0	0	0	0	0	0	7,969,716
Coastal Change Adaptations	185,539	0	0	0	0	0	0	0	0	0	0	0	185,539
Craigie Additional Sporting	(3,001)	0	0	0	0	0	0	0	0	0	0	0	(3,001)
Craigie Park Sport for All Facility Development	3,001	0	0	0	0	0	0	0	0	0	0	0	3,001
Cycling, Walking and Safer Routes (Grant Funded Works)	987,000	0	0	0	0	0	0	0	0	0	0	0	987,000
Dunure Heritage Project	500,000	2,000,000	0	0	0	0	0	0	0	0	0	0	2,500,000
Girvan Library Relocation	45,103	0	0	0	0	0	0	0	0	0	0	0	45,103
Girvan Palace Park (Former Bingo Hall Site)	8,402	0	0	0	0	0	0	0	0	0	0	0	8,402
Girvan Regeneration Projects	1,263,576	750,000	0	0	0	0	0	0	0	0	0	0	2,013,576
Golf Course - Belleisle Enhanced Practice Facilities	1,253,973	0	0	0	0	0	0	0	0	0	0	0	1,253,973
Golf Courses - Enhancement	3,487,283	1,000,000	0	0	0	0	0	0	0	0	0	0	4,487,283
Golf - Lochgreen and Fullarton Greenkeeping Facility	324,534	0	0	0	0	0	0	0	0	0	0	0	324,534
Golf - Belleisle Golf Course Improvements	21,845	0	0	0	0	0	0	0	0	0	0	0	21,845
Golf - Darly Golf Course Improvements	31,094	0	0	0	0	0	0	0	0	0	0	0	31,094
Green Waste / Household Recycling and Waste Transfer Station	1,806,753	3,500,000	0	0	0	0	0	0	0	0	0	0	5,306,753
Household Bins - Replacement Programme	126,171	130,000	0	0	0	0	0	0	0	0	0	0	256,171
Maybole Regeneration Works	1,213,229	650,000	0	0	0	0	0	0	0	0	0	0	1,863,229
Maybole Town Centre Regeneration - Public Realm Improvements to the High Street	275,479	0	0	0	0	0	0	0	0	0	0	0	275,479
Maybole Regeneration - Project Team	60,212	0	0	0	0	0	0	0	0	0	0	0	60,212
Maybole Town centre Regeneration - Town hall	175,169	0	0	0	0	0	0	0	0	0	0	0	175,169
Maybole Regeneration - Small Grants Scheme	131,000	25,000	25,000	0	0	0	0	0	0	0	0	0	181,000
Mobile Library	27,000	0	0	0	0	0	0	0	0	0	0	0	27,000
Mixed Tenure Grant	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
Nature Restoration Fund 2022/23	263,113	0	0	0	0	0	0	0	0	0	0	0	263,113
Nature Restoration Fund - Edinburgh Process Strand 2023/24	8,438	0	0	0	0	0	0	0	0	0	0	0	8,438
Nature Restoration Fund 2025/26	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Newton Steeple Re-rendering	90,000	0	0	0	0	0	0	0	0	0	0	0	90,000
Wetland Creation and Polinator Corridors Belleisle Golf Course	32,057	0	0	0	0	0	0	0	0	0	0	0	32,057
New Weighbridge Office at Heathfield Waste Recycling Centre, Ayr KA8 9ST	15,403	0	0	0	0	0	0	0	0	0	0	0	15,403
Place Plans	504,278	0	0	0	0	0	0	0	0	0	0	0	504,278
Place Planning and Community Led Projects	3,852,474	796,549	0	0	0	0	0	0	0	0	0	0	4,649,023

Place Planning and Ayr West Ward / Ayr Town Centre Projects	1,553,339	900,000	0	0	0	0	0	0	0	0	0	0	2,453,339
Promenades and Shorefront Enhancement Scheme	1,142,816	474,533	0	0	0	0	0	0	0	0	0	0	1,617,349
Prestwick Pool AHU and water Storage Project - Net Zero Implementation	830,753	0	0	0	0	0	0	0	0	0	0	0	830,753
Prestwick Regeneration / Heritage Works	897,750	350,000	0	0	0	0	0	0	0	0	0	0	1,247,750
Prestwick Steeple Works (Subject to Various Consultations)	500,000	250,000	0	0	0	0	0	0	0	0	0	0	750,000
Public Conveniences	236	0	0	0	0	0	0	0	0	0	0	0	236
The Quay Zone Extension	3,045,619	0	0	0	0	0	0	0	0	0	0	0	3,045,619
Renewal of Play Parks 2023-24	59,113	0	0	0	0	0	0	0	0	0	0	0	59,113
Renewal of Play Parks 2024-25	83,000	0	0	0	0	0	0	0	0	0	0	0	83,000
Renewal of Play Parks	672,000	0	0	0	0	0	0	0	0	0	0	0	672,000
Scottish Government - Place Based Investment Programme	633,886	0	0	0	0	0	0	0	0	0	0	0	633,886
Shaw Park Pavilion Fire Reinstatement	418,660	0	0	0	0	0	0	0	0	0	0	0	418,660
SPT / Transport Scotland Projects	3,489,000	0	0	0	0	0	0	0	0	0	0	0	3,489,000
Troon Swimming Pool - Health and Fitness Extension	1,001,197	1,372,400	0	0	0	0	0	0	0	0	0	0	2,373,597
Troon Hosiery Park - Changing Accommodation	491,106	0	0	0	0	0	0	0	0	0	0	0	491,106
Troon Regeneration Works	1,350,000	650,000	0	0	0	0	0	0	0	0	0	0	2,000,000
Troon Municipal Building Upgrade Works	0	0	0	0	0	0	0	0	0	0	0	0	0
VAT Recovery Fund Projects	177,963	0	0	0	0	0	0	0	0	0	0	0	177,963
Total Communities Investment	53,511,031	39,441,082	19,931,855	7,139,000	2,589,000	2,525,000	1,500,000	1,500,000	1,500,000	2,500,000	2,500,000	2,500,000	137,136,968

Other Investment													
Buildings													
Boiler Room Plant Replacement Programme (Low Carbon Solutions) / Net Zero Implementation	4,922	0	354,590	400,000	0	0	0	0	0	0	0	0	759,512
Boiler Room Plant Replacement - Girvan Academy & Coylton Primary School	43,094	0	0	0	0	0	0	0	0	0	0	0	43,094
Boiler Room Plant Replacement - Heathfield Primary School, Ayr & Hillcrest Care Home, Girvan	167,122	400,000	45,410	0	0	0	0	0	0	0	0	0	612,532
Climate Emergency Projects	810,000	0	0	0	0	0	0	0	0	0	0	0	810,000
Net Carbon Retrofit	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Accommodation and Riverside Project	73,605	0	0	0	0	0	0	0	0	0	0	0	73,605
Developer's Contributions Related Projects	3,388,191	45,664	0	0	0	0	0	0	0	0	0	0	3,433,855
Equalities Act Budget - Various Properties	286,952	225,000	225,000	262,500	262,500	262,500	225,000	225,000	225,000	225,000	225,000	300,000	2,949,452
Fire Damage Reinstatement Works - 17-21 High Street, Ayr	650,000	0	0	0	0	0	0	0	0	0	0	0	650,000
Girvan Harbour Stores	360,000	0	0	0	0	0	0	0	0	0	0	0	360,000
Lighting Upgrades - LED and Solar	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Property Refurbishment - Various Projects	975,975	687,072	1,030,376	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,650,000	1,500,000	15,343,423
Rewiring Programme - Various Projects	29,601	148,504	200,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000	150,000	200,000	1,928,105
Troon Municipal Buildings - Window Replacement Programme	180,000	180,000	180,000	0	0	0	0	0	0	0	0	0	540,000
Project Management Costs	2,628	0	0	0	0	0	0	0	0	0	0	0	2,628
Sale of Land and Buildings	3,001	0	0	0	0	0	0	0	0	0	0	0	3,001
Works to Facilitate Property Rationalisation - Various Projects	80,000	50,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	0	780,000
Repairs and Renewals Funded Projects	590,262	0	0	0	0	0	0	0	0	0	0	0	590,262
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0

Business Systems	985,125	945,000	1,048,500	1,049,400	972,900	913,500	1,036,260	1,036,260	1,036,260	1,228,500	1,228,500	1,200,000	12,680,205
End User Computing	1,657,927	2,380,600	3,069,000	1,209,600	1,209,600	3,519,000	1,260,000	1,260,000	3,510,000	1,323,000	1,323,000	3,500,000	25,221,727
Information, Data & ICT Infrastructure	360,000	360,000	360,000	369,000	378,000	378,000	378,000	378,000	378,000	405,000	405,000	450,000	4,599,000
ICT Infrastructure	414,748	402,832	117,000	542,000	117,000	542,000	117,000	432,000	117,000	135,000	1,135,000	250,000	4,321,580
Transformation Fund Projects	471,000	40,000	0	0	0	0	0	0	0	0	0	0	511,000
Connectivity for Low Green	203,022	0	0	0	0	0	0	0	0	0	0	0	203,022
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilitate Introduction of Flexible Working	169,927	75,000	135,000	135,000	135,000	135,000	105,000	105,000	90,000	90,000	90,000	0	1,264,927
Initial Work on Projects for Future Years	41,184	90,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	0	1,346,184
Economic Regeneration	0	0	0	0	0	0	0	0	0	0	0	0	0
Ayrshire Growth Deal: -	2,095,853	14,990,824	37,249,019	22,568,352	4,000,000	0	0	0	0	0	0	0	80,904,048
Total Other Investment	14,144,139	21,020,496	44,248,895	28,470,852	9,010,000	7,685,000	4,706,260	5,021,260	6,941,260	4,991,500	6,391,500	7,400,000	160,031,162

Total 12 Year Capital Investment Programme Expenditure	92,337,025	93,104,542	70,522,442	37,809,852	13,949,000	12,560,000	8,506,260	8,821,260	10,741,260	9,791,500	15,997,118	12,485,000	386,625,259

Income	2025/26 Approved Budget £	2026/27 Approved Budget £	2027/28 Approved Budget £	2028/29 Approved Budget £	2029/30 Approved Budget £	2030/31 Approved Budget £	2031/32 Approved Budget £	2032/33 Approved Budget £	2033/34 Approved Budget £	2034/35 Approved Budget £	2035/36 Approved Budget £	2036/37 Approved Budget £	Total Approved Budget £
SG Grant Funding													
General Capital Grant	8,654,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	96,654,000
Nature restoration fund	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Renewal of playparks	472,000	0	0	0	0	0	0	0	0	0	0	0	472,000
Tier 1 Bus Infrastructure Fund	382,000	0	0	0	0	0	0	0	0	0	0	0	382,000
Tier 1 Active Travel	737,000	0	0	0	0	0	0	0	0	0	0	0	737,000
Climate Emergency	810,000	0	0	0	0	0	0	0	0	0	0	0	810,000
	11,193,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	99,193,000
Additional funding identified													
Anticipated capital receipts	250,000	250,000	250,000	250,000	250,000	250,000	250,000	200,000	200,000	200,000	250,000	250,000	2,850,000
Ayrshire Growth Deal Grant Due	0	6,500,000	32,500,000	21,815,221	4,000,000	0	0	0	0	0	0	0	64,815,221
Citadel funding brought forward from previous years	0	0	0	0	0	0	0	0	0	0	0	0	0
Developers contributions to match expenditure	2,488,119	0	0	0	0	0	0	0	0	0	0	0	2,488,119
Other Contributions - Grants / CFCR / CRA	8,872,480	14,040,000	12,550,000	0	0	0	0	0	0	0	0	0	35,462,480
Total Funding Available	11,610,599	20,790,000	45,300,000	22,065,221	4,250,000	250,000	250,000	200,000	200,000	200,000	250,000	250,000	105,615,820
Borrowing	69,533,426	64,314,542	17,222,442	7,744,631	1,699,000	4,310,000	256,260	621,260	2,541,260	1,591,500	7,747,118	4,235,000	181,816,439
Total Borrowing	69,533,426	64,314,542	17,222,442	7,744,631	1,699,000	4,310,000	256,260	621,260	2,541,260	1,591,500	7,747,118	4,235,000	181,816,439
Total 12 Year Capital Investment Programme Income	92,337,025	93,104,542	70,522,442	37,809,852	13,949,000	12,560,000	8,506,260	8,821,260	10,741,260	9,791,500	15,997,118	12,485,000	386,625,259
NET PROGRAMME	0	0	0	0	0	0	0	0	0	0	0	0	0

General Services Capital Investment Programme 2025-26 to 2036-37

Appendix 2: Proposed Adjustments (September 2025)

Education investment

Girvan Primary School: Budget reprofiled between financial years 2025/26, 2026/27 and 2027/28.

School Refurbishment Programme - Various Projects: Budget reprofiled between financial years 2026/27, 2027/28 and 2035/36.

Health & Social Care investment

Hourston's Development: Budget reprofiled over financial years 2025/26 through to 2029/30.

Communities investment

Ayrshire Roads Alliance - Ayr Depot: Request for an additional £250,000 in 2026/27.

Ayr Town Centre Regeneration Works: Part of budget reallocated to projects, part of budget removed leaving a balance of £5 Million.

Burns Statue Square - Ayr Town Centre Regeneration: Budget reprofiled between financial years 2025/26, 2026/27 and 2027/28.

Citadel Refurbishment: £810,000 transferred from Climate Emergency Projects in 2025/26.

Dunure Heritage Project: Budget reprofiled between financial years 2025/26, 2026/27 and 2027/28.

Girvan Palace Park (Former Bingo Hall Site): £300,000 transferred from Girvan Regeneration Projects and £80,000 from Place Based Investment Projects in 2025/26.

Girvan Regeneration Projects: £300,000 transferred to Girvan Palace Park (Former Bingo Hall Site) and reprofiling of budgets from 2025/26 to 2026/27.

Golf Course - Belleisle Enhanced Practice Facilities: Reprofiling of budget from 2025/26 to 2026/27.

Golf Courses – Enhancement: Reprofile of budget from 2025/26 to 2026/27.

Golf - Lochgreen and Fullarton Greenkeeping Facility: Reprofile of budget from 2025/26 to 2026/27.

Green Waste / Household Recycling and Waste Transfer Station: Budget reprofiled between financial years 2025/26, 2026/27 and 2027/28.

Maybole Regeneration Works: Reprofile of budget from 2025/26 to 2026/27.

Maybole Town Centre Regeneration - Public Realm Improvements to the High Street: Reprofile of budget from 2025/26 to 2026/27.

Maybole Regeneration - Small Grants Scheme: Reprofile of budget from 2025/26 to 2026/27.

Nature Restoration Fund 2022/23: Reprofile of budget from 2025/26 to 2026/27.

Place Planning and Community Led Projects: Transfer £150,000 from Prestwick Ward projects to Prestwick Pool AHU & Water Storage Project in 25/26 and reprofiling of budgets from 2025/26 to 2026/27.

Place Planning and Ayr West Ward / Ayr Town Centre Projects: Reprofile of budget from 2025/26 to 2026/27.

Promenades and Shorefront Enhancement Scheme: Reprofile of budget from 2025/26 to 2026/27.

Prestwick Pool AHU and water Storage Project - Net Zero Implementation: Allocate £150,000 from Prestwick Ward and £500,000 from the Ayr Town Centre Regeneration budget in 2025/26.

Troon Swimming Pool - Health and Fitness Extension: allocate £500,000 from Troon Regeneration and a further £500,000 from the Ayr Town Centre Regeneration budget in 2025/26.

Troon Municipal Building Upgrade Works: New line added with £500,000 allocated to each of financial years 2025/26 and 2026/27, with each budget coming from Troon Regeneration.

Prestwick Regeneration / Heritage Works: Reprofile of budget from 2025/26 to 2026/27.

Prestwick Steeple Works (Subject to Various Consultations): Reprofile of budget from 2025/26 to 2026/27.

Scottish Government - Place Based Investment Programme: Transfer £80,000 to Girvan Palace Park (Former Bingo Hall Site in 2025/26 and reprofiling of budget from 2025/26 to 2026/27.

Troon Swimming Pool - Health and Fitness Extension: Add £500,000 from Ayr Town Centre Regeneration and £500,000 from Troon Regeneration in 2025/26.

Troon Regeneration Works: Carry £350,000 from 2025/26 to 2026/27 and transfer £1M to Troon Municipal Building Upgrade Works, £500,000 in 2025/26 and £500,000 in 2026/27.

Troon Municipal Building Upgrade Works: Add £500,000 to each of financial years 2025/26 and 2026/27, with each budget coming from Troon Regeneration Works.

Other investment

Climate Emergency Projects: Transfer £810,000 to the Citadel project in 2025/26.

Developer's Contributions Related Projects: Reprofile budgets between financial years 2025/26 and 2026/27.

Business Systems: Transfer budget to ICT - Information, Data & ICT Infrastructure and reprofile budgets over financial years

End User Computing: Transfer budget to ICT - Information, Data & ICT Infrastructure and reprofile budgets over financial years

Information, Data & ICT Infrastructure: Transfer budget from Business Systems and End User Computing in 2025/26, transfer of budget from ICT Infrastructure, and reprofiling of budgets over financial years

ICT Infrastructure: Request to transfer the ICT Infrastructure budget to the newly created ICT Information, Data and ICT Infrastructure line over financial years 2025/25 through 2026/37.

Ayrshire Growth Deal – Regeneration build programme: Reprofile budgets between financial years 2025/26, 2026/27 and 2027/28.

Capital Review Exercise September 2025
Summary Proposed Adjustments

Expenditure	Total Proposed Reprofiling £	Total Proposed Additional Budget £	Total Proposed Budget Reduction £	Total Proposed Revised Budget £

Education Investment				
Girvan Primary School (Reprofiling only)	0	0	0	0
School Refurbishment Programme - Various Projects (Reprofiling only)	0	0	0	0
Total Education Investment	0	0	0	4,220,179

Health and Social Care Investment				
Hourston's Development (Reprofiling only)	0	0	0	0
Total Health and Social Care Investment	0	0	0	7,855,708

Communities Investment				
Ayrshire Roads Alliance - Ayr Depot	0	250,000	0	250,000
Ayr Town Centre Regeneration Works	0	0	(12,170,000)	(12,170,000)
Burns Statue Square - Ayr Town Centre Regeneration (Reprofiling only)	0	0	0	0
Citadel Refurbishment	0	810,000	0	810,000
Dunure Heritage Project (Reprofiling only)	0	0	0	0
Girvan Palace Park (Former Bingo Hall Site)	0	380,000	0	380,000
Girvan Regeneration Projects	0	0	(300,000)	(300,000)
Golf Course - Belleisle Enhanced Practice Facilities (Reprofiling only)	0	0	0	0
Golf Courses - Enhancement (Reprofiling only)	0	0	0	0
Golf - Lochgreen and Fullarton Greenkeeping Facility (Reprofiling only)	0	0	0	0
Green Waste / Household Recycling and Waste Transfer Station (Reprofiling only)	0	0	0	0
Maybole Regeneration Works (Reprofiling only)	0	0	0	0
Maybole Town Centre Regeneration - Public Realm	0	0	0	0
Improvements to the High Street (Reprofiling only)	0	0	0	0
Maybole Regeneration - Small Grants Scheme (Reprofiling only)	0	0	0	0
Nature Restoration Fund 2022/23 (Reprofiling only)	0	0	0	0
Place Planning and Community Led Projects	0	(150,000)	0	(150,000)
Place Planning and Ayr West Ward / Ayr Town Centre Projects (Reprofiling only)	0	0	0	0
Promenades and Shorefront Enhancement Scheme (Reprofiling only)	0	0	0	0
Prestwick Pool AHU and water Storage Project - Net Zero Implementation	0	650,000	0	650,000
Prestwick Regeneration / Heritage Works (Reprofiling only)	0	0	0	0

Prestwick Steeple Works (Subject to Various Consultations) (Reprofiling only)	0	0	0	0
Scottish Government - Place Based Investment Programme	0	(80,000)	0	(80,000)
Troon Regeneration Works (Reprofiling Only)	0	0	0	0
Total Communities Investment	0	1,860,000	(12,470,000)	18,069,977

Other Investment				
<u>Buildings</u>				
Climate Emergency Projects	0	0	(810,000)	(810,000)
Developer's Contributions Related Projects (Reprofiling only)	0	0	0	0
<u>Information Technology</u>				
Business Systems	0	0	(85,125)	(85,125)
End User Computing	0	0	(358,527)	(358,527)
Information, Data & ICT Infrastructure	0	4,742,232	0	4,742,232
ICT Infrastructure	0	(391,748)	(3,906,832)	(4,298,580)
<u>Other</u>				
Economic Regeneration				
Ayrshire Growth Deal (Reprofiling only)	0	0	0	0
Total Other Investment	0	4,350,484	(5,160,484)	27,177,142

Total Proposed 12 Year Capital Investment Programme	0	6,210,484	(17,630,484)	(11,420,000)
Adjustments				

Proposed Capital Investment Programme 2025-26 to 2036-37

Expenditure	2025/26 Proposed Revised Budget £	2026/27 Proposed Revised Budget £	2027/28 Proposed Revised Budget £	2028/29 Proposed Revised Budget £	2029/30 Proposed Revised Budget £	2030/31 Proposed Revised Budget £	2031/32 Proposed Revised Budget £	2032/33 Proposed Revised Budget £	2033/34 Proposed Revised Budget £	2034/35 Proposed Revised Budget £	2035/36 Proposed Revised Budget £	2036/37 Proposed Revised Budget £	Total Proposed Revised Budget £
Education Investment													
Dailly Primary School Surplus Plot - Car Park Proposals	42,931	0	0	0	0	0	0	0	0	0	0	0	42,931
Maybole Community Campus	843,991	0	0	0	0	0	0	0	0	0	0	0	843,991
Early Learning and Childcare - Multi Year Capital Allocations	1,743,951	0	0	0	0	0	0	0	0	0	0	0	1,743,951
Universal Free School Meals Kitchen Upgrades - Various	177,709	0	0	0	0	0	0	0	0	0	0	0	177,709
Girvan All Weather Pitch	77,070	0	0	0	0	0	0	0	0	0	0	0	77,070
Girvan Primary School	4,403,125	17,360,000	9,000,000	0	0	0	0	0	0	0	0	0	30,763,125
Troon Primary School - External Fabric	100,000	100,000	100,000	100,000	0	0	0	0	0	0	0	0	400,000
School Refurbishment Programme - Various Projects	3,521,535	2,344,023	2,060,313	1,350,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	4,405,618	2,410,000	25,691,489
Shared Campus Project (Glenburn and St Ninian's Primary Schools)	2,550	0	0	0	0	0	0	0	0	0	0	0	2,550
Window and Roof Replacement - Various Projects	80,000	69,908	100,000	150,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	175,000	1,374,908
Total Education Investment	10,992,862	19,873,931	11,260,313	1,600,000	1,750,000	1,750,000	1,700,000	1,700,000	1,700,000	1,700,000	4,505,618	2,585,000	61,117,724
Health and Social Care Investment													
Scheme of Assistance	703,397	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	0	6,703,397
Community Store - Dukes Road Upgrade	379	0	0	0	0	0	0	0	0	0	0	0	379
Hourston's Development	2,983,697	4,000,000	4,000,000	4,000,000	5,500,000	0	0	0	0	0	0	0	20,483,697
Replacement of Carefirst System	501,520	458,720	191,692	0	0	0	0	0	0	0	0	0	1,151,932
Total Health and Social Care Investment	4,188,993	5,058,720	4,791,692	4,600,000	6,100,000	600,000	600,000	600,000	600,000	600,000	600,000	0	28,339,405
Communities Investment													
Ayrshire Roads Alliance - Bridge Works (General)	596,101	0	0	0	0	0	0	0	0	0	0	0	596,101
Ayrshire Roads Alliance - Bridge Works (Victoria Bridge)	186,872	0	0	0	0	0	0	0	0	0	0	0	186,872
Ayrshire Roads Alliance - Millenium and Craigholm Bridges	145,000	145,000	0	0	0	0	0	0	0	0	0	0	290,000
Ayrshire Roads Alliance - C12 Dunure Slope Stabilisation	139,534	0	0	0	0	0	0	0	0	0	0	0	139,534
Ayrshire Roads Alliance - Girvan Harbour Jetty Repairs	531,730	0	0	0	0	0	0	0	0	0	0	0	531,730
Ayrshire Roads Alliance - LED Replacement	0	0	25,000	25,000	25,000	25,000	0	0	0	0	0	0	100,000
Ayrshire Roads Alliance - Local Flood Risk Plan	235,615	64,000	64,000	64,000	64,000	0	0	0	0	0	0	0	491,615
Ayrshire Roads Alliance - Road Reconstruction and Improvement	1,666,162	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,500,000	1,500,000	1,500,000	2,500,000	2,500,000	2,500,000	26,166,162
Ayrshire Roads Alliance - Ayr Depot	250,000	250,000	0	0	0	0	0	0	0	0	0	0	500,000
Ayrshire Roads Alliance - EV Charging Infrastructure	291,912	0	0	0	0	0	0	0	0	0	0	0	291,912
Ayrshire Roads Alliance - Street Lighting	177,381	150,000	0	0	0	0	0	0	0	0	0	0	327,381
Ayrshire Roads Alliance - Adapting to Climate Change (St Ninain's Park)	270,000	150,000	0	0	0	0	0	0	0	0	0	0	420,000
Ayrshire Roads Alliance - Vehicle Restraint Barriers	48,853	50,000	50,000	50,000	0	0	0	0	0	0	0	0	198,853

Ayrshire Roads Alliance - Cattle Grid Renewal Programme	33,600	33,600	33,600	0	0	0	0	0	0	0	0	0	100,800
Ayrshire Roads Alliance - Girvan South Pier Quay Repairs	123,621	0	0	0	0	0	0	0	0	0	0	0	123,621
Ayrshire Roads Alliance - Facilities to Assist With Tourist and Visitor Facilities	40,296	0	0	0	0	0	0	0	0	0	0	0	40,296
Ayrshire Roads Alliance - Tier 1 Active Travel Infrastructure Plan 2024-25	14,563	0	0	0	0	0	0	0	0	0	0	0	14,563
Ayrshire Roads Alliance - Tier 2 Active Travel Infrastructure Plan 2024-25	28,647	0	0	0	0	0	0	0	0	0	0	0	28,647
Ayr Town Centre Regeneration Works	1,365,000	1,465,000	4,500,000	2,500,000	0	0	0	0	0	0	0	0	9,830,000
Belleisle Park - Additional Works	584,250	0	0	0	0	0	0	0	0	0	0	0	584,250
Burns Statue Square - Ayr Town Centre Regeneration	1,100,000	11,000,000	17,550,000	0	0	0	0	0	0	0	0	0	29,650,000
CCTV Public Space Infrastructure	14,324	0	0	0	0	0	0	0	0	0	0	0	14,324
Cemetery Infrastructure Project	189,291	0	184,255	0	0	0	0	0	0	0	0	0	373,546
Citadel Refurbishment	2,279,716	6,500,000	0	0	0	0	0	0	0	0	0	0	8,779,716
Coastal Change Adaptations	185,539	0	0	0	0	0	0	0	0	0	0	0	185,539
Craigie Additional Sporting	0	0	0	0	0	0	0	0	0	0	0	0	0
Craigie Park Sport for All Facility Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Cycling, Walking and Safer Routes (Grant Funded Works)	987,000	0	0	0	0	0	0	0	0	0	0	0	987,000
Dunure Heritage Project	200,000	1,000,000	1,300,000	0	0	0	0	0	0	0	0	0	2,500,000
Girvan Library Relocation	45,103	0	0	0	0	0	0	0	0	0	0	0	45,103
Girvan Palace Park (Former Bingo Hall Site)	388,402	0	0	0	0	0	0	0	0	0	0	0	388,402
Girvan Regeneration Projects	395,874	1,317,702	0	0	0	0	0	0	0	0	0	0	1,713,576
Golf Course - Belleisle Enhanced Practice Facilities	253,973	1,000,000	0	0	0	0	0	0	0	0	0	0	1,253,973
Golf Courses - Enhancement	1,000,000	3,487,283	0	0	0	0	0	0	0	0	0	0	4,487,283
Golf - Lochgreen and Fullarton Greenkeeping Facility	150,000	174,534	0	0	0	0	0	0	0	0	0	0	324,534
Golf - Belleisle Golf Course Improvements	21,845	0	0	0	0	0	0	0	0	0	0	0	21,845
Golf - Darly Golf Course Improvements	31,094	0	0	0	0	0	0	0	0	0	0	0	31,094
Green Waste / Household Recycling and Waste Transfer Station	1,000,000	3,306,753	1,000,000	0	0	0	0	0	0	0	0	0	5,306,753
Household Bins - Replacement Programme	126,171	130,000	0	0	0	0	0	0	0	0	0	0	256,171
Maybole Regeneration Works	600,000	1,263,229	0	0	0	0	0	0	0	0	0	0	1,863,229
Maybole Town Centre Regeneration - Public Realm Improvements to the High Street	75,479	200,000	0	0	0	0	0	0	0	0	0	0	275,479
Maybole Regeneration - Project Team	60,212	0	0	0	0	0	0	0	0	0	0	0	60,212
Maybole Town centre Regeneration - Town hall	175,169	0	0	0	0	0	0	0	0	0	0	0	175,169
Maybole Regeneration - Small Grants Scheme	31,000	125,000	25,000	0	0	0	0	0	0	0	0	0	181,000
Mobile Library	27,000	0	0	0	0	0	0	0	0	0	0	0	27,000
Mixed Tenure Grant	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
Nature Restoration Fund 2022/23	13,113	250,000	0	0	0	0	0	0	0	0	0	0	263,113
Nature Restoration Fund - Edinburgh Process Strand 2023/24	8,438	0	0	0	0	0	0	0	0	0	0	0	8,438
Nature Restoration Fund 2025/26	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Newton Steeple Re-rendering	90,000	0	0	0	0	0	0	0	0	0	0	0	90,000
Wetland Creation and Pollinator Corridors Belleisle Golf Course	32,057	0	0	0	0	0	0	0	0	0	0	0	32,057
New Weighbridge Office at Heathfield Waste Recycling Centre, Ayr KA8 9ST	15,403	0	0	0	0	0	0	0	0	0	0	0	15,403

Place Plans	504,278	0	0	0	0	0	0	0	0	0	0	0	504,278
Place Planning and Community Led Projects	2,442,474	2,056,549	0	0	0	0	0	0	0	0	0	0	4,499,023
Place Planning and Ayr West Ward / Ayr Town Centre Projects	1,203,339	1,250,000	0	0	0	0	0	0	0	0	0	0	2,453,339
Promenades and Shorefront Enhancement Scheme	1,012,816	604,533	0	0	0	0	0	0	0	0	0	0	1,617,349
Prestwick Pool AHU and water Storage Project - Net Zero Implementation	1,480,753	0	0	0	0	0	0	0	0	0	0	0	1,480,753
Prestwick Regeneration / Heritage Works	297,750	950,000	0	0	0	0	0	0	0	0	0	0	1,247,750
Prestwick Steeple Works (Subject to Various Consultations)	50,000	200,000	500,000	0	0	0	0	0	0	0	0	0	750,000
Public Conveniences	236	0	0	0	0	0	0	0	0	0	0	0	236
The Quay Zone Extension	3,045,619	0	0	0	0	0	0	0	0	0	0	0	3,045,619
Renewal of Play Parks 2023-24	59,113	0	0	0	0	0	0	0	0	0	0	0	59,113
Renewal of Play Parks 2024-25	83,000	0	0	0	0	0	0	0	0	0	0	0	83,000
Renewal of Play Parks	672,000	0	0	0	0	0	0	0	0	0	0	0	672,000
Scottish Government - Place Based Investment Programme	53,886	500,000	0	0	0	0	0	0	0	0	0	0	553,886
Shaw Park Pavilion Fire Reinstatement	418,660	0	0	0	0	0	0	0	0	0	0	0	418,660
SPT / Transport Scotland Projects	3,489,000	0	0	0	0	0	0	0	0	0	0	0	3,489,000
Troon Hosiery Park - Changing Accommodation	491,106	0	0	0	0	0	0	0	0	0	0	0	491,106
Troon Regeneration Works	1,000,000	1,000,000	0	0	0	0	0	0	0	0	0	0	2,000,000
VAT Recovery Fund Projects	177,963	0	0	0	0	0	0	0	0	0	0	0	177,963
Total Communities Investment	34,046,530	42,495,583	27,731,855	5,139,000	2,589,000	2,525,000	1,500,000	1,500,000	1,500,000	2,500,000	2,500,000	2,500,000	126,526,968

Other Investment													
Buildings													
Boiler Room Plant Replacement Programme (Low Carbon Solutions) / Net Zero Implementation	4,922	0	354,590	400,000	0	0	0	0	0	0	0	0	759,512
Boiler Room Plant Replacement - Girvan Academy & Coylton Primary School	43,094	0	0	0	0	0	0	0	0	0	0	0	43,094
Boiler Room Plant Replacement - Heathfield Primary School, Ayr & Hillcrest Care Home, Girvan	167,122	400,000	45,410	0	0	0	0	0	0	0	0	0	612,532
Climate Emergency Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Carbon Retrofit	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Accommodation and Riverside Project	73,605	0	0	0	0	0	0	0	0	0	0	0	73,605
Developer's Contributions Related Projects	2,888,191	545,664	0	0	0	0	0	0	0	0	0	0	3,433,855
Equalities Act Budget - Various Properties	286,952	225,000	225,000	262,500	262,500	262,500	225,000	225,000	225,000	225,000	225,000	300,000	2,949,452
Fire Damage Reinstatement Works - 17-21 High Street, Ayr	650,000	0	0	0	0	0	0	0	0	0	0	0	650,000
Girvan Harbour Stores	360,000	0	0	0	0	0	0	0	0	0	0	0	360,000
Lighting Upgrades - LED and Solar	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Property Refurbishment - Various Projects	975,975	687,072	1,030,376	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,650,000	1,500,000	15,343,423
Rewiring Programme - Various Projects	29,601	148,504	200,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000	150,000	200,000	1,928,105
Troon Municipal Buildings - Window Replacement Programme	180,000	180,000	180,000	0	0	0	0	0	0	0	0	0	540,000
Project Management Costs	2,628	0	0	0	0	0	0	0	0	0	0	0	2,628
Sale of Land and Buildings	3,001	0	0	0	0	0	0	0	0	0	0	0	3,001
Works to Facilitate Property Rationalisation - Various Projects	80,000	50,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	0	780,000
Repairs and Renewals Funded Projects	590,262	0	0	0	0	0	0	0	0	0	0	0	590,262

Information Technology													
Business Systems	1,150,000	990,000	1,200,000	1,049,400	1,000,000	996,900	1,036,260	1,036,260	1,036,260	1,050,000	1,050,000	1,000,000	12,595,080
End User Computing	1,600,000	2,850,000	3,069,000	1,150,000	1,150,000	3,434,200	1,150,000	1,150,000	3,510,000	1,150,000	1,150,000	3,500,000	24,863,200
Information, Data & ICT Infrastructure	1,050,000	1,150,000	900,000	911,000	495,000	920,000	495,000	750,000	495,000	540,000	869,106	766,126	9,341,232
ICT Infrastructure	23,000	0	0	0	0	0	0	0	0	0	0	0	23,000
Transformation Fund Projects	471,000	40,000	0	0	0	0	0	0	0	0	0	0	511,000
Connectivity for Low Green	203,022	0	0	0	0	0	0	0	0	0	0	0	203,022
Other													
Facilitate Introduction of Flexible Working	169,927	75,000	135,000	135,000	135,000	135,000	105,000	105,000	90,000	90,000	90,000	0	1,264,927
Initial Work on Projects for Future Years	41,184	90,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	0	1,346,184
Economic Regeneration													
Ayrshire Growth Deal: -	1,595,853	10,490,824	42,249,019	22,568,352	4,000,000	0	0	0	0	0	0	0	80,904,048
Total Other Investment	12,739,339	17,922,064	49,823,395	28,411,252	8,977,500	7,683,600	4,596,260	4,851,260	6,941,260	4,640,000	5,369,106	7,266,126	159,221,162

Total 12 Year Capital Investment Programme Expenditure	61,967,724	85,350,298	93,607,255	39,750,252	19,416,500	12,558,600	8,396,260	8,651,260	10,741,260	9,440,000	12,974,724	12,351,126	375,205,259

Income	2025/26 Proposed Revised Budget £	2026/27 Proposed Revised Budget £	2027/28 Proposed Revised Budget £	2028/29 Proposed Revised Budget £	2029/30 Proposed Revised Budget £	2030/31 Proposed Revised Budget £	2031/32 Proposed Revised Budget £	2032/33 Proposed Revised Budget £	2033/34 Proposed Revised Budget £	2034/35 Proposed Revised Budget £	2035/36 Proposed Revised Budget £	2036/37 Proposed Revised Budget £	Total Proposed Revised Budget £
SG Grant Funding													
General Capital Grant	8,654,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	96,654,000
Nature restoration fund	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Renewal of playparks	472,000	0	0	0	0	0	0	0	0	0	0	0	472,000
Tier 1 Bus Infrastructure Fund	382,000	0	0	0	0	0	0	0	0	0	0	0	382,000
Tier 1 Active Travel	737,000	0	0	0	0	0	0	0	0	0	0	0	737,000
Climate Emergency	810,000	0	0	0	0	0	0	0	0	0	0	0	810,000
	11,193,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	99,193,000
Additional funding identified													
Anticipated capital receipts	250,000	250,000	250,000	250,000	250,000	250,000	250,000	200,000	200,000	200,000	250,000	250,000	2,850,000
Ayrshire Growth Deal Grant Due	0	6,500,000	32,500,000	21,815,221	4,000,000	0	0	0	0	0	0	0	64,815,221
Citadel funding brought forward from previous years	0	0	0	0	0	0	0	0	0	0	0	0	0
Developers contributions to match expenditure	2,488,119	0	0	0	0	0	0	0	0	0	0	0	2,488,119
Other Contributions - Grants / CFCR / CRA	8,872,480	14,040,000	12,550,000	0	0	0	0	0	0	0	0	0	35,462,480
Total Funding Available	11,610,599	20,790,000	45,300,000	22,065,221	4,250,000	250,000	250,000	200,000	200,000	200,000	250,000	250,000	105,615,820
Borrowing													
	39,164,125	56,560,298	40,307,255	9,685,031	7,166,500	4,308,600	146,260	451,260	2,541,260	1,240,000	4,724,724	4,101,126	170,396,439
Total Borrowing	39,164,125	56,560,298	40,307,255	9,685,031	7,166,500	4,308,600	146,260	451,260	2,541,260	1,240,000	4,724,724	4,101,126	170,396,439
Total 12 Year Capital Investment Programme Income	61,967,724	85,350,298	93,607,255	39,750,252	19,416,500	12,558,600	8,396,260	8,651,260	10,741,260	9,440,000	12,974,724	12,351,126	375,205,259
NET PROGRAMME	0	0	0	0	0	0	0	0	0	0	0	0	0

Capital Investment Programme: Debt Charge Implications**(a) Debt Charge Implications: Capital Investment Programme 2025-26 to 2036-37 as Approved by South Ayrshire Council, 27th February, 2025**

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
Principle	6,408,000	6,949,000	7,468,000	7,662,000	8,031,000	8,446,000	8,875,000	9,306,000	9,741,000	10,227,000	10,751,000	11,322,000	105,186,000
Interest	13,552,025	15,424,145	16,219,507	15,586,657	15,943,436	15,616,837	15,447,552	15,250,150	15,044,438	14,827,546	14,780,113	14,737,331	182,429,737
Expenses	172,823	171,014	168,812	163,584	159,512	157,438	155,437	153,324	151,440	149,756	149,011	148,664	1,900,815
Investment income	(1,930,000)	(1,833,500)	(1,688,750)	(1,447,500)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(17,707,750)
	18,202,848	20,710,659	22,167,569	21,964,741	22,782,948	22,869,275	23,126,989	23,358,474	23,585,878	23,853,302	24,329,124	24,856,995	271,808,802

(b) Debt Charge Implications: Capital Investment Programme 2025-26 to 2036-37 Per Capital Review Proposals to Council of 18th September, 2025

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
Principle	6,408,000	6,675,000	7,199,000	7,568,000	7,947,000	8,403,000	8,829,000	9,257,000	9,688,000	10,171,000	10,689,000	11,232,000	104,066,000
Interest	12,639,331	14,102,844	15,741,260	15,821,747	15,792,446	15,355,187	15,288,661	14,681,990	14,385,050	14,152,210	14,065,735	14,034,942	176,061,403
Expenses	222,597	164,069	164,069	160,057	156,291	154,516	152,492	150,317	148,433	146,728	145,784	145,550	1,910,904
Investment income	(1,604,409)	(1,673,333)	(1,688,750)	(1,447,500)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(1,351,000)	(17,221,993)
	17,665,518	19,268,579	21,415,580	22,102,304	22,544,737	22,561,703	22,919,153	22,738,306	22,870,483	23,118,938	23,549,519	24,061,492	264,816,314
Increase / (Decrease) Based on Projected Programme	(537,330)	(1,442,080)	(751,989)	137,563	(238,211)	(307,572)	(207,836)	(620,168)	(715,395)	(734,364)	(779,605)	(795,503)	(6,992,488)

Integrated Impact Assessment Summary Report

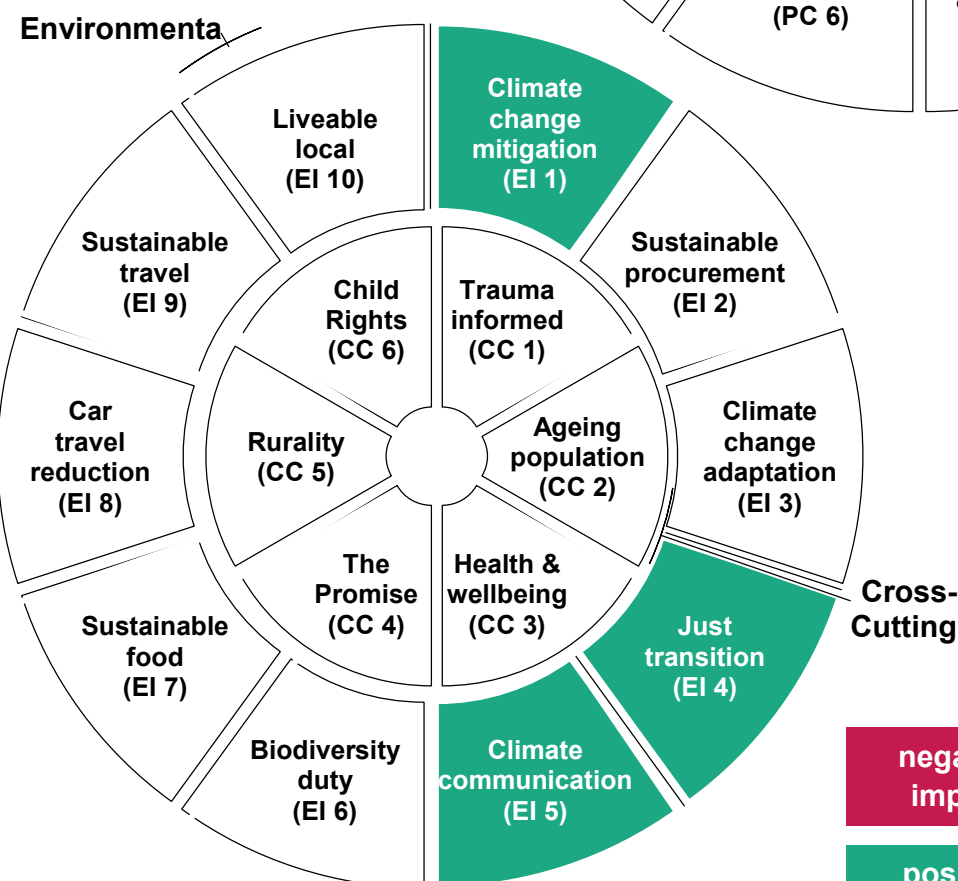
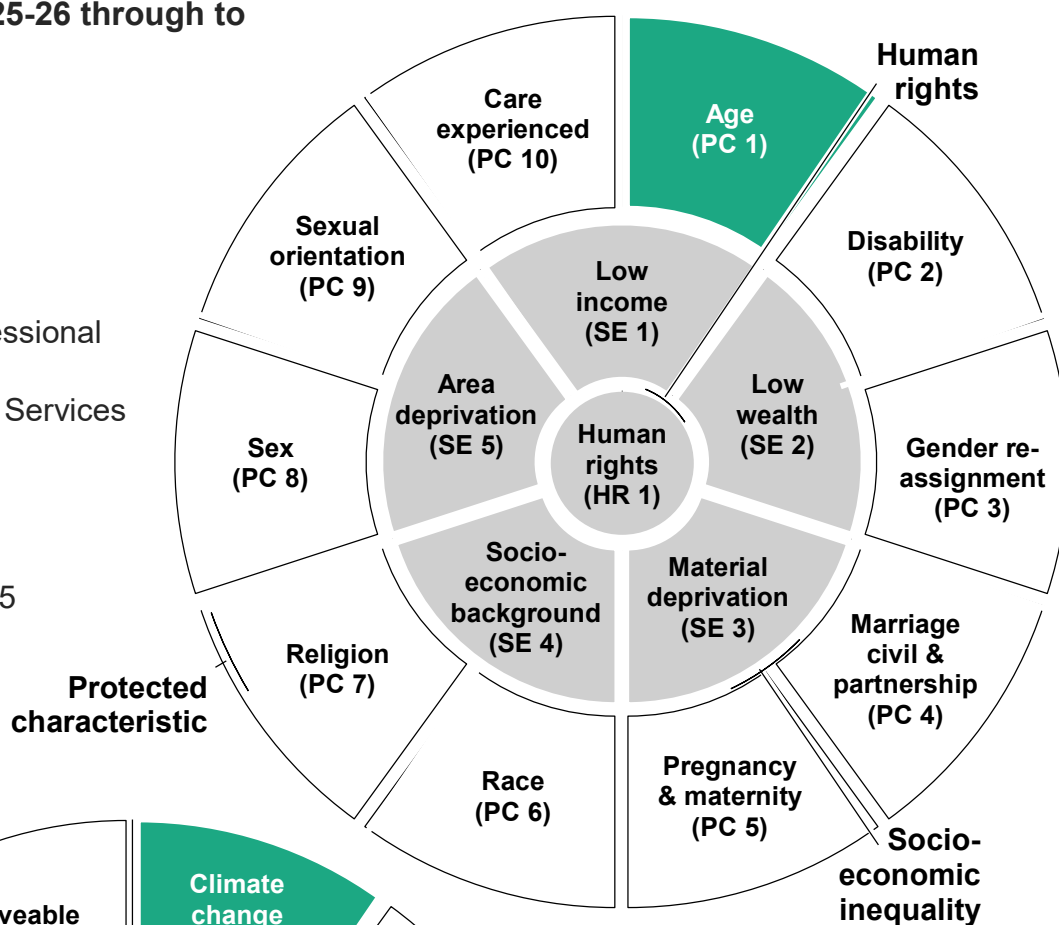
An update to the General Services Capital Investment Programme for financial years 2025-26 through to 2036-37.



Completed by:

Pauline Bradley,
Service Lead - Professional
Design Services,
Professional Design Services

Date started 27/08/25



To be implemented on:

18/09/25

Review date:

Monitoring Reports

Oversight Panel:

Cabinet

negative impact	uncertain / not clear
positive impact	no impact / not applicable

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

Please detail here

Advancing equality of opportunity?

Please detail here

Fostering good relations?

Please detail here

Consultation declaration

We confirm consultation has NOT been carried out as part of this process.

impacts)

EQUALITIES: impact on socio-economic inequality

SE 1	Low Income / Income Poverty	Please detail here
SE 2	Low and / or no wealth	Please detail here

Mitigating Actions Required (re negative / unclear impacts)

SE 3	Material Deprivation	Please detail here
SE 4	Socio-Economic Background	Please detail here
SE 5	Area Deprivation	Please detail here

EQUALITIES: impact on human rights

HR 1	Human Rights	Please detail here

(CRWIA)?	no

South Ayrshire Council

**Report by Depute Chief Executive and Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

Subject: Capital Investment Programme – Troon Regeneration

1. Purpose

- 1.1 The purpose of this report is to provide an update on the development of potential regeneration projects and to identify funding priorities for the Troon Regeneration Projects budget.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes the development of potential regeneration projects in Troon and the options appraisal on the proposals in Appendix 2 ;
- 2.1.2 agrees the allocation of £1,000,000 from the Troon Regeneration Capital Budget to progress internal refurbishment and upgrades to the Troon Municipal Buildings, comprising the Town Hall/ Concert Hall and Walker Hall;
- 2.1.3 agrees an allocation of £150,000 to progress design work to improve the public realm around the Municipal Buildings and wider environment to support development of a café culture in the town.
- 2.1.4 agrees an allocation of £500,000 to progress an extension to the swimming pool at Troon Leisure Club.

3. Background

- 3.1 The 2024-25 to 2035-36 Capital investment programme approved by Council in February 2024 included capital investment of £2m for Troon Regeneration.
- 3.2 Meetings have been held with Troon ward councillors to identify priorities and potential projects to be considered within the Troon Regeneration allocation of funds. A number of broad themes and individual projects came out of discussion, with the primary aim being to encourage footfall and make Troon a destination for people to visit, linger and spend, and to encourage businesses to invest. It was agreed that the available funding could be spent as a self-contained budget or considered for match-funding, however the priority is to deliver a limited number of large-scale projects in the next two years.

3.3 The following projects and themes have been identified for consideration, including assessment under the Council's Options Appraisal in Section 11, for funding through the £2.000m budget available for Troon Regeneration Projects:

- Instigate a one-way system in town within a holistic look at traffic management;
- (Re)development of the former M & Co building for housing, including associated civic space/public realm improvements;
- Municipal Buildings investment;
- Public realm around Municipal Buildings, i.e. Civic Quarter;
- Space around Portland Street/Ayr Street/Templehill crossroads/improved public realm, spaces for cafes;
- Academy Street car park, aka Lidl car park;
- Foster the town's café culture; and
- Shopfront improvements.

3.4 Subsequent to the meeting further options were suggested:

- Refurbishment of Darley Cottage to accommodate the Marr Education Resource Centre (MERC); and
- Supplementary funding to an extension to the swimming pool at Troon Leisure Club.

3.5 A list of all the projects and themes considered are set out in Appendix 1.

4. Proposals

4.1 Members are asked to approve the officers' recommendations as follows:

- 4.1.1 allocation of £1,000,000 to progress internal refurbishment and upgrades to the Troon Municipal Buildings, comprising the Town Hall/Concert Hall and Walker Hall. The upgrade for the Concert Hall involves: creation of a new bar, stage lighting, rigging and audio improvements, feature lighting, balcony flooring, level stage, improvement to catering kitchen. For the Walker Hall the upgrade involves: Upgrade 1 of the dressing rooms and AV installation;
- 4.1.2 allocation of £150,000 to progress design and feasibility work to improve the public realm around the Municipal Buildings and wider environment. i.e., 'Civic Quarter', to support development of a café culture in the town. The sum of money will include commissioning of design work to form a scheme of works that will meet with the budget limit. It is anticipated that this sum of money will develop a fairly modest change to the civic space. Depending on the outcome of the work and the scale and nature of the scheme of work involved the Director of Housing, Operations and Development will form a view on whether the proposals would first merit public consultation before the paper with the proposed scheme is placed before Cabinet/Council to decide whether to proceed; and

- 4.1.3 allocation of £500,000 to progress upgrades to the swimming pool at Troon Leisure Club to form a second fitness studio. The overall cost of providing a second studio is £900,000 with £400,000 being met from realigned budget within the Capital Investment Programme.
- 4.2 The provision of a fitness studio is projected to generate an uplift of **£214,514 more income** than the Gym Only model, reflecting the sustained impact of a broader programme offer and increased member engagement.
- 4.3 The Gym and Studio model demonstrates significantly stronger income growth than the Gym Only approach. While the Gym Only model projects an increase of £208,324 in Year 1 and £287,805 in Year 2, the Gym & Studio model delivers much greater uplifts of £370,308 and £502,319 respectively. This is driven by the addition of a dedicated studio, enabling a broader programme of group fitness, specialist classes, and external hires that expand the centre's appeal and revenue potential. In both scenarios, achieving these income levels will require an equivalent increase in staffing and revenue budgets of around £150,000.
- 4.4 The Gym and Studio model also unlocks greater latent demand, with **414 more potential members** identified compared to the Gym Only scenario. This results in a total **membership potential of 2,075**, versus 1,675 under the Gym Only model. The latent demand figures are expected to rise in line with the planned development of over 200 new homes in Troon, bringing over 500 new residents to the immediate area. The provision of the proposed Gym & Studio model provides capacity to meet future demand that the Gym only model will struggle to sustain.
- 4.5 Health and Wellbeing provision – Currently, eight weekly health classes including Invigor8, Weigh to Go, and HARP are held off-site. These programmes support participants with long-term health conditions, mobility challenges, or recovery needs. Due to the high demand, there is an **active waiting list of over 100 individuals**. A dedicated studio space would allow these sessions to be relocated to the leisure facility, increasing capacity and met latent demand, improve integration with other services, and enhance the overall experience for health members.
- 4.6 The additional income is driven by:
- A dedicated studio space enabling group fitness classes, specialist sessions, and external hires.
 - A wider demographic appeal, attracting varied age groups and lifestyles.
 - A strategic focus on seasonal visitor activity, community participation, and membership growth.
- 4.7 These benefits are underpinned by realistic pricing benchmarks and strong evidence of local demand. The Gym & Studio model not only delivers a higher ROI but also aligns with broader health, wellbeing, and social inclusion goals. The Troon Pool Business Plan is attached as Appendix 2.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 The recommendations in this report are consistent with procurement requirements and all works will be procured following procurement requirements.

6. Financial Implications

6.1 Funding from the 2025/26 Troon Regeneration Capital Budget is requested as follows:

- £1,000,000 for the Municipal Buildings;
- £150,000 for 'Civic Quarter' design and feasibility works; and
- £500,000 for Troon Swimming Pool extension.

6.2 Subject to approval of the projects identified in 6.1 above, £350,000 of the £2.000m budget still remains to be allocated to projects.

6.3 The £214,514 of additional income expected to be generated through the second Troon swimming pool fitness studio investment plus the original Gym only project additional generated income of £287,805 will be incorporated in to the Council's Medium Term Financial Strategy after allowing for any staffing related costs to assist in addressing estimated future year budget gaps.

7. Human Resources Implications

7.1 Not applicable

8. Risk

8.1 Risk Implications of Adopting the Recommendations

8.1.1 The proposals have not been developed through public consultation and there is a risk that the community may consider that there are more favourable proposals to those being recommended.

8.1.2 There is a risk that the latent demand that the swimming pool extension is designed to meet does not materialise. In such a case the facility could operate on a revenue deficit.

8.2 Risk Implications of Rejecting the Recommendations

8.2.1 The risks associated with rejecting the recommendations are missed opportunities to advance priority regeneration projects that would have transformational impacts in Troon town centre.

9. Integrated Impact Assessment (incorporating Equalities)

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.

9.1 The Municipal Hall improvements comprise operational improvements all of which will improve accessibility. The improvements to civic space will take into account all accessibility and equalities considerations in developing the scheme. The swimming pool studio extension has been the subject of a previous Integrated Impact Assessment which can be found at [IIA - Troon Leisure Club.xlsm](#).

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 been carried out in relation to the subject matter of this report. The Options Appraisal is set out in Appendix 3. The following table summarises which options were considered and their ranking of preference:

Option	Description	Ranking
Municipal Buildings	Invest in upgrades to internal elements of the Municipal Building in order to enhance income generation.	1
Pool Extension	Additional funding for an extension and internal alterations at Troon Pool – for example, a larger gym and a fitness studio, upgraded wet and dry changing accommodation and a new reception space.	2
Civic Quarter	Enhance setting of the Municipal Building, with opportunities to improve/create civic space for public events. Also consider landscaping improvements to enhance connections with promenade	3
Café Culture	Support the development of a vibrant café culture, encouraging community connection, supporting local businesses, and creating an attractive and inviting environment (pavements, civic spaces, greenery, lighting, etc.) for both residents and visitors.	4

Option	Description	Ranking
Shopfront grant programme	Develop a bespoke shopfront grant programme aimed at supporting businesses/property owners and enhancing the town centre's character, civic pride, and community wellbeing.	5
M & Co building, including civic space	Consider potential to deliver town centre living/affordable housing at M & Co building, including elements of public realm development/improvement	5
Academy Street car park	Improve surface treatments, including public realm	6
One way system and traffic management	Instigate a one-way system as part of holistic look at improving traffic management in order to facilitate pedestrian activity/footfall and support café culture	7
Darley Cottage	Refurbishment to historic cottage adjacent to Marr College Playing Fields to accommodate the MERC (Marr Educational Resources Centre)	8
Old Parish Church	Support Troon Development Trust's aspirations in regard to a community takeover of the B-listed Old Parish Church as a community asset.	9
Portland Street/Ayr Street/Templehill cross	Improve public realm for cafes to occupy/spill out at Portland Street/Ayr Street/Templehill cross.	10optional

- 11.2 The assessment has focussed on merits within a regeneration context and how they contribute to the betterment of the town, economically, socially, and environmentally. Criteria have been identified, and projects have assessed against these, and each project offers valuable benefits. However, improvements to the Municipal Buildings, Troon Swimming Pool and Civic Quarter projects have clear regeneration benefits that prioritise their recommendation as regeneration projects.
- 11.3 Details of the appraisal, the criteria applied and the assessment of each proposal is summarised in Appendix 3.

12. Link to Council Plan

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

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

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

14. Results of Consultation

- 14.1 There has been no public consultation on the contents of this report. The improvements to the Municipal Hall/Concert Hall have derived from user feedback provided direct to staff operating the facility, the improvement to the Swimming Pool have derived from analysis of current levels of user activity and projections of latent demand. The improvements to the civic realm may, depending on the scale and nature of the scheme to be developed, be the subject of future public consultation.
- 14.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment and Councillor Alec Clark, Portfolio Holder for Tourism, Culture and Rural Affairs, and the contents of this report reflect any feedback provided.
- 14.3 Consultation has taken place with Local Members 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 Depute Chief Executive and 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>
Municipal Buildings	31 December 2026	Service Lead – Professional Design Services
Pool Extension	31 December 2026	Service Lead – Professional Design Services
Civic Quarter and decision taken whether to initiate public consultation	31 March 2026	Service Lead – Special Property Projects

Person to Contact **Chris Cox, Assistant Director – Planning, Development and Regulation**
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612981
E-mail chris.cox@south-ayrshire.gov.uk

George Hunter, Assistant Director - Communities
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612994
E-mail george.hunter@south-ayrshire.gov.uk

Date: 9 September 2025

List of Projects and Themes Considered

1. One-Way System/ Traffic Management

- 1.1 The notion of a one-way system to improve traffic circulation has been promoted for a long time and suggested within the Troon Together Community Action Plan 2019, which included an action to 'explore a 1-way system, parking improvements and cycle routes'.
- 1.2 In order to be successful the instigation of any 1-way system would require to be carefully designed, based on consultation, and considered within a wider public realm improvement scheme in order to address potential congestion and parking issues. It would also need to create a movement framework to support economic activity and the development of a cafe culture in the town centre. A study, together with modelling, would need to be commissioned as an initial stage in order to determine feasibility.

2. Former M & Co Building, including Associated Civic Space/ Public Realm Improvements

- 2.1 This option considers potential to deliver town centre living/ affordable housing as part of a mixed use development at the former M & Co building in Church Street, including associated elements of civic space/ public realm/ improvements.
- 2.2 Various studies would require to be instructed and undertaken in order to progress as the project is purely notional. No work has been undertaken to date.

3. Municipal Buildings

- 3.1 The project involves upgrades to internal elements of the Municipal Buildings, including the Town Hall/ Concert Hall (CH) and Walker Hall (WH).
- 3.2 Proposals worked up by Professional Design Services team include a menu of options, a number of which would be funded through alternative budgets. Potential improvements include: the creation of a bar area (CH); improvements to stage lighting, riggings and audio (CH and WH); new feature lighting (CH); renewal of balcony flooring (CH); stage levelling (CH); upgrades to dressing rooms (CH); a new catering kitchen.
- 3.3 High level costings have been identified and are based on other similar projects where possible. The full extent of projects would be defined based upon regenerative benefits and opportunities for commercial returns. If any of these works are to proceed, further surveys would be required along with support from external consultants such as Structural, Electrical and Mechanical Engineers and a specialist kitchen designer.

4. Municipal Buildings Public Realm - ie Civic Quarter

- 4.1 The project involves the opportunity to enhance the setting of the Municipal Buildings, including the creation civic space for public events and landscaping improvements to enhance connections with promenade.

- 4.2 There may be opportunities to broaden the scope to include other underused areas in the immediate vicinity as part of a more comprehensive 'Civic Quarter' project that would look to improve the whole block and would require a masterplanned approach.

5. Portland Street/ Ayr Street/ Templehill Cross

- 5.1 This project involves potential improvements to the public realm at Portland Street/ Ayr Street/ Templehill cross for cafes to utilise for outdoor seating.

6. Academy Street Car Park

- 6.1 This project involves resurfacing the existing Academy Street Car Park, which is owned by the Council and a portion is leased to the owners of the proposed Lidl. The car park is a significant space in the centre of the town. It provides about 223 free car parking spaces, though a planning application (22/00042/APP) approved in April 2022 included a reconfiguration reducing the number of spaces by 63.

7. Café Culture

- 7.1 The project involves supporting the development of a vibrant café culture in the town centre, i.e., encouraging community connection, supporting local businesses, and creating an attractive and inviting environment (pavements, civic spaces, greenery, lighting, art, events, etc.) for both residents and visitors. It is not necessarily a standalone project as the development of a café culture would likely be the consequence of a number of related and coordinated actions – for example, traffic management, parking, surface treatments, business engagement/ support, seating, lighting, tree planting, public art, licencing, events, etc.

8. Shopfront Improvements

- 8.1 This project involves the development and implementation of a bespoke shopfront grant programme aimed at supporting businesses/ property owners and enhancing the town centre's character, civic pride, and community wellbeing. The project would be challenging to deliver, and subsequent benefits realised, in the short term given it is a process heavy.

9. Darley Cottage

- 9.1 The project proposes the refurbishment to a historic cottage adjacent to Marr College Playing Fields to accommodate the MERC (Marr Educational Resources Centre) which is currently located at the existing Troon library and administered by the Council. The MERC offers free public access to computers, internet, software and self-instructional learning resources. However, the library service is moving to the Municipal Buildings and the MERC will not be moving with it. Darley Cottage would therefore offer a new location for this resource.

10. Old Parish Church

- 10.1 It is understood that the Church of Scotland has determined that the Old Parish Church is surplus to requirements. Troon Development Trust's (TDT) plan to take over the B-listed building was also identified as potential option; however, it was noted that the building requires extensive repair works and an estimated £5m investment to make it safe, although these figures have not been confirmed.

11. Troon Pool Extension

- 11.1 Additional funding is being sought to supplement the existing capital budget for an extension and internal alterations at Troon Pool. The already approved works include: an extension to provide a larger gym and a fitness studio, upgraded wet and dry changing accommodation and a new reception space.
- 11.2 Our Delivery Partner, Alliance Leisure, have carried out market research which has indicated that there is significant latent demand in Troon for leisure facilities and as a result we are seeking additional funding to provide a second studio. This would allow a wider class programme to be provided and also increased membership which leads to increased income and better health outcomes for the local community.
- 11.3 £500,000 has been identified as a requirement to progress upgrades. The overall cost of providing a second studio is higher than this but other funding streams are also being pursued.
- 11.4 The intention is to add the second studio to the contract currently being delivered by Alliance Leisure, so there should be minimal impact on the programme delivery dates if the additional works proceed.

South Ayrshire Council

Troon Pool

Business Plan



DRAFT

Direct enquiries regarding this report should be
submitted to:

Andy Bain, Director, Integratis Consulting

Email: andy@integratisconsulting.com

 As part of our green office policy all Integratis reports are printed double sided
on 100% sustainable paper.

Contents

Executive Summary

1.	Introduction	6
2.	Current Position	11
3.	Market Analysis and Needs Assessment	32
4.	Stakeholder Engagement	44
5.	Development Plans	49
6.	Financial Modelling	53
7.	Appendices	63

Executive Summary

Troon Swimming Pool has been a valued community asset in South Ayrshire for nearly five decades. Situated in the heart of Troon, the facility provides essential aquatic and fitness services to local residents and surrounding villages. However, the current configuration, comprising a 25m main pool, a teaching pool, and a small 20-station gym no longer meets modern expectations for health, wellbeing, and leisure provision.

Current Situation

Despite strong community engagement through its nationally recognised Learn2Swim programme and steady membership levels, Troon Pool is facing structural, financial, and competitive challenges. Limited dry-side space, the absence of a dedicated studio, and ageing infrastructure constrain its ability to grow participation and income. As a result, the centre currently operates with a deficit of £111,236 per year and is increasingly outpaced by private competitors in the local market.

Proposed Options for Redevelopment

To address these challenges and reposition Troon Pool for future success, South Ayrshire Council has committed to a targeted redevelopment of the facility. Two investment options are under consideration:

Option 1: Gym Only Development

This option expands the existing gym into a new 267m² modern space, improving layout, equipment, and staffing. It retains the current pool offering while enhancing the dry-side fitness provision to attract a wider user base.

Option 2: Gym and Studio Development

In addition to the gym expansion, this option includes a new 121m² group exercise studio. The studio supports a full programme of instructor-led and virtual classes, health and wellbeing sessions, and social engagement activities, delivering a more diverse and inclusive offer.

Impact of the Redevelopment

- **Participation and Membership Growth**

Both redevelopment options unlock significant growth in membership and usage,

supported by a latent demand of 1,264 additional members. Projected usage increases by 52% under Option 1 and 88% under Option 2, establishing Troon Pool as a vibrant, multi-generational community hub.

- **Financial Sustainability**

The financial modelling shows a transition from annual deficit to surplus. Under Option 1, the deficit reduces to £16,574 in Year 1 and becomes a £40,712 surplus by Year 2. Under Option 2, the model moves from an £80,410 deficit in Year 1 to a £188,276 surplus in Year 2, driven by new income from class participation and efficient use of self-employed instructors. Both options offer significant improvements in key performance indicators such as subsidy per head, staff cost ratios, and income recovery, particularly in the more ambitious Gym and Studio scenario.

Health, Wellbeing, and Social Inclusion

The redevelopment supports broader strategic goals for active ageing, social connection, and mental wellbeing. The Gym and Studio model in particular enables on-site delivery of NHS-partnered health programmes, improving access for residents with long-term conditions. Community feedback and demographic analysis confirm demand for more inclusive, accessible, and varied physical activity options, especially among older adults and underserved families.

Environmental and Operational Resilience

With rising energy costs placing pressure on operating budgets, the redevelopment includes improved systems for efficiency. If Salix funding is secured, energy costs could be reduced by up to 20%, further strengthening the business case for investment and aligning with local and national climate objectives.

The redevelopment of Troon Swimming Pool presents a timely and strategic opportunity to transform a much-loved but underperforming asset into a modern, inclusive, and financially sustainable facility. Option 1 offers a low-risk, cost-effective route to recovery, while Option 2 delivers greater long-term benefit, increased community impact, and enhanced resilience.

Both proposals align with South Ayrshire's vision for health and wellbeing, equity of access, and value-for-money public services. With a strong foundation in community need and commercial viability, Troon Pool is well-positioned to become a flagship model of sustainable local leisure.



DRAFT

1. Introduction

Troon Swimming Pool, located on Barassie Street, has long served as a valued community facility for residents of Troon and the surrounding villages. Offering a 25-metre 4 lane main pool, a smaller teaching pool, and a modest 20-station gym, it has supported generations of swimmers and fitness users in their pursuit of healthy, active lifestyles.

However, like many older public leisure assets, Troon Pool now faces significant challenges. The facility is underperforming against national recovery trends following the pandemic, with fitness revenues remaining below pre-Covid levels. The physical limitations of the current gym facility, a lack of dedicated studio space, and rising operating costs have all compounded concerns about long-term financial sustainability of Troon Pool.

In response, South Ayrshire Council has financially committed to a project that will expand the gym offering at Troon Swimming Pool, with consideration currently being given to the inclusion of a new group exercise studio as part of the overall redevelopment.

This business plan sets out a clear vision and investment case for the modernisation of the facility. By expanding the gym, introducing a dedicated group exercise studio, and improving the user experience, the project aims to attract a broader customer base, increase participation, and significantly enhance revenue generation.

Importantly, the redevelopment will respond to the specific demographic profile of the local community - characterised by a high proportion of older adults and affluent family households, by providing a welcoming, inclusive, and high-quality fitness environment. The proposal will also enable Troon Pool to compete effectively in a local market that includes premium private operators such as the Marine Hotel and Gailles Spa, while still offering affordable access to physical activity for all.

Aligned with South Ayrshire's strategic objectives and informed by detailed competitor and latent demand analysis, this project represents a timely and impactful opportunity to revitalise a much-loved community asset. It will ensure that Troon Swimming Pool remains a vibrant, sustainable, and socially valuable facility well into the future.

1.1 Strategic Objective

The strategic objective is to reimagine Troon Swimming Pool as a vibrant, inclusive, and financially sustainable facility that meets the evolving needs of its local community. Through targeted investment and redevelopment, the project seeks to modernise and expand the fitness offering, creating a compelling and relevant experience for a broader range of users.

At its core, the redevelopment is designed to drive increased participation, improve operational efficiency, and strengthen the facility's contribution to health, wellbeing, and social connection. With a firm commitment to expanding the existing gym, and consideration being given to the addition of a dedicated group exercise studio, the project will enhance both capacity and versatility.

Crucially, the redevelopment aligns with South Ayrshire Council's wider strategic goals, including improving population health, addressing local inequalities, and ensuring value-for-money from public assets. By modernising the fitness offer and improving the user experience, the project will support a more resilient operational model, reduce financial risk, and position Troon Swimming Pool as a competitive and valued community asset for years to come.

1.2 Background

Troon Swimming Pool has served the local community for decades as a key leisure and wellbeing facility, offering swimming provision for all ages alongside a small on-site gym. Situated on Barassie Street and just a short walk from the seafront, the centre has been a cornerstone of physical activity for residents of Troon, Barassie, and surrounding villages.

The indoor pool was constructed in 1976, replacing an outdoor pool that had served the town for many years. The outdoor pool was eventually demolished in 1987, cementing the indoor facility's role as the primary venue for year-round aquatic activity in Troon.

However, as expectations around leisure services have evolved and the health and fitness market has become increasingly competitive, the facility's current configuration no longer fully meets the needs or aspirations of its users.

With a limited gym footprint, no dry-side group exercise space, and a modest programme of activities, Troon Pool is underperforming against both its potential and local demand.

South Ayrshire Council's wider review of leisure provision presents an ideal opportunity to modernise Troon Swimming Pool and strengthen its role as a community asset. Proposals include the expansion of the gym and, subject to further consideration, the creation of a dedicated studio space to support a broader group exercise offer. These improvements will not only enable higher levels of participation and revenue but also contribute to key health and wellbeing outcomes for local residents.

Importantly, any redevelopment will be shaped by the distinct character and demographics of Troon, an area with an ageing population, growing families, and strong community identity. A refreshed facility will be designed to reflect these local needs, offering a more inclusive, engaging, and sustainable leisure environment for current and future generations.

1.3 Strategic Context

The strategic context for this development is rooted in national and local ambitions to improve community health and wellbeing, support environmental sustainability, drive economic resilience, and create inclusive, accessible infrastructure for all. This project represents a timely and transformational opportunity to respond to the demographic and economic challenges facing South Ayrshire, especially its ageing population, health inequalities, and need for financially sustainable public services.

Set against the backdrop of South Ayrshire Council's 2023–2028 Plan, which places people, place and wellbeing at the centre of local development, this project embodies a place-based approach to community regeneration. The proposal not only addresses leisure provision, but acts as a platform to enable wider social, economic, and environmental impact by aligning with the Council's three key priorities: *Spaces and Places*, *Live, Work, Learn*, and *Civic and Community Pride*.

With South Ayrshire facing both a financial squeeze and a growing over-75 population (projected to increase by 65% by 2043), there is a pressing need to design and deliver services that are inclusive, preventative and sustainable.

This development will directly support active ageing and mental wellbeing while also enabling early intervention and healthier lifestyles, helping to mitigate future pressures on health and social care systems.

National and Local Strategic Drivers

National Context

The development aligns with the *Active Scotland Outcomes Framework*, *Public Health Priorities for Scotland*, and *sportscotland's Sport for Life Strategy*, which collectively promote active lifestyles, reduce inequalities, and create community wellbeing through sport and movement.

Scotland's national policy framework also emphasises a transition to net zero carbon emissions by 2045, with a focus on inclusive economic development and tackling fuel poverty, both of which are supported by South Ayrshire's Local Heat and Energy Efficiency Strategy (LHEES).

Local Context

The South Ayrshire Physical Activity and Sport Strategy underpins this development's strategic fit, advocating for infrastructure that enables everyone, regardless of age or background, to be more active more often. The strategy prioritises inclusive places and spaces, especially those that serve community-wide needs, support social connection, and contribute to healthier, happier lives.

The Local Outcomes Improvement Plan (LOIP) focuses on two key strategic themes: improving places and improving health and wellbeing—making this project highly relevant to local priorities around ageing well, reducing isolation, and enabling community empowerment.

Other contributing local strategies include:

- *South Ayrshire Education Improvement Plan 2023–26* – promoting health and wellbeing across learning environments and community spaces
- *South Ayrshire Ageing Well Strategy* – promoting physical activity, accessible infrastructure, and opportunities for social connection for older people
- *South Ayrshire Council Plan 2023–2028* – embedding a place-based, collaborative, and preventative ethos in all service development

Cross-Cutting Themes

By addressing multiple interrelated policy goals, this development will contribute to:

- **Financial Sustainability** – through efficient design, partnership working, and potential for diversified revenue streams.
- **Health and Wellbeing** – tackling inactivity and isolation through inclusive, accessible physical activity provision.
- **Social Inclusion and Equality** – ensuring that opportunities for activity, wellbeing, and connection are available to all, including marginalised or rural groups.
- **Ageing Well** – creating environments that help older adults remain active, independent, and socially connected.
- **Environmental Sustainability** – contributing to South Ayrshire's net-zero and climate adaptation objectives through efficient infrastructure.
- **Community Empowerment** – fostering ownership, volunteering, and co-designed programmes within an inclusive, welcoming facility.

2. Current Position

This section of the report analyses the current financial position; membership mix and customer usage of facilities. The financial summary offers a snapshot of the Centre's revenue streams, operational costs, and a preliminary exploration into how strategic redevelopment will enhance sustainability and broaden community engagement.

2.1 Financial Summary

This section presents a financial overview of the Troon Pool, focusing on its income and expenditure for the fiscal year 2024/25. It includes a detailed assessment of the Centre's revenue streams and expenses to understand its financial standing and inform the redevelopment strategy.

An evaluation of Key Performance Indicators (KPIs) will follow, offering insights into operational efficiency. This analysis extends to benchmark comparisons with similar facilities, providing context and highlighting competitive and operational insights.

Additionally, sensitivity testing will be conducted to gauge the financial resilience of the Centre under various scenarios. This exercise is critical for identifying financial risks and opportunities, informing a strategic approach to financial planning and management.

Overall, this financial analysis aims to establish a clear understanding of the current performance to forecast future performance post development.

Income

Table 2-1 below shows a summary of income and expenditure for the venue for the financial year 2024-25. A more detailed breakdown of income and expenditure can be found in the [appendices](#).

Total income for the pool totals £514,959 and this is broken down as follows:

The category 'Fees & Charges - General' shows the highest revenue at £456,902, with the highest level of income coming from swimming lesson memberships of £280,380 and the remaining £176,522 coming from wider leisure and fitness memberships that are paid through monthly direct debits.

'Admission Fees/Drawings', at £58,057 indicates revenue from gym and swimming pool pay as you go admissions.

Expenditure

The total expenditure for the pool amounts to £626,195 with the following areas representing significant costs:

- Employee Costs (£293,747): The largest portion of the expenditure is allocated to salaries and associated costs for staff, highlighting the importance of human resources in the Centre's operation. Within this:
 - 'Wages - Manual Workers' at £163,926 indicates a substantial investment in the labour required for the facility's operational activities. An additional £10,702 of costs are attributed to non-core allowance.
 - Employee Superann and NIC contributions total £38,025
 - 'Salaries - APT&C General' attributes £17,484 of costs followed by 'Wages Casual Employees' £16,975 plus £1758 of holiday pay.
- Property Costs (£302,517): These are substantial with the highest cost of 'Electricity' at £114,070 and 'Gas' at £90,857 and £18,814 of metered water and sewage. This suggests significant outlay on utilities, pointing to an area where energy efficiency measures could be beneficial. Non domestic rates accounts for £60,931. The remaining £17,845 of expenditure are made up of cleaning supplies, refuse collection and general repairs and maintenance.
- Supplies & Services Costs (£28,507): The highest level of expenditure is on chemicals to maintain the pool at £19,881, followed by £4,271 of general equipment. Hygiene supplies accounts for £2,146 and £805 for security services. Other very low-level expenditure totals £1,404.
- Administrative Costs (£1,424): These are relatively modest in the context of overall expenses. Notable entries include 'Television license totalling £561, 'Telecoms' costs of £472 and 'Office Stationery' of £172.

Table 2-1 2024-25 Income and Expenditure

Account Group	2024-25 Total
Employee Costs	£293,747
Property Costs	£302,517
Supplies & Services Costs	£28,507
Administrative Costs	£1,424
Income	-£514,959
Total Operating Deficit	£111,236

The financial analysis highlights that employee costs and property expenses account for the largest proportion of the pool's outgoings. These are critical to maintaining daily operations but also represent areas where strategic efficiencies could be explored. In particular, energy costs for electricity and gas are notably high, pointing to opportunities for investment in energy-saving technologies or renegotiation of utility contracts.

On the income side, the Centre is heavily reliant on fees and charges, particularly from swimming lesson memberships and wider leisure membership subscriptions, which together make up the majority of revenue. This underlines the importance of these services in the Centre's business model.

To improve the financial position, efforts should focus on increasing membership uptake and pay-as-you-go usage, supported by targeted marketing and programme development. At the same time, reviewing staffing models and rota efficiency may offer scope to contain wage-related expenditure without reducing service quality.

This financial snapshot sets the context for further detailed analysis, helping to shape strategic recommendations for the future redevelopment and sustainable operation of the venue.

KPI's

The Key Performance Indicators (KPIs) for the Troon Pool for the fiscal year 2024/25 in **Table 2-2** provide a snapshot of the financial efficiency and cost structure of the organisation. Here is an analysis of the provided KPIs:

- **Subsidy/Surplus per head (£):** £1.28 This figure represents the net cost to the public purse for each user of the Troon Pool.

- A subsidy of £1.28 per head shows that the facility operates at a deficit, with each visit requiring financial support to bridge the gap between income and expenditure. While this is typical for many community leisure services, it highlights a clear opportunity to reduce the subsidy through either income growth or more efficient service delivery.
- **Income per head (£): £5.90** An income of £5.90 per head demonstrates a relatively strong ability to generate revenue per user. This suggests that the Centre is performing well in attracting paying users and/or upselling services. Maintaining or increasing this figure will be key to reducing reliance on subsidy. Exploring pricing strategies, creating new income streams, and targeted marketing could help further boost this metric.
- **Staff Costs per Head (£): £3.37** Staff costs of £3.37 per head reflect the direct labour costs associated with delivering services to users. This metric provides useful insight into how efficiently staffing resources are being deployed in relation to usage levels. A balanced approach is required, ensuring sufficient staff to maintain safe and high-quality services, while also striving to optimise staff utilisation through scheduling, multi-skilling, productivity monitoring and the use of technologies.
- **Income as % Expenditure (%)**: 82.24 The Centre currently generates income equivalent to 82.24% of its total operating costs, meaning it recovers approximately 82 pence for every £1 spent. This highlights a reliance on subsidy to remain operational. While this is not uncommon for public leisure facilities, it underscores the importance of identifying opportunities to increase income or enhance cost efficiency to move towards a more sustainable financial position.
- **Staff Costs as % of Expenditure (%)**: 46.91 Almost half of the facility's expenditure is dedicated to staffing costs. This highlights staffing as a major area of financial commitment and suggests the need to review staffing structures, resource deployment, and productivity to ensure best value.
- **Income as a % of Staff costs (%)**: 175.31. This KPI shows that the Centre's total income is equivalent to 175% of staff costs, indicating that income generation comfortably exceeds salary-related expenditure. While this reflects positively on income performance relative to staffing outlay, it also highlights that a significant portion of income is still required to cover other operational costs. To strengthen the Centre's financial sustainability and support future investment, continued focus should be placed on growing income further and maximising operational efficiency across all cost areas.

Table 2-2 2024-25 Key Performance Indicators

KPI	Value
Subsidy/Surplus per head	£1.28
Income per head	£5.90
Staff Costs per Head	£3.37
Income as % Expenditure	82.24%
Staff Costs as % of Expenditure	46.91%
Income as a % of Staff costs	175.31%

Benchmarking

The benchmarking data for the Troon Pool against two similar venues provides insight into its operational performance in **Table 2-3** below. The data illustrates that Troon Pool is performing well when compared to two similar venues. This section provides a narrative analysis of each KPI:

- Subsidy/Surplus per Head:** Troon Pool reports a subsidy per head of £1.28, significantly lower than Benchmark Venue 1 (£9.36) and Venue 2 (£20.23). This indicates a far more efficient operating model, with less financial support required per user. While all venues are subsidised, Troon Pool demonstrates a notably stronger ability to offset costs through its income generation, suggesting higher usage and/or more effective pricing and service strategies.
- Income per Head:** With an income per head of £5.90, Troon Pool outperforms both comparators, Venue 1 (£5.82) and Venue 2 (£3.17). This highlights its relatively strong revenue generation per user, which may be driven by effective pricing, strong participation in core programmes, or additional income streams. It suggests the Centre is successful in engaging paying customers and maximising income opportunities from each visit.
- Income as % of Expenditure:** Troon Pool recovers 82.24% of its total expenditure through income, a substantial margin above Venue 1 (38.35%) and Venue 2 (13.56%). This reflects a well-balanced cost-to-income ratio and signals strong operational sustainability relative to peers. While still reliant on subsidy, the high recovery rate demonstrates robust commercial performance and a reduced burden on the council's financial resources.
- Staff Costs per Head:** At £3.37 per head, Troon Pool's staffing cost is significantly lower than both Benchmark Venue 1 (£7.49) and Venue 2 (£13.33).

This suggests a lean staffing model or greater staff efficiency in delivering services to users. While this is positive from a financial perspective, care must

be taken to ensure service quality and staff capacity remain sufficient to meet operational needs.

- **Staff Costs as % of Expenditure:** Troon Pool allocates 46.91% of its total expenditure to staffing, which is lower than Venue 1 (49.31%) and Venue 2 (56.98%). This indicates a relatively efficient cost structure, with more budget retained for other operational areas or reinvestment. It suggests that staff resources are proportionally well-managed, though benchmarking should be complemented with qualitative assessments of staffing adequacy and customer satisfaction.
- **Income as a % of Staff Costs:** Troon Pool generates income equivalent to 175.31% of its staff costs, far exceeding Venue 1 (77.77%) and Venue 2 (23.80%). This is a strong indicator of commercial productivity, as it shows that income not only covers staffing costs but contributes significantly to other operational areas. This places Troon Pool in a favourable position to invest in service development or resilience planning, compared to its less financially efficient peers.

Table 2-3 Benchmarking KPI's

KPI	Troon Pool	Benchmark Venue 1	Benchmark Venue 2
Subsidy/Surplus per head	£1.28	£9.36	£20.23
Income per head	£5.90	£5.82	£3.17
Staff Costs per Head	£3.37	£7.49	£13.33
Income as % Expenditure	82.24%	38.35%	13.56%
Staff Costs as % of Expenditure	46.91%	49.31%	56.98%
Income as a % of Staff costs	175.31%	77.77%	23.80%

Sensitivity Analysis

The current sensitivity analysis explores how fluctuations in income and expenditure affect the financial position. The baseline scenario, highlighted in **figure 2-1** below, presents a deficit of £111,236. The matrix models variations in income and expenditure of up to $\pm 20\%$, identifying key financial risks and opportunities for mitigation.

Expenditure Increases: Without additional income, increasing expenditure worsens the financial position sharply. At a 20% rise in costs and flat income, the deficit

increases to £236,476, more than doubling the base case. This reinforces the importance of disciplined budget control and active cost management.

Income Reductions: Reductions in income have a particularly severe impact. A 20% decline in income without any offsetting cost reductions results in a deficit of £214,228, again almost doubling the current deficit. This highlights the vulnerability of the model to income shocks and the need for robust income protection and diversification.

Income Growth vs Cost Reduction: Positive movement in either income or expenditure has a marked effect. A 20% increase in income reduces the deficit to – £8,245 (a surplus), while a 20% decrease in expenditure results in a surplus of £14,003. These outcomes demonstrate the effectiveness of even modest improvements in either variable.

Combined Adjustments: Moderate shifts in both income and expenditure deliver significant results. A 10% increase in income alongside a 10% reduction in expenditure narrows the deficit to just £2,879. Larger simultaneous adjustments such as a 20% gain in income and a 20% cut in costs yield the most favourable outcome, producing a surplus of £116,995.

Optimal Outcome: The best-case scenario, a 20% increase in income and a 20% reduction in expenditure results in a surplus of £116,995. This demonstrates the transformative impact of a dual strategy focused on revenue growth and cost efficiency.

Conclusion

The sensitivity analysis clearly demonstrates that the financial position is highly responsive to changes in income and expenditure. Controlling costs in isolation is insufficient if income continues to decline, and vice versa. The strongest improvements are achieved when both are addressed concurrently.

To enhance financial resilience and move toward a sustainable, surplus-generating position, the organisation should:

- Prioritise income diversification and growth.
- Implement rigorous cost controls and efficiency measures.
- Pursue an integrated financial strategy that allows flexibility to respond to changing conditions.

The optimal scenario underscores the importance of ambition and alignment across both sides of the balance sheet, a proactive approach to income and expenditure can reverse a deficit position and secure long-term sustainability.

Figure 2-1 2024/25 Sensitivity Analysis

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	£88,989	£120,299	£151,609	£182,919	£214,228	£245,538	£276,848	£308,158	£339,467
	-15%	£63,241	£94,551	£125,861	£157,171	£188,480	£219,790	£251,100	£282,410	£313,719
	-10%	£37,493	£68,803	£100,113	£131,423	£162,732	£194,042	£225,352	£256,662	£287,972
	-5%	£11,745	£43,055	£74,365	£105,675	£136,984	£168,294	£199,604	£230,914	£262,224
	0%	£14,003	£17,307	£48,617	£79,927	£111,236	£142,546	£173,856	£205,166	£236,476
	5%	£39,751	£8,441	£22,869	£54,179	£85,488	£116,798	£148,108	£179,418	£210,728
	10%	£65,499	£34,189	£2,879	£28,431	£59,741	£91,050	£122,360	£153,670	£184,980
	15%	£91,247	£59,937	£28,627	£2,683	£33,993	£65,302	£96,612	£127,922	£159,232
	20%	£116,995	£85,685	£54,375	£23,065	£8,245	£39,554	£70,864	£102,174	£133,484

2.2 Membership

As of March 2025, Troon Swimming Pool supports a total of 811 active memberships across a diverse range of categories, reflecting its broad appeal to various user groups within the local community.

The largest cohort is made up of Club Fitness members, accounting for 423 memberships (52%). The majority of these members are on Monthly Direct Debit plans specific to Troon (374 members), indicating strong local engagement with the gym and fitness offering.

The second largest category is Off-Peak Full Fitness, totalling 95 members, with 87 on monthly plans and 8 holding annual memberships. This highlights a notable demand for flexible, lower-cost access options outside peak hours.

Full Fitness memberships total 97, including concessionary categories such as Armed Forces, South Ayrshire Council Employees, and Recovery referrals, suggesting successful integration with both workforce wellbeing and targeted health initiatives.

Smaller but significant groups include:

Class & Swim (32 members), appealing to those seeking a balanced programme of group exercise and pool access.

Gym & Swim (26 members), reflecting demand for dual access.

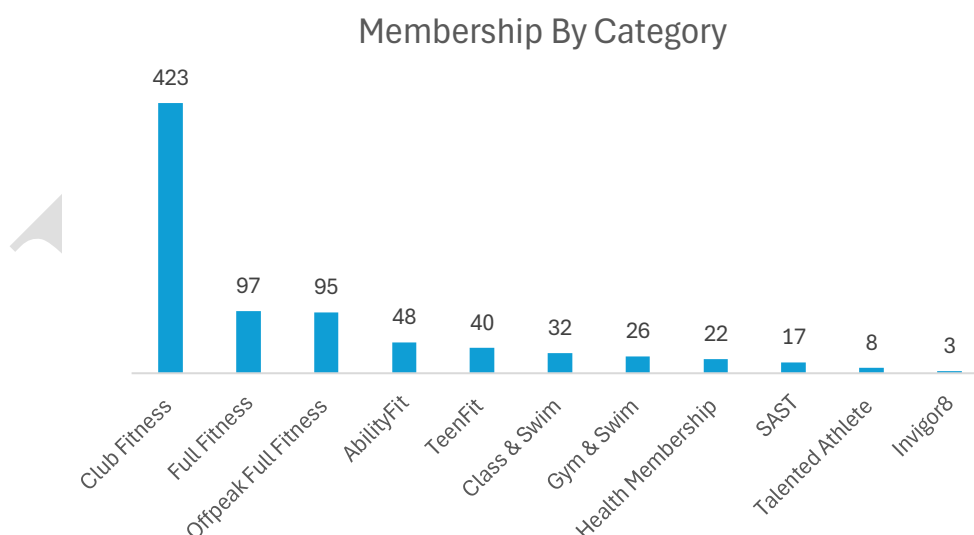
Health Membership (22 members), tailored referral programmes in partnership with the NHS.

AbilityFit (48 members), showing inclusive provision for members with additional support requirements.

Youth engagement is reflected in Teen Fit (40 members) and South Ayrshire Swim Team (17 members), the latter supporting swimming athletes through junior and teen fitness plans. Additionally, Talented Athlete memberships (8) show active support for performance pathways.

While the current membership base is weighted towards adult users, particularly those accessing gym-focused services, there is evidence of good participation across age groups, fitness levels, and specialist needs. This provides a strong foundation to build on, particularly through future development of targeted programming, enhanced group exercise opportunities, and improved family and youth-oriented offers.

Figure 2-2: Troon Pool Membership Breakdown by category



As highlighted in **table 2-4** South Ayrshire Council offers a variety of affordable membership options to suit different needs. The Full Fitness package (£30/month or £300/year) includes unlimited gym, swim, and class access across all sites, while the Off-Peak version (£20/month) offers the same benefits during daytime hours. Club Fitness (£20/month) includes gym, swim, and standard classes at Troon/Maybole,

plus sauna access at Citadel. Gym & Swim or Class & Swim packages are available for £25/month. Teen FIT and Junior FIT (£15/month) supports young people aged 11–17, and Health Memberships are also offered to support users referred through physical activity and wellbeing programmes in partnership with the NHS.

Table 2-4 Membership Packages and Prices

Membership package	Monthly price	Annual Price	Benefits
Full Fitness	£30	£300	Unlimited gym, swimming, classes across all facilities
Full Fitness off peak	£20	£200	As full fitness but daytime only
Club Fitness - Troon Pool/Maybole	£20	£200	Unlimited gym, swimming, standard classes (Maybole) and Sauna Citadel
Gym and Swim/Class and Swim	£25	£250	Unlimited gym and swimming or classes and swimming
TeenFIT (14-17)	£15	£150	Swimming, bookable gym slots, Riverside Sports Arena sessions
JuniorFIT (11-13)	£15	£150	Swimming, bookable gym slots, Riverside Sports Arena sessions
AbilityFIT (disability related benefits)	£15		Unlimited standard classes, gym, swimming, 50% discount on court hire, Indoor and outdoor lane hire, sauna at Citadel
Health Membership (HARP) Rehab	£20	£200	Unlimited health classes, evolve classes, swimming (inc sauna) and gym

Troon Swimming Pool's Learn 2 Swim programme is recognised nationally as an example of good practice and innovation in aquatic education. With 1,041 children currently enrolled in the learn 2 swim membership, plus 893 attending through school partnerships and 80 from nursery settings the programme demonstrates strong community reach and sustained demand.

Notably, the lesson programme also generates the highest level of income for the facility, underscoring its importance both as a community service and a key financial contributor.

Scottish Swimming has acknowledged Troon's model as one of the most progressive in Scotland, particularly its inclusive and structured pathway directly into South Ayrshire Swim Team (SAST, the second largest competitive swim club in the country. This seamless progression from learn-to-swim to club-level participation has positioned the programme as a flagship model.

The programme benefits from two in-house swim tutors, which maximises training opportunities and ensures a consistently high standard of instruction. However, delivering at this level of quality is resource-intensive: each parent-and-child class requires two 'Aqua Fun for Movement' instructors, with an additional two 'Skills 1' instructors needed around a year later as children move through the pathway. There are currently 523 young people aged 4 months-14 years on the waiting list.

Maintaining sufficient staff capacity to support both demand and quality remains an ongoing operational priority alongside fair access. An option currently being explored is to split the early years pathway into a standalone programme, separate from the mainstream evening and weekend lessons, which would support fairer access for all participants and remove some operational pressures.

The age profile of Troon Pool members highlighted in **table 2-5** below shows a high representation of older adults compared to the local population. While individuals aged 65 and over make up approximately 45% of the membership, they represent around 38% of Troon's population. Conversely, those in the 35–64 age bracket, who comprise over half of the local population (around 53%), account for less than 45% of members. Young people aged 0–19 are also underrepresented, making up only 12% of members despite constituting 17% of the community.

This suggests that Troon Pool is particularly well-used by older residents, but less so by families, working-age adults, and young people (excluding swimming lessons). Addressing this imbalance may require targeted initiatives to broaden engagement across all age groups, including family-oriented programming, youth outreach, and offers tailored to the needs of working-age individuals.

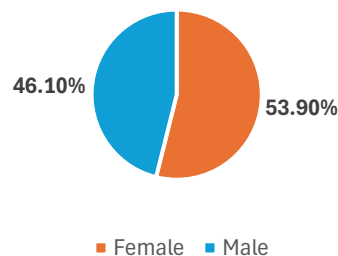
Table 2-5: Troon Pool Membership Mix by Age (exc swimming lessons)

Member Age Groups	Troon Age Group Mix as %	Comparative Local Authority
0-19	11.9%	3%
20-34	16.7%	29%
35-49	22.8%	34%
50-64	23.2%	25%
65-79	21.7%	8%
80+	3.7%	1%

The gender split among members shows a relatively balanced distribution, with a slight majority of 53.9% identifying as female and 46.1% as male. This indicates a healthy level of engagement across both genders, with a modest female majority that may reflect the appeal of current programming or facility use patterns. The data suggests that the centre is broadly inclusive in terms of gender, though any future targeted engagement should consider this existing balance to maintain or further improve gender equity in participation.

Figure 2-3: Troon Pool Membership Mix by Gender

Gender Split



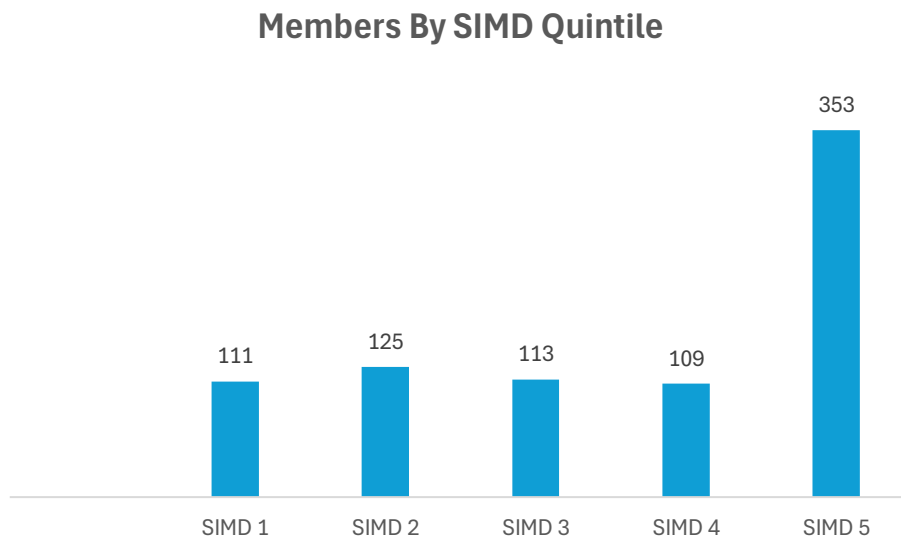
Analysis of membership data by SIMD quintile highlighted below in **figure 2-4** reveals a disproportionate representation of individuals from less deprived areas.

Specifically, 46% of members are from SIMD Quintile 5, compared to 38.8% of the local population in Troon and surrounding villages. Conversely, members from SIMD Quintiles 1 to 4 collectively account for 54% of the total, despite representing approximately 61% of the local population. This indicates a relative underrepresentation of individuals from more deprived communities.

The data suggests that while Troon Pool is attracting members from across the socioeconomic spectrum, there is a notable skew toward more affluent areas. This disparity highlights an opportunity to improve equity of access by identifying and

addressing potential barriers to participation among residents from higher-deprivation areas.

Figure 2-4: Troon Pool Membership Mix by SIMD Quintile



2.3 Latent demand

Latent demand refers to the unmet potential for participation in fitness and wellbeing services due to barriers such as limited access, outdated facilities, affordability, or lack of programme variety. In the context of the Troon Swimming Pool project, latent demand represents the number of additional community members who could realistically become active users or members if these limitations were addressed.

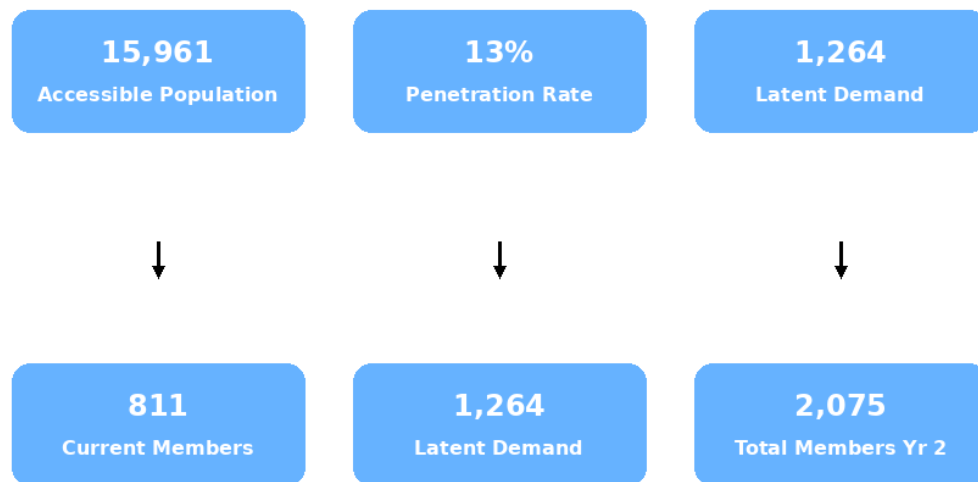
Understanding this demand is vital for future growth, as it highlights the opportunity to significantly expand the membership base by aligning services with community needs.

The analysis for Troon includes an assessment of local demographics, how far people travel, the competition, in this case a limited presence of private operators and the constrained offering currently available at the site. These factors have been considered to ensure a realistic and data-informed approach.

Based on current membership figures and an enhanced offer, the latent demand for fitness memberships within the adjusted 10-minute catchment area of Troon Swimming Pool is estimated at 1,264 additional members for the gym and studio development or 850 gyms only without the studio. This brings the potential total

membership to 2,075 at a penetration rate of 13% given the very limited competition. At an average yield of £25 per member per month, this could generate £379,000+ in additional annual income, reinforcing the case for investment in facility and service improvements.

Figure 2-5: Latent Demand – Gym and Studio Development



The fitness market penetration rate in Scotland has continued to rise, reaching 17.4% in the most recent national data, an increase that reflects growing interest in personal health, wellbeing, and leisure participation. Applying this higher rate to Troon's catchment suggests even greater potential beyond the current projection.

Secondly, the planned development of 203 new homes in Troon just north of the pool, will bring approximately 507 new residents into the immediate area. This local population growth within walking distance of the facility represents a valuable opportunity to attract new members, especially younger families and working professionals.

Combined, these factors add weight to the case for redevelopment, suggesting that with the right facility improvements, Troon Swimming Pool could not only meet its projected membership target but exceed it in the years ahead, creating a sustainable and inclusive hub for community health and fitness.

2.4 Current Usage

Over the past three years, Troon Swimming Pool has experienced steady growth in overall participation, rising from 61,810 visits in 2022–23 to 87,160 in 2024–25. This increase has been largely driven by the success of the Learn2Swim programme, which continues to attract high numbers. Notably, the most significant growth has occurred in gym usage, which has expanded from just 1,222 visits in 2022–23 to 25,853 in 2024–25, a more than 20-fold increase. This sharp rise reflects growing demand for fitness provision and underscores the importance of dry-side development at the facility.

Table 2-6: Troon Pool Usage by activity

Activity	Total Usage 22-23	Total Usage 23-24	Total Usage 24-25
Pool (exc swim lessons)	20,996	24,729	15,815
Learn2 Swim	39,592	41,864	45,492
Gym	1,222	18,483	25,853
Grand Total	61,810	85,076	87,160

Gym Usage Overview

Annual gym attendance data highlighted below in **figure 2-6** below reveals clear patterns in both daily and hourly usage, offering valuable insight into current user behaviour and peak demand periods.

Monday and Tuesday are consistently the busiest days, recording 4,900 and 4,800 visits respectively, followed closely by Wednesday (4,200). Usage gradually tapers off through the week, with Friday (3,700) and Thursday (3,600) showing moderate attendance.

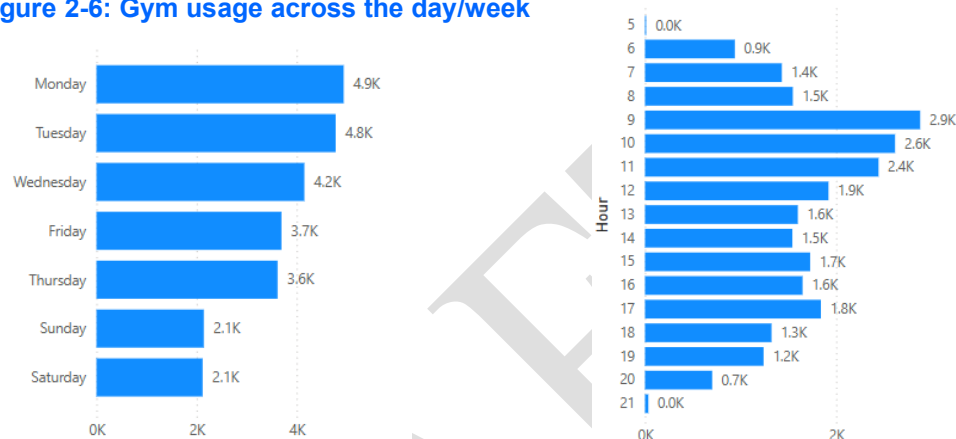
Weekends are significantly quieter, with both Saturday and Sunday attracting just 2,100 visits each, suggesting potential capacity to grow usage during these lower-demand periods.

Hourly analysis shows that the busiest times are between 9am and 11am, with a sharp peak at 9am (2,900 visits), followed by 10am (2,600) and 11am (2,400). This pattern suggests strong daytime use, likely driven by retirees, shift workers, or flexible-working members. Afternoon and evening usage is more evenly spread, with a modest uplift around 5pm–6pm (1.8k each), reflecting post-work gym-goers. The

quietest periods are early mornings (5am–7am) and late evenings (8pm onwards), where usage drops below 1,000 visits annually.

These trends suggest that the gym is well-utilised during weekday mornings and has untapped capacity during evenings and weekends. This presents a strategic opportunity to target underused periods through tailored programmes, promotions, or community outreach aimed at younger users, families, or working professionals.

Figure 2-6: Gym usage across the day/week



Annual Gym Usage Trends

As highlighted in **figure 2-7** below, Analysis of gym entry by month shows a strong, consistent performance during the first quarter and autumn months, with some seasonal variation throughout the year.

January records the highest number of entries (2,488), reflecting the typical New Year fitness surge. This high level of engagement is sustained into February (2,440) and March (2,187), indicating a strong start to the year.

Autumn months (September, August, October) also perform well, all exceeding 2,400 entries, likely driven by post-summer routines and a return to structured activity following school holidays.

Spring and early summer (April to June) show a gradual decline, with entries dropping to 1,754 in April, 1,700 in May, and 1,809 in June. Warmer weather and outdoor alternatives may contribute to this dip.

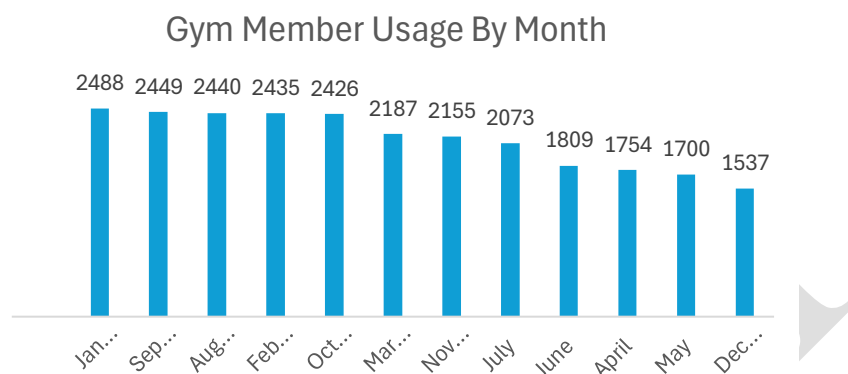
December sees the lowest usage (1,537), which is typical due to festive season disruptions and holiday closures.

Overall, the data suggests that programming and promotions are most effective at the start of the year and early autumn, with opportunities to boost engagement

during quieter months, particularly summer and December, through targeted campaigns, short-term memberships, or seasonal fitness challenges.

These insights can inform future scheduling, marketing, and operational planning to maximise usage and balance staffing with demand.

Figure 2-7: Gym Membership Usage by month



Current Fitness Class Offerings

Currently, Troon Swimming Pool does not offer any fitness classes on-site apart from Aquafit, which remains highly popular and consistently well-attended, highlighting a clear demand for expanded group exercise provision. Fitness classes however are available at other South Ayrshire Council venues, including the flagship Citadel Leisure Centre offering flexibility to engage in a wider range of activities across the region.

Health and Wellbeing Programmes

Troon Swimming Pool plays a vital role in South Ayrshire's specialist health and wellbeing provision, delivered by the Active Living team in partnership with NHS Ayrshire & Arran. Currently, eight weekly health classes including Invigor8, Weigh to Go, and HARP are held off-site at Troon Town Hall. These programmes support participants with long-term health conditions, mobility challenges, or recovery needs, using adapted, low-impact activity to improve strength, balance, and confidence. Due to high demand, there is an active waiting list of 83 individuals. If a dedicated studio space is included in the proposed redevelopment, these sessions would be relocated to the pool site, increasing capacity, improving integration with other services, and enhancing the overall experience for health members.

Swimming Pool Usage

Over the three-year period from 2022 to 2025, swimming-related activity at the facility has demonstrated steady overall growth, driven primarily by increased participation in the Learn2 Swim programme.

General Pool Usage (excluding swim lessons) initially rose from 20,996 in 2022–23 to 24,729 in 2023–24, representing a 17.8% increase. This includes a variety of activities including public/lane swimming, fun sessions, wet classes and club use. However, there was a significant drop to 15,815 in 2024–25, with a notable reduction in adult and child swims and usage from a fully funded free swimming Covid Recovery programme.

Learn2 Swim participation showed consistent year-on-year growth, rising from 39,592 in 2022–23 to 41,864 in 2023–24, and reaching 45,492 in 2024–25, an overall increase of 15% over three years.

This reflects strong demand and successful delivery of the swimming instruction programme, which continues to be a key contributor to overall usage.

Conclusion

The growth in gym attendance at Troon Swimming Pool over the past three years demonstrates increasing engagement with the facility's fitness offer, particularly in the wake of post-pandemic recovery and changes in local provision.

Clear weekly and daily patterns highlight strong weekday morning usage particularly among older adults and flexible workers while evenings and weekends remain underutilised.

Seasonal trends reinforce the impact of calendar-driven behaviours, with peaks in January, February, and the autumn months, and predictable dips during summer and December. This provides valuable opportunities to target quieter periods with promotional campaigns, short-term memberships, and themed fitness challenges.

The temporary closure of Prestwick Leisure Club since August 2024 has likely contributed to a recent uplift in Troon's gym usage. While this has increased footfall in the short term, it underscores the importance of retaining this user base through an improved, modernised offer.

The data highlights both existing strengths and areas of untapped potential, strengthening the case for investment in a larger gym space and the introduction of a dedicated studio to support group exercise and health programmes. Enhancing the facility's capacity and versatility will not only meet current demand but future-proof Troon Swimming Pool as a vibrant, inclusive hub for community wellbeing.

2.5 Customer Feedback

Customer insight has been a valuable component in shaping the business plan for the redevelopment of Troon Swimming Pool. Feedback was gathered through a mix of facility-specific channels and a broader survey across South Ayrshire's leisure services, undertaken by Alliance Leisure - TA6 in 2024.

Local Feedback – Troon Pool and Holiday Programme

At a local level, customers provided feedback through the 'Rate Your Instructor' feature on the SAC Leisure App and the Easter Swim Crash Courses.

Over a three-month period, 543 responses were received, showing high levels of satisfaction with instructor quality, customer experience, and the value of short, intensive programmes. Key themes included:

- Positive progress and confidence gains in children participating in swim crash courses.
- High praise for individual instructors, highlighting their enthusiasm, patience, and encouragement.
- Requests for greater continuity between holiday and term-time lessons to improve learner progression.
- A recurring observation that the baby/teaching pool is too shallow for effective early-stage swimming instruction.
- This feedback highlights the potential to further develop intensive swim programmes, improve communication across the Learn2Swim pathway, and review the suitability of the teaching pool in relation to lesson structure.

Wider South Ayrshire Feedback – 2024 Engagement Survey

A borough-wide survey of 852 residents provided further insight into customer satisfaction and service expectations. Key findings relevant to Troon Pool included:

- **Fitness improvement (52%)** was the top reason for using leisure facilities, followed by mental wellbeing and learning to swim.
- **Swimming pools** remain the most used service across South Ayrshire, with 36% of respondents selecting them.
- **Customer service scored highly**, particularly at reception (94% satisfaction) and poolside (90% satisfaction).
- **Main detractors** from customer satisfaction included the need for facility upgrades, maintenance issues, and cleanliness, particularly in changing areas.
- Suggestions for improvement focused on timetables, class availability, and the online booking experience.

Notably, the Net Promoter Score (NPS) for Sport & Leisure South Ayrshire was -9, indicating a split between promoters (28%) and detractors (37%). Promoters praised staff friendliness, good value, and quality facilities; detractors pointed to a need for investment and refurbishment.

To further strengthen customer satisfaction at Troon Swimming Pool and ensure the redevelopment responds to evolving user needs, there is a clear opportunity to introduce a more structured and continuous approach to customer engagement.

Feedback gathered through the Easter swim crash courses, and the SAC Leisure app has shown that customers are highly responsive to giving feedback when prompted in the right way, particularly when it relates to specific instructors or programmes. Building on this, Troon Pool could implement more systematic feedback tools, such as Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS), to track experience trends across gym, swim, and group fitness services.

Real-time mechanisms like mobile prompts or on-site QR codes could make it easier for customers to give feedback on lessons, cleanliness, and booking processes, areas repeatedly highlighted in both local and South Ayrshire-wide feedback.

Introducing Customer Effort Score (CES) surveys could also help identify specific pain points, especially around access, digital booking, and transitions between programmes (e.g. Learn2Swim). To gain deeper insight, periodic focus groups with parents, regular gym users, and lapsed members could highlight hidden barriers to retention and satisfaction. Retention and attendance data should also be monitored alongside qualitative feedback, to spot usage trends and address drop-off points.

Most importantly, closing the loop by communicating what actions have been taken in response to customer feedback will demonstrate accountability, build trust, and promote long-term engagement. This kind of structured customer engagement will not only support continuous improvement but also help position Troon Pool as a responsive, inclusive, and valued community facility.

DRAFT

3. Market Analysis and Needs Assessment

In this section, we consider the dynamics of South Ayrshire's population and economic landscape. This analysis encompasses population trends, demographic details, and economic indicators that reveal critical insights for tailoring leisure services to meet the diverse and changing needs of the community.

3.1 Population Dynamics and Projections

Current Population (2022): South Ayrshire's population stands at 111,600, showing a slight decrease from 112,799 in 2011. This slight decrease underscores a relatively stable population base over the decade.

- **Gender Distribution:** There is a higher percentage of females (52.06%) compared to males (47.94%), indicating a gender skew towards females in the population mix.
- **Households:** There has been an increase in the number of households from 51,286 in 2011 to 52,500 in 2022, suggesting a growing domestic base which could signal an increased demand for local leisure facilities.

Age Group Analysis

- **Young Population (0-14 years):** Constitutes 14.1% of the population in 2022, a slight change from 14.4% in 2011. This group represents a significant segment for child and youth-focused facilities and programmes. South Ayrshire has a slightly lower proportion of young population compared to the Scottish average of 15.3%.
- **Working-Age Population (15-64 years):** Represents 59.4% of the population in 2022, showing a marginal decrease from 59.6% in 2011. This is significantly lower than the Scottish average of 64.6%. This difference highlights a potential reduced demand for adult focused leisure activities that cater predominantly to the working age group. It indicates a demographic skew towards older age groups, suggesting a need for a broader array of leisure options that cater to both the working age population and other age demographics.
- **Senior Population (65 years and over):** Has increased to 26.5% in 2022 from 26.0% in 2011. South Ayrshire has a notably higher proportion of seniors compared to the Scotland wide 20.1% figure.

- This demographic trend underscores a substantial need for leisure solutions that are specifically tailored to the health, wellness, and social engagement of the older population. Facilities and programmes should consider accessibility, low impact activities, and social opportunities to cater to this demographic effectively.

In terms of the immediate locality, Troon and local Villages has a population of 18,941, making it one of South Ayrshire's larger communities. The area reflects a stable population base, but projections indicate a slight decline of 0.8% by 2027.

Gender Distribution: The population is slightly weighted towards females, consistent with broader South Ayrshire trends (52.3% female; 47.7% male).

Households: Troon and Villages is home to 9,691 households, with a relatively high proportion (37.3%) of single-occupant households, indicating demand for accessible and socially engaging services.

Age Group Analysis

Children and Young People (0–15 years): This age group accounts for around 16% of the population, marginally above the South Ayrshire average, indicating a continuing need for child-friendly activities, swimming lessons, and family programming.

Working-Age Population (16–64 years): Around 54.6% of the population fall into this bracket. While slightly lower than the national average, this still represents a core audience for health and fitness services, especially among the area's affluent middle-aged population.

Older Adults (65 years and over): The most striking feature of the demographic profile is the high percentage of older adults, who make up 29.3% of the population—well above the South Ayrshire average (26.6%) and the Scottish average (20.1%). This reflects the area's "ageing in place" trend and the high presence of affluent, older households.

Implications for Leisure Facility Development

Senior-Friendly Provision: The prominence of older adults underscores the need for accessible, low-impact physical activity options such as aqua classes, functional fitness zones, and social wellness programmes.

Improvements to the facility should prioritise comfort, accessibility, and a welcoming environment for this group.

Working-Age Adults: Troon includes a high concentration of affluent, health-conscious professionals (Prestige Positions and Domestic Success Mosaic segments), suggesting latent demand for modern, high-quality fitness services. Upgrading the gym environment and adding studio-based group exercise offerings would cater well to this audience Troon Pool.

Children and Families: While youth proportions are lower than national averages, there remains a need for family swimming provision, holiday activity programmes, and accessible weekend opportunities that appeal to children and their caregivers.

Conclusion

Troon's demographic profile points to a clear need for a modernised leisure facility that is inclusive of all age groups but especially attuned to the needs of older adults and active families. By tailoring provision to meet these demands and enhancing the quality of the fitness offer to compete with local private providers, the redeveloped Troon Swimming Pool can increase usage, support health and wellbeing, and ensure long-term community value.

3.2 Labour Market and Economic Data

South Ayrshire's economic context provides key insights that should guide the redevelopment of Troon Swimming Pool. The area continues to face challenges around economic inactivity and health-related barriers to employment, while also showing pockets of affluence and opportunity for increased engagement through leisure services.

Economic Activity: As of the most recent data, around 65% of the working-age population in Troon are economically active, a figure lower than both the South Ayrshire and national averages. South Ayrshire continues to trail Scotland (77.9%) and the UK (78.8%) in terms of economic activity rates, suggesting persistent challenges in workforce participation.

Economic Inactivity and Health Barriers: A significant portion of economic inactivity across South Ayrshire is attributed to long-term health conditions, with

nearly 29% of the population reporting such issues, well above the national average of 22.1%. This reinforces the need for health-focused leisure services that support preventative care and physical wellbeing.

Workless Households: Although recent localised figures on workless households are not explicitly listed, broader indicators such as benefit claims, health conditions, and economic inactivity strongly suggest that the proportion of workless households remains a concern, especially among older and health-challenged populations.

Income and Deprivation: South Ayrshire presents a mixed picture. While areas like Troon show higher proportions of households in the least deprived SIMD quintiles (38.8% compared to 19.5% South Ayrshire average) other areas have notable inequalities. This points to the need for a pricing strategy that is inclusive and accessible, while recognising local capacity to pay among certain demographic groups.

Skills and Qualifications: While 31% of adults in Troon have a degree-level education, 22% have no formal qualifications, highlighting a socioeconomic divide that must be acknowledged in leisure service design and community engagement strategies.

Implications for the Troon Pool Redevelopment

Accessibility and Affordability: Services should be priced and programmed to ensure inclusivity for economically inactive residents and those in workless or low-income households. Discounted membership schemes or targeted wellbeing initiatives could bridge accessibility gaps.

Health and Wellbeing Focus: With high levels of long-term conditions and a growing senior population, Troon Pool is well-placed to act as a health-enabling space delivering low-impact exercise options, rehabilitation-friendly programmes, and social prescribing opportunities.

Targeted Engagement: While some households have strong financial capacity, others experience barriers related to income, health, or skills. The Centre's programming and communications should be sensitive to these divides and designed to promote widespread participation.

Economic Contribution: A revitalised facility can also support local employability through volunteering, training, and part-time work, particularly appealing to younger residents and those returning to the workforce.

3.3 Scottish Index of Multiple Deprivation

The Scottish Index of Multiple Deprivation (SIMD), produced by the Scottish Government, is a national tool used to identify areas of relative disadvantage across Scotland. It ranks all 6,976 data zones in Scotland based on multiple factors including income, employment, health, education, access, crime, and housing—where rank 1 is the most deprived and rank 6,976 the least deprived. Each data zone typically covers around 750 people, offering detailed insights at a hyper-local level.

South Ayrshire's SIMD data presents a mixed socioeconomic landscape, with sharp contrasts between areas of significant deprivation and areas of relative affluence. Several data zones in Ayr North, Wallacetown, Dalmilling, Lochside, and Whitletts fall within the **top 10% most deprived zones in Scotland**, whereas others—including most of Troon—feature among the **least deprived**.

Troon SIMD Profile

Troon and its surrounding villages present a unique case in South Ayrshire. Based on the SIMD 2022 data:

38.8% of the Troon and Villages population live in SIMD Quintile 5 (least deprived) – nearly double the South Ayrshire average (19.5%) and the Scottish average (20%).

Only 9.6% of Troon residents live in SIMD Quintile 1 (most deprived), and these are primarily concentrated in Barassie and Muirhead, where multiple indicators show poorer outcomes for health, education, and access.

This stark contrast within Troon itself suggests a need for balanced, targeted provision. While the town overall is more affluent, small but significant pockets of deprivation require attention.

Implications for the Troon Pool Redevelopment

Targeted Accessibility and Outreach: Although Troon overall is relatively affluent, areas like Muirhead and Barassie require focused engagement strategies. Targeted outreach, accessible pricing, and transport-friendly scheduling can help ensure these residents benefit from the facility.

Affordability and Inclusion: The pricing model should reflect the dual realities of the catchment area: ensuring affordability for lower-income households while remaining competitive and value-driven for affluent users. A tiered membership model or concessionary scheme may be appropriate.

Community Development Focus: SIMD data supports the case for the pool to deliver beyond basic fitness provision. Programmes that address health inequalities, social isolation, and barriers to participation can deliver real impact, particularly for older adults, lone households, and low-income families.

Revenue Opportunities with Social Value: The project has the opportunity to generate income from higher-income users while reinvesting in inclusive services and community-focused initiatives—an approach that supports financial sustainability and equity.

Monitoring and Evaluation: SIMD data should inform ongoing assessment of who is using the facility and who isn't. Regular review of participation by postcode or SIMD quintile will allow for responsive adjustments to outreach and programming.

Conclusion

Troon's SIMD profile shows high overall affluence with defined areas of deprivation, making it essential for the redevelopment of Troon Swimming Pool to pursue a dual strategy: one that delivers a high-quality experience to meet modern expectations, while also actively reducing barriers for underserved residents. By embedding inclusivity and responsiveness into its operating model, the project can contribute to community cohesion, wellbeing, and social equality in a meaningful and lasting way.

3.4 Tourism Potential and Visitor Engagement

Troon Swimming Pool, as part of South Ayrshire's leisure infrastructure, is well positioned to contribute to and benefit from the region's strong tourism sector.

In 2022, Ayrshire and Arran welcomed 630,000 overnight stays and 4.2 million day visits from Great Britain residents, demonstrating the region's appeal as a leisure destination. International visitors added further impact, contributing £345 million in spending, highlighting the economic importance of attracting and retaining tourist engagement.

Troon itself is a prominent seaside town, known for its beaches, harbour, and world-class golf offerings, including the Royal Troon Golf Club, a frequent host of The Open Championship. Its location just 35 minutes from Glasgow and well served by road, rail, and air, makes it a gateway to coastal tourism and a frequent stop for day-trippers and short-stay visitors. However, despite this strategic advantage, the town currently lacks modern, family-friendly indoor leisure provision that could complement its outdoor assets and extend visitor dwell time, particularly in poor weather or off-peak seasons.

The town's tourism appeal is set to grow further with the development of a new water sports hub on the north shore, reinforcing Troon's position as a centre for outdoor and active recreation. This emerging facility will draw additional visitors interested in paddle sports, sailing, and coastal experiences, adding momentum to the town's transformation into a vibrant, year-round destination.

The proposed redevelopment of Troon Swimming Pool including a larger, modern gym, an optional group exercise studio, and a revitalised customer experience creates an opportunity to address this gap. With improvements focused on inclusivity, health, and flexibility, the facility could cater not only to residents and members but also to visitors seeking high-quality, drop-in fitness and wellness experiences.

Offering pay-as-you-go access, family swim sessions, and potentially other visitor-focused amenities such as accessible changing, lockers, and adjacent attractions, the upgraded facility can appeal to:

- Families looking for indoor options during beach holidays
- Wellness-conscious tourists and active travellers
- Golfers and sports visitors seeking recovery or fitness sessions
- Day-trippers from Glasgow or Arran arriving via Prestwick Airport or ferry
- Visitors to the new water sports hub looking for complementary indoor fitness or leisure options

By supporting both long-term memberships and short-term usage, Troon Swimming Pool can align with South Ayrshire's ambition to diversify and enhance the local visitor experience. Strategically positioned between heritage, coastal, and sporting attractions, a modernised pool and gym can help transform Troon into a year-round destination, delivering both economic impact and community benefit.

3.5 Competition

Competitive Landscape

The redevelopment of Troon Swimming Pool presents a timely opportunity to strengthen its position within a growing and competitive fitness and leisure market. This analysis explores nearby facilities, their market offerings, and the strategic positioning of Troon Pool within this landscape.

Fitness Market

Troon Pool competes with a number of premium and mid-tier operators located within a 10–15 minute drive, most notably:

The Marine Hotel & Spa (Troon) – A high-end facility just 1.5 miles from the pool, offering a boutique fitness suite, 17m swimming pool, spa, and a wide range of group fitness classes. With monthly memberships at £71, it targets an affluent demographic and capitalises on its luxury hotel setting.

Gailes Hotel Leisure Club (Irvine) – Located 3 miles north of Troon, this facility features a larger gym (approx. 30 stations), group classes including spin and yoga, a spa suite, and a restaurant. Membership pricing is comparable to the Marine, with monthly fees at £67.

The Fit Pit is a 24/7 independent strength and conditioning gym located in central Troon. Recently refurbished, it offers a well-equipped functional training space with free weights, resistance equipment, pull-up rigs, and boxing facilities.

The gym provides small-group classes in strength, HIIT, and calisthenics, and membership prices start at £25 per month.

Aspire Gym at Prestwick Tennis & Fitness Club – This not for profit facility located 6 miles from Troon Pool offers a 25-station gym, functional training zone, and a comprehensive group class programme at £38 per month, presenting more direct competition in terms of affordability and value.

Prestwick Swimming Pool (South Ayrshire Council facility) – Also located 6 miles from Troon Pool, this facility is currently closed for refurbishment and houses a gym and swimming pool. While part of the same council network, its improvements may draw users from Troon if local investment lags.

Within the wider catchment area, Troon Swimming Pool faces competition from a varied mix of public, private, and boutique fitness operators. Budget gyms such as The Gym Group in both Irvine and Ayr appeal to cost-conscious users with 24/7 access and low monthly fees starting at £16.99pm.

Mid-range facilities include The Fitness Factory offering gym and class packages for £30. Specialist providers like Bene-Fit Health and Fitness, The Gym by Highlander, and Scott Brown Fitness cater to niche audiences through functional training, small-group coaching, or specific performance-based programmes.

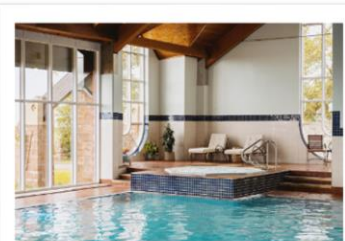
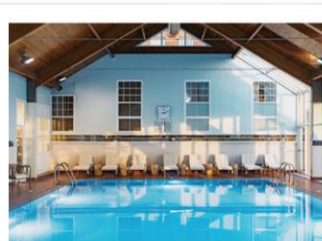
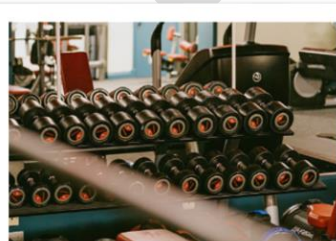
Community-focused venues such as Greenwood Community Sports Hub, Irvine Community Sports Club, and The Portal operated by KA Leisure in Irvine provide a broader mix of fitness sport, wellness, and family-friendly activities.

At the premium end of the market, alongside The Gables and The Marine Hotel and Spa, Bannatyne Health Club in Ayr deliver high-spec environments with spa facilities, extensive class timetables, and elevated customer experiences priced at £57.99pm.

This diverse landscape underscores the importance for Troon Pool to modernise its offer and clearly position itself in terms of quality, value, and accessibility.

The map highlights a notable cluster of fitness and leisure providers along the Ayrshire coast and transport corridors. However, within Troon itself, there is no other dedicated community leisure facility offering both gym and swim services, giving Troon Pool a unique local advantage, particularly if it can modernise and differentiate its product.

Marine Hotel and Spa



Summary:

- 1.3 miles from Troon Pool, 5 minute drive
-

- £71.00 pm, joint £132pm, families £154pm, students £53pm, junior £33, 65+ £65pm
- Gym, classes, swimming pool, spa, steam, sauna and squash court
- 25 station gym (lifefitness equipment), peleton bikes and free weights
- Group fitness classes including aquafit, dance fit, Zumba, yoga, pilates and core
- 1:1 swimming lessons
- Open Mon-Fri 6.30am-9pm, 7.30am-9pm weekends

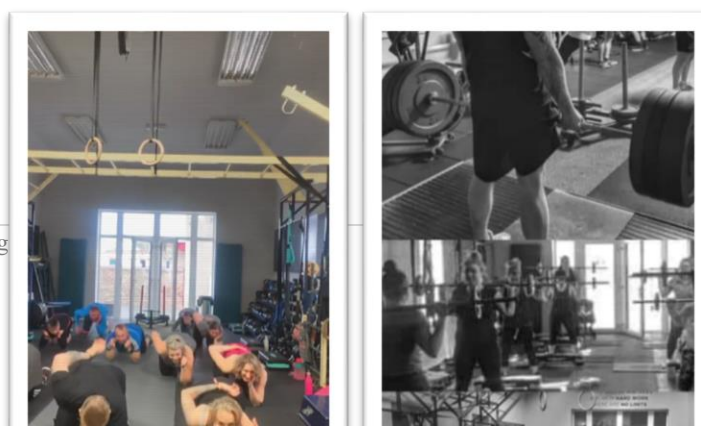
The Gailes



Summary:

- 4.4 miles from Troon Pool, 10 min drive
- £67 per month, joint £122 per month, £60pm over 60's/£105 joint pm
- Gym, classes (inc virtual), swimming pool, spa, steam room and sauna
- 30 station gym (life fitness equipment), impulse bikes and free weights
- Adults only gym, join from 16 years old
- Open Mon-Fri 6.30am-10pm, 7am-9pm weekends

The Fit Pit, Troon

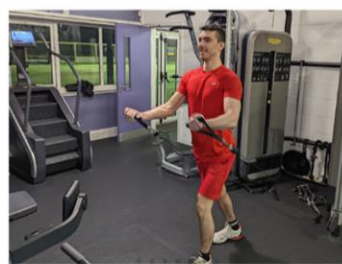




Summary:

- 0.3 miles from Troon Pool, 2 minute drive
- Membership from £30 per month
- Strength and conditioning gym, PT and classes
- Martial artist specialist classes
- Junior and teen fitness classes
- Open 24/7

Aspire - Prestwick Tennis and Fitness Centre

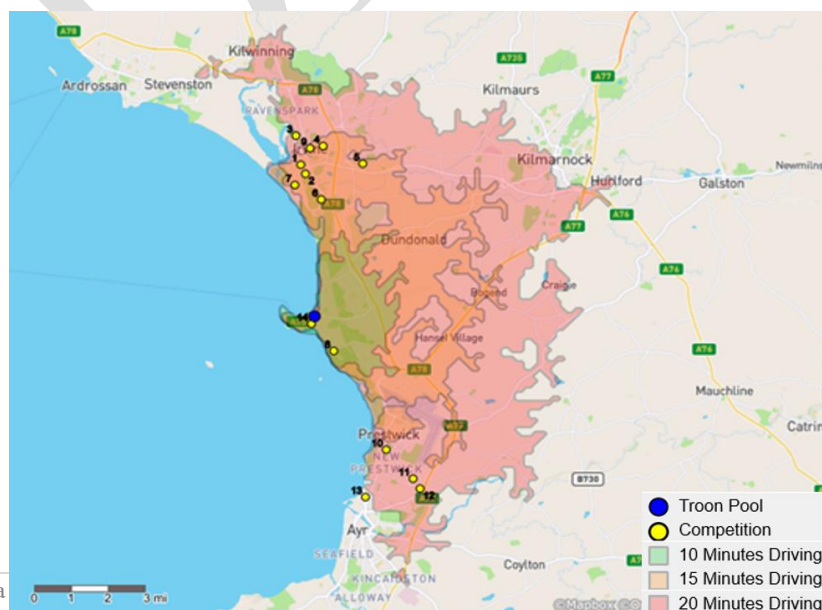


Summary:

- 5.9 miles from Troon Pool, 15 min drive
- £38pm gym and classes, £68 joint, 60+£29pm/£54 joint, £26pm students
- 25 station gym + weights, PT, indoor/outdoor tennis and café on site
- 29 fitness classes per week inc yoga, pilates and Zumba, kettlebells and S&C
- Open Mon-Friday 6am-10.30pm, Sat 7am-6.30pm, Sun 7am-9pm

The competitor map below in **figure 3-1** summarises the competitive landscape surrounding Troon Swimming Pool, using 10, 20, and 30-minute drive-time catchments to highlight the reach of local fitness and leisure providers. This geographic analysis identifies the location of key competitor facilities relative to Troon Pool.

Figure 3-1: Troon Competition Map



Venue

- 1 The Gym Group Irvine
- 2 The Gym by Highlander
- 3 Irvine Community Sports Club
- 4 The Fitness Factory
- 5 Greenwood Community Sports Hub
- 6 Gales Golf-Leisure
- 7 Scott Brown Fitness
- 8 The Marine Leisure and Spa
- 9 The Portal
- 10 Prestwick Tennis and Fitness Club
- 11 The Gym Group Ayr
- 12 Bannatynes Ayr
- 13 Bene-Fit Health and Fitness
- 14 Fit Pit Troon

Source: Mapbox

Troon Pool's Competitive Positioning

As Troon Pool explores opportunities for redevelopment and repositioning, it's critical to highlight its distinct standing within the competitive landscape of leisure and aquatic facilities in the surrounding area. This comparison outlines how Troon Pool measures up against other venues within a 10–30 minute drive, evaluating its current strengths and identifying where strategic improvements can provide a competitive edge.

Conclusion

In conclusion, given the limited competition in the immediate locality, Troon Pool is well-placed to enhance its role as a key community asset through targeted redevelopment. By investing in facility upgrades and broadening its programme offer, particularly high quality inclusive fitness and health and wellbeing activities, Troon can strengthen its appeal across diverse user groups.

This positions the redevelopment as a forward-thinking commitment to community vitality, long-term participation, and ensuring Troon Pool remains a highly competitive and compelling choice within the regional leisure market.

4. Stakeholder Engagement

As part of the business planning process for the redevelopment of Troon Swimming Pool, a structured staff engagement programme was carried out to gather insights from those with day-to-day operational knowledge of the facility. Staff across all roles including management, gym and fitness instructors, swim teachers, lifeguards, and front-of-house teams were consulted through individual and group sessions. Relevant corporate and central functions, including leisure leadership, facilities, and active living services, were also engaged to ensure alignment with wider organisational priorities and operational frameworks. This engagement provided valuable perspectives on current challenges, opportunities for growth, and practical considerations for the future design and operation of the facility.

The staff feedback has been instrumental in shaping key priorities within the business plan, ensuring that proposed developments are grounded in operational

realities, align with staff and customer needs, and contribute to the long-term sustainability and success of the service.

The following section summarises the key themes that emerged from the staff engagement process, highlighting consistent issues, opportunities, and priorities identified across all teams and roles within the facility:

1. Space Constraints and Capacity

Gym users report crowding around popular equipment, limiting appeal for new members.

Changing areas have insufficient cubicles and showers, causing delays between sessions.

Cleaning teams struggle to maintain high standards due to continuous customer flow without planned downtime.

Staff emphasised that a larger, better-laid-out gym and purpose-built studio space would alleviate these issues and allow for functional and small group training.

2. Untapped Demand and Market Potential

Staff perceive high demand for affordable, accessible fitness offers, especially among older adults and families.

Troon has fewer local competitors compared to neighbouring areas, creating a unique growth opportunity.

Potential to improve the wellbeing offer for all ages, to bring in new user groups.

3. Swimming Lessons Pressure and Teaching Pool Use

Waiting lists for swimming lessons are very long, with families frustrated by limited availability.

Underuse of the teaching pool was noted, particularly during daytime hours, suggesting an opportunity to expand early years or accessible aquatic programming.

4. Accessibility and Inclusion

Physical access barriers exist, such as narrow entrances, lack of clear signage, and insufficient disabled-friendly showers and hoists.

Staff expressed a desire for the redevelopment to embrace inclusive design principles, making the facility truly welcoming to all ages and abilities.

Opportunities were identified to create more inclusive programming, such as mobility-focused classes or supported gym sessions.

5. Operational and Health & Safety Challenges

Poor spectator management during swim lessons causes distractions and potential hazards.

Staff identified the need for improved cleaning workflows, better drainage, and redesigned traffic flows in both wet and dry areas.

Inadequate ventilation and noise levels in poolside and changing areas, and outdated materials or fittings that are harder to clean and maintain to modern standards.

6. Pricing and Membership Structure

The current mix of membership types and pricing points can be seen as confusing, particularly for families, older users, and newcomers.

Staff recommend simplifying memberships to two or three clear, value-driven options.

The absence of studio-based group exercise classes undermines the perceived value of current memberships. Staff also noted the opportunity to develop and promote corporate membership packages, which could attract local businesses and organisations, generate additional income, and build stronger community and commercial ties.

7. Staffing Structure and Resource Gaps

Staff flagged stretched staffing, especially for gym inductions, and front-of-house duties at busy times.

Any expansion will need to be matched by additional staff capacity, including dedicated fitness instructors and customer service roles.

Staff development and cross-training were highlighted as opportunities to improve service resilience.

8. Marketing and Communication

Current marketing relies heavily on local social media posts and notifications through the app, with no clear overarching strategic marketing strategy.

Staff see opportunities for targeted campaigns, seasonal promotions, and community outreach to attract new members.

Improved communication of programme offerings, lesson availability, and pricing could improve uptake and customer satisfaction.

9. Technology and Systems

Both staff and customers struggle with the current booking and membership systems, describing them as cumbersome.

Issues include difficulty navigating online bookings, mismatches between app and in-centre information, and excessive manual processing.

Investment in a modern, integrated system is seen as essential to support growth.

10. Community and Partnership Opportunities

Staff highlighted potential to deepen relationships with NHS, health and social care teams, schools, local clubs, and charities.

There is strong enthusiasm for positioning the redeveloped Troon Pool as a community health and activity hub.

Strategic Fit of the Project

The redevelopment of Troon Pool aligns strongly with the Council's strategic priorities, including promoting health and wellbeing, supporting inclusive access for all community members, contributing to net zero goals through modernised infrastructure, and enhancing the sustainability of local leisure services. By modernising facilities, expanding programming, and improving financial

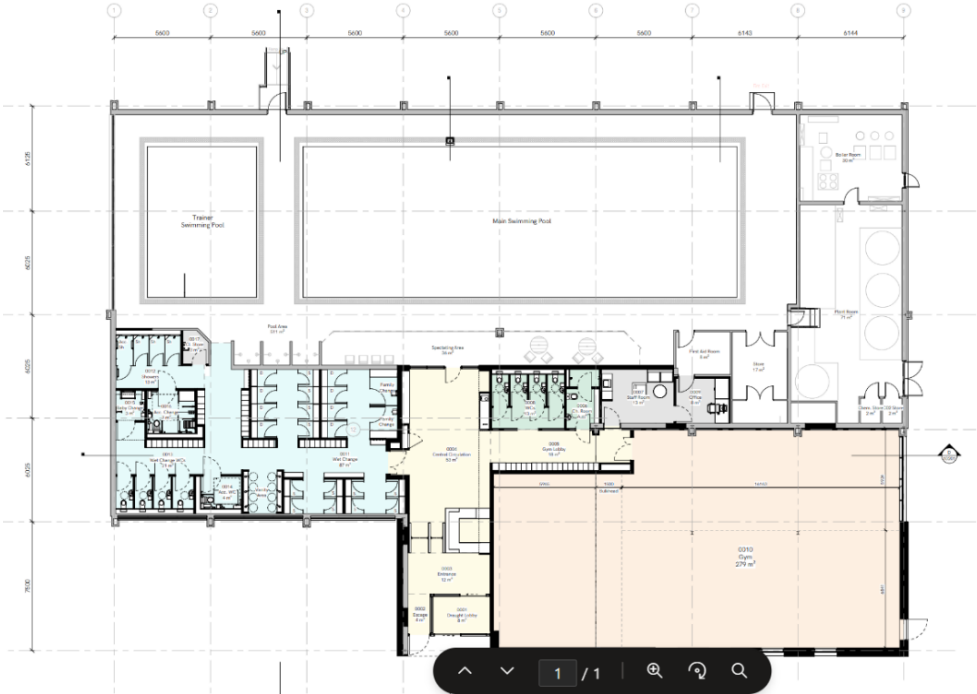
performance, the project supports both local ambitions for improving population health, reducing inequalities, and strengthening community resilience.

DRAFT

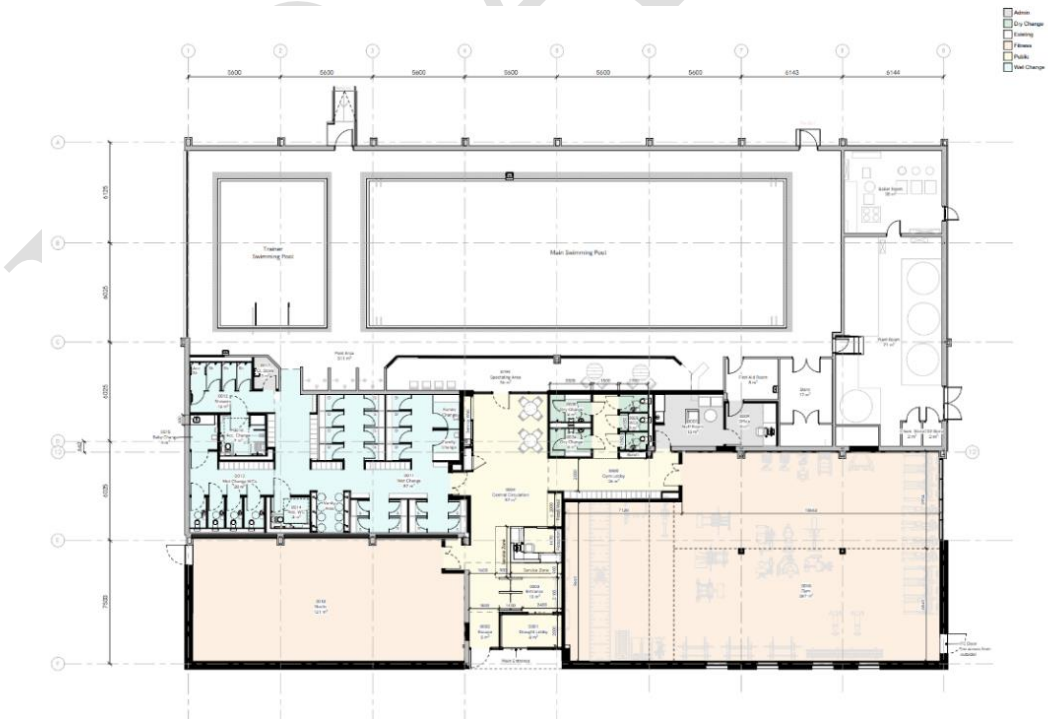
5. Development Plans

This section provides an overview of the existing facilities at Troon Pool, alongside the proposed redevelopment that aims to transform the site into a more modern, inclusive, and community-focused venue. The primary goal is to enhance and repurpose existing spaces to better meet local demand and improve financial sustainability.

- **Troon Pool currently includes:**
 - 25m Main Swimming Pool
 - Smaller Learner Pool
 - Small 20-Station Gym
 - Limited Group Exercise (5 aqua classes/week)
 - No café, studio, or dedicated group fitness space
- **The proposed redevelopment focuses on significantly expanding the dry-side offer, including:**
 - A new 267m²/279m² Gym with increased capacity and upgraded equipment
 - Additional option of a 121m² Studio to host a range of fitness classes as well as offering a flexible space for a range of activities
 - Refurbished entrance and circulation areas
 - New reception and wet and dry changing facilities
 - Improved layout for operational efficiency and accessibility



Option 2 Gym and studio



These changes aim to support rising demand, respond to local demographic needs, and position the centre as a key health and wellbeing hub for Troon and the surrounding area.

The new gym layout is designed to optimise flow, user experience, and functionality. It will feature dedicated training zones, including cardiovascular equipment (treadmills, bikes, steppers, and cross-trainers), fixed resistance machines, free weights, and a spacious functional training area including box 12 with benches, racks, sled track. The configuration supports a wide range of training preferences and ability levels, improving member satisfaction and allowing for increased capacity aligned with latent demand projections. This modernised layout and equipment mix will bring Troon in line with industry standards and better compete with nearby facilities.

Figure 5-1: Proposed Gym layout



A reinvented Troon Swimming Pool should act as a catalyst for increased usage and participation, driving sustainable revenue and fostering a stronger culture of active, healthy living in the local community.

Enhanced Product Offering: Modernising Troon's fitness and wellbeing provision is central to the project. The redevelopment includes a significantly expanded gym space with a modern, zoned layout and upgraded equipment catering to a wide range of ages, abilities, and training styles.

The gym will be fully manned during opening hours to provide a fully supportive environment for new and existing members. The addition of an optional new studio

space would also allow for an increased and varied instructor led and virtual group exercise programme on site, helping to attract new users and increase overall activity levels.

Improved Accessibility and Community Appeal: While the focus remains on health and fitness, the creation of more flexible, welcoming dry-side facilities including a spacious reception, lobby area, and circulation improvements enhances the centre's accessibility and appeal to a wider demographic. These upgrades will enable better flow throughout the building and support both individual users and families.

Creating spaces to connect and relax: The inclusion of an improved social space with enhanced food and beverage vending and upgraded changing facilities will help transform Troon Pool into more than just a fitness destination. These social spaces provide opportunities for members and visitors to connect, relax, and extend their visits, reinforcing the centre's role as a valuable local hub.

Enhanced User Experience: The redesigned reception area will improve the first impression for all visitors with access control systems providing swift entry for members. The upgraded changing areas will also deliver a more comfortable and accessible experience for all users. These improvements are critical for retention and member satisfaction.

Conclusion: Revitalising Troon Swimming Pool is a forward-looking investment in the health and wellbeing of the community. By upgrading its facilities, enhancing the customer journey, and expanding its offer, the centre can broaden its reach, boost participation, and build a more sustainable, inclusive future for leisure in Troon.

Commercialisation Opportunities

To enhance the financial sustainability of Troon Pool and reduce the current subsidy per head, a number of targeted commercial initiatives should be explored alongside the development project. These opportunities aim to capitalise on existing facility assets, respond to local market demand, and streamline the customer offer for improved uptake and retention.

- **Launch Corporate Membership Scheme**

Introducing a corporate membership offer presents a strong opportunity to grow income through partnerships with local employers. By providing discounted or

tailored packages for businesses, the Centre can tap into new user groups, particularly working adults who may not currently engage. This approach can drive volume while also promoting health and wellbeing in the local workforce. A corporate scheme can also improve cash flow and predictability of income through upfront or ongoing payments.

- **Streamline and Simplify Membership Categories**

A review and rationalisation of the current membership structure could remove barriers to purchase and improve customer understanding. Simplifying the range of categories makes the offer clearer, potentially increasing conversions and reducing administrative complexity. It also enables more targeted promotion of high-value packages.

A streamlined membership model, backed by digital systems, can enhance user experience while boosting retention and revenue. As part of the revised membership scheme, consideration should also be given to extending concession eligibility beyond disability to include individuals and families living in areas of highest deprivation (SIMD 1 and 2), where current engagement levels are low, to support equitable access and encourage greater participation from underserved communities.

- **Introduce Personal Training (PT) Services or Gym Floor Hire**

With the recent expansion of the gym area, there is a valuable opportunity to generate additional income through personal training services. This could be staffed internally supported by a robust business case or by engaging freelance trainers under a rental model, thereby creating a new revenue stream without adding to staffing costs.

6. Financial Modelling

The financial model for the redevelopment of the Troon Swimming Pool is based on forecasted year 1 performance in 2026-27. **Table 6-1** shows actual figures for 2024-25 and 2025-26 as well as forecasts for years 1 and 2 for option 1 - Gym only development and option 2 gym and studio. These figures provide the baseline for the redevelopment of the Centre.

Table 6-1: Income and Expenditure Model - Option 1 Gym only development

Account Group	2024-25	2025-26	2026-27 Yr 1	2027-28 Yr 2
Employee Costs	£293,747	£302,560	£379,663	£391,053
Property Costs	£302,517	£311,593	£326,941	£336,749
Supplies & Services Costs	£28,507	£29,362	£30,243	£31,150
Administrative Costs	£1,424	£1,467	£3,011	£3,101
Income	-£514,959	-£528,831	-£723,283	-£802,764
Total Operating Surplus/Deficit	£111,236	£116,150	£16,574	-£40,711

Table 6-2: Income and Expenditure Model - Option 2 Gym and studio

Account Group	2024-25	2025-26	2026-27 Yr 1	2027-28 Yr 2
Employee Costs	£293,747	£302,560	£379,663	£391,053
Property Costs	£302,517	£311,593	£329,941	£339,839
Supplies & Services Costs	£28,507	£29,362	£90,243	£92,950
Administrative Costs	£1,424	£1,467	£5,011	£5,161
Income	-£514,959	-£528,831	-£885,267	-£1,017,279
Total Operating Surplus/Deficit	£111,236	£116,150	-£80,410	-£188,276

***Note on Energy Efficiency and Salix Funding**

If Salix funding is secured by South Ayrshire Council, a further 20% reduction in electricity costs will be applied to each redevelopment option.

This would improve the overall financial sustainability of the facility by lowering ongoing operating costs and supporting carbon reduction targets aligned with local and national policy. These savings are shown in the detailed budget models in the [Appendices](#).

The models show the impact of the redevelopment with increases in memberships and pay as you go income for the gym and studio, shifting the facility to an annual surplus rather than deficit position.

The financial assumptions that underpin the model are contained within the [Appendices](#) along with a full detailed breakdown of all associated income and expenditure.

6.1 Income

Post-redevelopment, Troon Pool is expected to benefit from significant increases in income under both redevelopment scenarios, reflecting enhanced facilities and a more attractive membership and activity offer.

In the Gym Only model, income is projected to rise by approximately £208,324 in Year 1, growing to £287,805 in Year 2 compared to current levels. This reflects increased membership uptake, improved retention, and modest growth in secondary spend across existing services such as swimming, lessons, and PAYG fitness.

The more ambitious Gym & Studio model forecasts even greater income growth, with an uplift of £370,308 in Year 1 and £502,319 in Year 2 compared to the current baseline. This increase is driven by the introduction of a dedicated studio space that allows for a wider programme of group fitness classes, specialist sessions, and potential external hires, broadening the centre's appeal across different age groups and lifestyles.

These projections are underpinned by evidence of latent demand within the local catchment and realistic pricing assumptions benchmarked against comparable facilities. The latent demand of 1,264 additional members or 850 (gym only without the studio), brings the potential total membership to 2,075, with 75% uptake achieved in year 1 and 100 by the end of year 2.

The income model also reflects a strategic focus on driving memberships, boosting community participation, and capitalising on seasonal visitor activity.

6.2 Expenditure

Expenditure across both redevelopment models is projected to increase in line with expanded operations and inflationary pressures. However, the scale of these increases remains proportionate to the income growth, supporting improved overall sustainability.

Under the Gym Only model, total expenditure is forecast to increase by £113,663 in Year 1 and £159,858 in Year 2 compared to current levels. These increases account

for anticipated rises in staffing costs to fully staff the gym during opening hours to fully support gym users, increased energy usage and inflation across all core services.

The Gym & Studio model shows a larger increase in expenditure £178,663 in Year 1 and £202,808 in Year 2 reflecting the cost of delivering an expanded fitness offer. A significant portion of this increase (approximately £60,000) under supplies and services relates to payments to self-employed instructors who will deliver a diversified group exercise programme within the new studio space. This flexible staffing approach ensures costs are linked to programme demand and income, supporting financial resilience. Most increases in administration costs factor in additional licenses to support the range of in facility and virtual fitness classes.

Overall, while expenditure increases in both scenarios, the growth in income significantly outweighs these costs, particularly in the Gym & Studio model highlighting the financial viability of service expansion and the value of investment in modernised, inclusive fitness provision.

6.3 Net Expenditure

Troon Pool's financial modelling demonstrates a marked improvement in its net operating position following redevelopment, reflecting a strong return on investment and increased financial sustainability.

In its current state (2024–25), the facility operates at a net deficit of £111,236. Under the Option 1: Gym Only redevelopment, this deficit is significantly reduced to £16,574 by Year 1 (2026–27) and transitions into a net surplus of £40,712 by Year 2 (2027–28). This improvement is primarily driven by increased membership income and modest growth in secondary revenue streams, achieved with only moderate increases in operating costs.

Under Option 2: Gym and Studio, while the upfront investment and operational scale are greater, the long-term financial return is even more pronounced. The model projects a net surplus of £80,410 in Year 1, which improves further to £188,276 in Year 2. These figures reflect the additional income potential from group fitness programming, increased community engagement, and expanded market reach enabled by the new studio space.

While this option carries higher staffing and instructor costs, particularly in supplies and services, it offers a pathway to significantly increased revenues and sustained community benefit.

Both options illustrate a clear transition from the current deficit position toward either near-neutrality or net surplus, reinforcing the strategic case for investment. This shift not only supports the long-term viability of the facility but also underlines its evolving role in delivering health, wellbeing, and social impact in the region.

6.4 Demand Modelling

The proposed development of Troon Pool, particularly the enhancement of gym and studio facilities, represents a strategic investment in increasing community engagement and participation. The total usage for 2024–25 stands at 87,160 visits, reflecting a stable baseline of demand across existing services.

Modelling indicates that a gym-only development would drive usage up to 132,660 visits, demonstrating the strong potential for growth through targeted investment in fitness provision. This uplift is attributed to the rising popularity of health and fitness activities and the increased appeal to adult users.

Further development incorporating new studio space, designed to support a varied group exercise programme, projects usage rising to 163,708 visits in the first year. This would represent an 88% increase on current usage, underlining the substantial impact of diversifying the facility offer and enhancing programme capacity.

These projections highlight the opportunity for Troon Pool to become a more dynamic, multi-purpose facility that responds to modern leisure trends, expands its demographic reach, and supports sustained community health and wellbeing. The strategic redevelopment not only supports increased participation but reinforces Troon's role as a key asset in South Ayrshire's leisure infrastructure.

Table 6-3: Troon Pool Usage Projections

Total Usage	24-25	Year 1	Year 2
Current	87,160		
Gym only development		99,495	132,660
Gym and studio		122,781	163,708

6.5 KPI's

The Key Performance Indicators (KPIs) for Troon Pool post redevelopment, modelled for Year 2 (2027–28) when the full latent demand is realised, are shown below in Table 6-4. Post redevelopment, the facility demonstrates a significantly improved financial profile. Here is an analysis of the KPIs:

The redevelopment of Troon Leisure Facility presents clear operational improvements across a range of key performance indicators (KPIs), with both the Gym Only and Gym and Studio options delivering enhanced value and efficiency when compared to the current baseline (2024/25).

- **Subsidy/Surplus per Head:** The current facility operates at a subsidy of £1.28 per user. Post redevelopment, the Gym Only option moves into a small surplus of £0.31, while the Gym and Studio model delivers a surplus of £1.15 per user, representing a shift from reliance on public subsidy to a model where each user contributes positively to the facility's financial position.
- **Income per Head:** Income per head is projected to increase modestly from £5.90 (2024/25) to £6.05 under the Gym Only option and £6.21 in the Gym and Studio model. These increases reflect both improved offer and utilisation, with the enhanced facilities enabling better yield per visit through increased membership uptake and participation in added-value services.
- **Staff Costs per Head:** Staff costs per head are forecast to reduce from £3.37 currently to £2.95 (Gym Only) and £2.75 (Gym and Studio). This reduction demonstrates improved productivity, more efficient rota management, and greater economies of scale associated with increased usage.
- **Income as a % of Expenditure:** This key efficiency metric improves significantly, rising from 82.24% in the current year to 105% in the Gym Only model and 122% in the Gym and Studio model.

These figures signal a move from subsidy dependence to a financially sustainable operation, with both scenarios achieving surplus-generating performance.

- **Staff Costs as % of Expenditure:** Staff costs as a share of overall expenditure increase slightly post redevelopment, from 46.91% to 51.3% (Gym Only) and 54.41% (Gym and Studio).

The increase reflects enhanced programming and service levels, including provision for self-employed group exercise instructors within the studio model

(£60,000 p.a.). Despite the rise, these levels remain within sector norms and are offset by strong revenue performance.

- **Income as a % of Staff Costs:** This metric strengthens from 175.31% in the current model to 205.28% in the Gym Only option and 225.53% in the Gym and Studio model. These results illustrate a more commercially resilient facility, with income significantly outpacing staffing costs and supporting future reinvestment and service innovation.

In summary, both redevelopment options deliver substantial performance gains; however, the Gym and Studio option consistently outperforms the Gym Only model across all KPIs. It offers the strongest route to financial sustainability, enhanced service delivery, and long-term operational efficiency for Troon Leisure Facility.

Table 6-4: Post Redevelopment Key Performance Indicators

KPI	2024/25 Value	Gym Only Yr 2	Gym and Studio Yr 2
Subsidy/Surplus per head	£1.28	*£0.31	* £1.15
Income per head	£5.90	£6.05	£6.21
Staff Costs per Head	£3.37	£2.95	£2.75
Income as % Expenditure	82.24%	105%	122%
Staff Costs as % of Expenditure	46.91%	51.3%	54.41%
Income as a % of Staff costs	175.31%	205.28%	225.53%

*surplus per head

6.6 Benchmarking

Following the redevelopment of Troon Pool, the benchmarking data highlights a notable improvement in financial performance, particularly in the “Gym and Studio” scenario. The projected income per head rises to £6.21, significantly higher than Benchmark Venue 2 and broadly comparable with Venue 1, while the subsidy per head turns into a surplus per head of £1.15, indicating self-sufficiency. Income as a percentage of expenditure improves markedly, surpassing 100% in the gym and studio model, meaning the facility would operate at a surplus. Staff costs per head remain comparatively low (£2.75–£2.95), and while staff costs rise slightly as a proportion of overall expenditure, this is balanced by strong income growth.

Most notably, the income-to-staff cost ratio climbs to over 200%, more than doubling that of the best-performing benchmark venue. Overall, the data suggests that the redevelopment would significantly strengthen the financial sustainability of Troon Pool, positioning it as a sector-leading example of efficient and commercially effective public leisure provision.

Table 6-5: Benchmarking KPIs Post Redevelopment

KPI	Troon Pool 2024/25	Yr 2 gym only	Yr 2 gym and studio	Benchmark Venue 1	Benchmark Venue 2
Subsidy/surplus per head	£1.28	*£0.31	*£1.15	£9.36	£20.23
Income per head	£5.90	£6.05	£6.21	£5.82	£3.17
Staff Costs per Head	£3.37	£2.95	£2.75	£7.49	£13.33
Income as % Expenditure	82.24%	1.05%	122%	38.35%	13.56%
Staff Costs as % of Expenditure	46.91%	51.3%	54.41%	49.31%	56.98%
Income as a % of Staff costs	175.31%	205.28%	225.53%	77.77%	23.80%

*Surplus per head

6.7 Sensitivity Analysis

The post-redevelopment sensitivity analysis for the Troon gym-only option reveals notable potential for reducing the operational deficit and improving financial resilience through targeted income generation and cost control.

Expenditure Variations:

If expenditure were to increase by 20% without any corresponding rise in income, the deficit could widen to approximately £111,691. However, reducing expenditure by 20% while income remains stable could improve the financial position to a surplus of £193,122. This underlines the importance of managing operational costs to protect financial performance.

Income Variations:

A 20% increase in income, with stable expenditure, would also result in a surplus of £201,264, whereas a 20% reduction in income with stable expenditure could cause the deficit to deepen to £119,841. The analysis clearly highlights the sensitivity of the financial position to income fluctuations, emphasising the need for robust income generation strategies, such as gym memberships and programming.

Balanced Variations:

Simultaneously increasing income by 10% and reducing expenditure by 10% could improve the net position to approximately £197,193, demonstrating the compounded benefits of a dual-strategy approach.

Optimal Scenario:

The best-case scenario where both income increases and expenditure decreases by 20% would yield a net surplus of £353,675, making a compelling case for active operational management to maximise returns.

Figure 6-1: Sensitivity Analysis Post Development – Gym Only Year 2

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	£32,569	£5,533	£43,636	£81,739	£119,841	£157,944	£196,047	£234,149	£272,252
	-15%	£72,707	£34,605	£3,498	£41,600	£79,703	£117,806	£155,908	£194,011	£232,114
	-10%	£112,846	£74,743	£36,640	£1,462	£39,565	£77,668	£115,770	£153,873	£191,975
	-5%	£152,984	£114,881	£76,779	£38,676	£573	£37,529	£75,632	£113,735	£151,837
	0%	£193,122	£155,019	£116,917	£78,814	£40,712	£2,609	£35,494	£73,596	£111,699
	5%	£233,260	£195,158	£157,055	£118,952	£80,850	£42,747	£4,644	£33,458	£71,561
	10%	£273,399	£235,296	£197,193	£159,091	£120,988	£82,885	£44,783	£6,680	£31,423
	15%	£313,537	£275,434	£237,331	£199,229	£161,126	£123,024	£84,921	£46,818	£8,716
	20%	£353,675	£315,572	£277,470	£239,367	£201,264	£163,162	£125,059	£86,956	£48,854

The gym and studio redevelopment scenario shows even greater potential for positive financial returns, due to higher projected usage and diversified income streams.

Expenditure Variations: A 20% rise in expenditure without an income uplift would reduce the surplus to £22,475, whereas a 20% reduction in expenditure could enhance the financial result to a surplus of £354,076. This further validates the importance of controlling costs, particularly in utilities, staffing, and maintenance.

Income Variations: A 20% increase in income, with stable expenditure, would deliver a surplus of £391,731 in contrast to a 20% income decrease alongside stable expenditure which would push the deficit to £15,180. These figures demonstrate the enhanced earning potential offered by the broader service provision, including studios and group fitness.

Balanced Variations: A 10% income increase combined with a 10% expenditure reduction would result in a projected surplus of £372,904, reaffirming the value of integrated operational and commercial planning.

Optimal Scenario: The most favourable outcome achieved by boosting income and lowering costs by 20%, would generate a surplus of £557,532, representing the highest possible return and confirming the financial viability of the gym and studio investment.

Figure 6-2: Sensitivity Analysis Post Development - Gym and Studio Year 2

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	£150,621	£109,170	£67,720	£26,270	£15,180	£56,630	£98,080	£139,530	£180,981
	-15%	£201,485	£160,034	£118,584	£77,134	£35,684	£5,766	£47,216	£88,666	£130,117
	-10%	£252,348	£210,898	£169,448	£127,998	£86,548	£45,098	£3,648	£37,803	£79,253
	-5%	£303,212	£261,762	£220,312	£178,862	£137,412	£95,962	£54,512	£13,061	£28,389
	0%	£354,076	£312,626	£271,176	£229,726	£188,276	£146,826	£105,375	£63,925	£22,475
	5%	£404,940	£363,490	£322,040	£280,590	£239,140	£197,690	£156,239	£114,789	£73,339
	10%	£455,804	£414,354	£372,904	£331,454	£290,004	£248,553	£207,103	£165,653	£124,203
	15%	£506,668	£465,218	£423,768	£382,318	£340,868	£299,417	£257,967	£216,517	£175,067
	20%	£557,532	£516,082	£474,632	£433,182	£391,731	£350,281	£308,831	£267,381	£225,931

Conclusion

The sensitivity analysis for Troon under both redevelopment scenarios confirms that the gym and studio option deliver the strongest return potential, though both options offer pathways to significantly improve financial performance. Strategic priorities should include:

- Enhancing income through targeted programming, marketing, and pricing.
- Managing operational costs through efficiency measures and energy management.
- Monitoring performance indicators to remain agile in financial and service planning.

If the Council secures Salix funding, the financial position will improve further, with electricity costs estimated to reduce by approximately 20%, delivering long-term operational savings and strengthening the Centre's sustainability profile.

In both scenarios, there is a compelling case for redevelopment, with the potential not only to reduce or eliminate the deficit but also to generate surpluses that can be reinvested into the wider service and community benefit.

7. Appendices

7.1 2024-25 Income and Expenditure

Account Code and Name	2024-25 Total
112090 - Salaries - APT&C General	£17,484
112260 - Wages - Casual Employees	£16,975
112320 - Wages - Manual Workers	£204,841
112250-Salaries Temporary Staff	£393
128320-SSP - Manual Workers	£69
148090-OT 1.0 LGE	£208
148320-OT 1.0 - Manual Workers	£644
118090 - Add Duty - APT&C General	£612
118260 - Add Duty - Casual Employees	£29
118320 - Add Duty - Manual Workers	£853
128090 - SSP - APT&C General	£33
132090 - Hol Pay - APT&C General	£90
132260 - Hol Pay - Casual Employees	£1,758
132320 - Hol Pay - Manual Workers	£57
138320 - OT 1.5 - Manual Workers	£106
160090 - Superann - APT&C General	£1,306
160320 - Superann - Manual Workers	£15,122
162090 - NIC - APT&C General	£1,396
162260 - NIC - Casual Employees	£1,069
162320 - NIC - Manual Workers	£19,132
164320 - Other Pay - Manual Workers	£40
169090 - Non-Core Allowance - APT&C General	£771
169320 - Non-Core Allowance - Manual Workers	£10,207
169590 - Responsibility Allowance	£10
169630 - First Aid Allowance	£542
	£293,747
212000 - General Repairs & Maintenance	£8,395
212345 - Alarm Call Outs	£25
212105-Programmed Maint - Ext Contractor	£644
221000 - Electricity	£114,070
221010 - Gas	£90,857
223000 - Non-Domestic Rates	£60,931
225000-Water & Sewerage Unmetered	£0
226000 - Water & Sewerage - Metered	£18,814
228000 - Cleaning & Domestic Supplies	£3,744
228100 - Refuse Collection	£5,038
	£302,517

261000 - General Equipment	£4,271
261020 - Maintenance Of Equipment	£71
261030 - Hire Of Equipment	£0
261050 - Kitchen Equipment	£0
261230 - Medical Equipment	£0
271000 - Plant & Tools - Purchase	£0
271030-Plant & Tools Hire	£205
262000-Furniture Costs	£75
276000 - General Materials	£427
276015 - Bottled Water	£0
276120 - Chemicals	£19,881
276130 - Horticultural Supplies	£0
276185 - Sanitary Units & Hygiene Supplies	£2,146
276220 - First Aid Supplies	£55
276240 - Items For Resale	£0
281000 - Protective Clothing	£571
281010 - Uniforms	£0
291030 - Security Services	£805
291360 - Sub-Contractors Costs (Group Fitness Instructors)	£0
298000 - Other Supplies & Services	£0
	£28,507
356100 - Photocopying Charges	£7
356200 - Office Stationery	£172
359200 - Telecomms - Recurring Charges	£472
370000 - Postage Costs	£0
372100 - Training Courses	£132
392800 - Television Licences	£565
393400 - Overs/ Shorts	-£48
394800 - Other Administrative Costs	£125
	£1,424
626110 - Sales - Confectionery/ Vending	
628100 - Fees & Charges - General	-£123,970
630300 - Admission Fees/ Drawings	-£58,057
628100 - Fees & Charges General (Learn 2)	-£280,380
628100 - Fees & Charges - General (Memberships)	-£52,553
628100 - Fees & Charges - General (Additional Memberships)	
	-£514,959
	£111,236

7.2 Detailed Financial Model

Cost Centre	Level 3 Acc Code and Desc	Account Code And Name	2024-25 Final Total	2025-26 Forecast	26-27 - Gym Only Yr 1	26-27 - Gym & Studio Yr 1	26-27 - Gym,Studio,reduced emissions Yr 1	27-28 - Gym Only Yr 2	27-28 - Gym & Studio Yr 2	27-28 - Gym,Studio,reduced emissions Yr 2	
Troon Swimming Pool	100000 - Employee Costs	112090 - Salaries - APT&C General		£17,484							
		112260 - Wages - Casual Employees		£16,975							
		112320 - Wages - Manual Workers		£204,841	£58,280						
		112250 -Salaries Temporary Staff		£393							
		128320-SSP - Manual Workers		£69							
		148990-OT 1.0 LGE		£208							
		148320-OT 1.0 - Manual Workers		£644							
		118990 - Add Duty - APT&C General		£612							
		118260 - Add Duty - Casual Employees		£29							
		118320 - Add Duty - Manual Workers		£853							
		128990 - SSP - APT&C General		£33							
		132090 - Hol Pay - APT&C General		£90							
		132260 - Hol Pay - Casual Employees		£1,758							
		132320 - Hol Pay - Manual Workers		£57							
		138320 - OT 1.5 - Manual Workers		£106							
		160090 - Superann - APT&C General		£1,306							
		160260 - Superann - Casual Employees		£0							
		160320 - Superann - Manual Workers		£15,122	£4,303						
		160999 - Superann - FRS 17 Adjustment		£0							
		162090 - NIC - APT&C General		£1,396							
		162260 - NIC - Casual Employees		£1,069							
		162320 - NIC - Manual Workers		£19,132	£5,443						
		164320 - Other Pay - Manual Workers		£40							
		169000 - Payroll Turnover		£0							
		169090 - Non Core Allowance - APT&C General		£771							
		169260 - Employee Benefit pay accrual		£0							
		169320 - Non Core Allowance - Manual Workers		£10,207							
		169590 - Responsibility Allowance		£10							
		169630 - First Aid Allowance		£542							
		100000 - Employee Costs Total			£293,747	£302,560	£379,663	£379,663	£379,663	£391,053	£391,053
200000 - Property Costs											
		212000 - General Repairs & Maintenance		£8,395	£8,647	£8,907	£8,907	£8,907	£9,174	£9,174	
		212345 - Alarm Call Outs		£25	£26	£27	£27	£27	£27	£27	
		212105 -Programmed Maint - Ext Contractor		£644	£663	£683	£683	£683	£703	£703	
		221000 - Electricity		£114,070	£117,492	£126,017	£126,017	£102,413	£129,797	£131,857	
		221010 - Gas		£90,867	£93,582	£96,390	£96,390	£96,390	£99,281	£99,281	
		221030 - Fuel Oil		£0	£0	£0	£0	£0	£0	£0	
		223000 - Non-Domestic Rates		£60,931	£62,759	£64,642	£64,642	£66,581	£66,581	£66,581	
		225000 -Water & Sewerage Unmetered		£0	£0	£0	£0	£0	£0	£0	
		226000 - Water & Sewerage - Metered		£18,814	£19,378	£19,960	£19,960	£19,960	£20,559	£20,559	
		228000 - Cleaning & Domestic Supplies		£3,744	£3,956	£4,972	£5,972	£5,121	£6,151	£6,151	
		228100 - Refuse Collection		£5,038	£5,189	£5,345	£5,345	£5,505	£5,505	£5,505	
200000 - Property Costs Total			£302,517	£311,593	£326,941	£329,941	£304,337	£336,749	£339,839	£313,467	
250000 - Supplies & Services Costs											
		261000 - General Equipment		£4,271	£4,399	£4,531	£4,531	£4,531	£4,667	£4,667	
		261020 - Maintenance Of Equipment		£71	£74	£76	£76	£76	£78	£78	
		261030 - Hire Of Equipment		£0	£0	£0	£0	£0	£0	£0	
		261050 - Kitchen Equipment		£0	£0	£0	£0	£0	£0	£0	
		261230 - Medical Equipment		£0	£0	£0	£0	£0	£0	£0	
		271000 - Plant & Tools - Purchase		£0	£0	£0	£0	£0	£0	£0	
		271030 -Plant & Tools Hire		£205	£211	£217	£217	£217	£224	£224	
		262000-Furniture Costs		£75	£77	£80	£80	£82	£82	£82	
		276000 -General Materials		£427	£440	£453	£453	£453	£467	£467	
		276015 -Bottled Water		£0	£0	£0	£0	£0	£0	£0	
		276120 - Chemicals		£19,881	£20,477	£21,091	£21,091	£21,091	£21,724	£21,724	
		276130 - Horticultural Supplies		£0	£0	£0	£0	£0	£0	£0	
		276185 - Sanitary Units & Hygiene Supplies		£2,146	£2,210	£2,276	£2,276	£2,276	£2,345	£2,345	
		276220 -First Aid Supplies		£55	£56	£58	£58	£58	£60	£60	
		276240 - Items For Resale		£0	£0	£0	£0	£0	£0	£0	
		281000 - Protective Clothing		£571	£588	£606	£606	£606	£624	£624	
		281010 - Uniforms		£0	£0	£0	£0	£0	£0	£0	
		291030 -Security Services		£805	£829	£854	£854	£854	£879	£879	
		291360 - Sub-Contractors Costs (Group Fitness Instructors)		£0	£0	£0	£60,000	£60,000	£0	£61,800	
		298000 - Other Supplies & Services		£0	£0	£0	£0	£0	£0	£0	
250000 - Supplies & Services Costs Total			£28,507	£29,362	£30,243	£30,243	£30,243	£31,150	£32,950	£32,950	
350000 - Administrative Costs											
		356100 - Photocopying Charges		£7	£8	£8	£8	£8	£8	£8	
		356200 - Office Stationery		£172	£177	£182	£182	£182	£188	£188	
		359200 - Telecomms - Recurring Charges		£472	£486	£501	£501	£501	£516	£516	
		360100 - Mobile Phones		£0	£0	£0	£0	£0	£0	£0	
		370000 - Postage Costs		£0	£0	£0	£0	£0	£0	£0	
		372100 - Training Courses		£132	£136	£140	£140	£140	£144	£144	
		375100 -Conferences & Seminars		£0	£0	£0	£0	£0	£0	£0	
		392600 - Membership Fees & Subscription		£0	£0	£1,500	£3,500	£3,500	£1,545	£3,605	
		392800 -Television Licences		£565	£581	£599	£599	£599	£617	£617	
		393400 - Ovens/ Shorts		£48	£50	£51	£51	£51	£53	£53	
		394800 - Other Administrative Costs		£125	£129	£133	£133	£133	£137	£137	
350000 - Administrative Costs Total			£1,424	£1,467	£3,011	£5,011	£5,011	£3,101	£5,161	£5,161	
605000 - Income											
		626110 - Sales - Confectionery/ Vending		£123,970	£127,689	£131,520	£131,520	£131,520	£135,405	£135,405	
		630300 - Admission Fees/ Charges - General		£58,057	£59,798	£65,386	£65,386	£65,386	£67,348	£67,348	
		628100 - Fees & Charges - General (Learn 2)		£280,380	£288,791	£297,455	£297,455	£297,455	£306,379	£306,379	
		628100 - Fees & Charges - General (Memberships)		£52,553	£52,553	£59,122	£72,260	£72,260	£60,895	£74,428	
		628100 - Fees & Charges - General (Additional Memberships)		£0	£0	£168,300	£307,146	£307,146	£231,132	£421,814	
605000 - Income Total			£514,959	£528,831	£723,283	£885,267	£885,267	£885,267	£902,764	£1,017,279	
Troon Swimming Pool Total			£111,236	£116,150	£16,574	£80,410	£106,013	£40,712	£188,276	£214,647	

7.3 Consultation

Consultation Group	Organisation	Contact Name	Position
Internal staff	South Ayrshire Council	Sharon Nicol	Senior Active Living Officer
	South Ayrshire Council	Jodie Whales	Health and Fitness Officer
	South Ayrshire Council	Caroline Hislop	Active Living Officer
	South Ayrshire Council	Liam Cooper	Health and Fitness Officer
	South Ayrshire Council	Katie Campbell	Team Leader - Active Living
	South Ayrshire Council	Alana Stewart	Senior Officer
	South Ayrshire Council	Taylor Cameron	Officer – Spaces and Places
	South Ayrshire Council	Catherine Boyce	Lifeguard
	South Ayrshire Council	Alan Carroll	Lifeguard
	South Ayrshire Council	Julie Murchie	Facility Supervisor
	South Ayrshire Council	Kieran Robb	Active Living Officer
	South Ayrshire Council	Alex Cairnduff	Receptionist
	South Ayrshire Council	Leanne Anderson	Receptionist
	South Ayrshire Council	Tom Coulter	Senior Officer
	South Ayrshire Council	James Wilcox	Lifeguard/Supervisor
	South Ayrshire Council	Daniel Roseblade	Lifeguard
	South Ayrshire Council	Elaine Ray	Receptionist
	South Ayrshire Council	Fiona Cranson	Gym instructor
	South Ayrshire Council	Jenna Keenan	Lifeguard
	South Ayrshire Council	Abbey Stevenson	Lifeguard

7.4 Financial Assumptions Matrix

Budget Line	Assumptions
Opening Hours	Facility opening hours Monday - Wednesday 6.15am – 9.30pm, Thursday and Friday 6.15am-9pm. Weekends 8.30am-5.30pm
Usage	- Health, fitness and pool usage has been increased pro-rata based on the forecasted increase in memberships/usage including the latent demand forecasting. - Projected gym usage is calculated on a prudent one visit per week x 50 weeks per year and class usage is based on 1.5 visits per week x 50 weeks per year
Income	- All associated income and expenditure are calculated at 3% per annum - Membership prices have been assumed to rise to £22.50pm for club fitness for the gym only model and £27.50pm for an all-inclusive membership with gym and studio installed. Concession/junior membership fees remain £5 cheaper than the full price in both scenarios. - Membership count modelling has assumed a growth of 1264 members with 75% achieved in year 1 and 100% in year 2 - A small net increase has been added income for high quality vending, based on increased footfall (bean to cup)
Employee Costs	- Employee costs for new and existing roles have been based on existing South Ayrshire Council pay grades, with inflationary increases of 3% and 9.2% added to each position for casual cover for holidays. - Pool Staffing has been budgeted on the existing staffing levels and likewise with reception, but rotas amended given the introduction of access control/cashless system and higher levels of staffing allocated to peak times, especially during swimming lessons. - The new gym is fully manned during opening hours – an increase from 21hrs currently to 95.5hrs per week

Property Costs	A 5% increase in property costs is estimated from year 1 to cover increased electricity, gas and cleaning supplies for the gym only option and 6% increase for the gym and studio. A 20% reduction has been applied to energy costs for option 3 if Selix funding is secured.
Supplies and Services	Fitness instructor costs for the class programme are calculated on a self-employed basis at an average of £20/hr x 60 classes per week including health classes x 50 weeks per year
Administration Costs	A modest increase has been added for additional license costs for the provision of the larger gym and fitness classes/virtual classes

DRAFT

7.5 Future Staffing Model and Work Patterns

SAC Grade Job Title		Department	Staffing Allocation	day1	day2	day3	day4	day5	day6	day7	day8	day9	day10	day11	day12	day13	day14
				Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
				Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish
		Admin/Reception															
Level 4	Receptionist		y	15:00	21:00	15:00	21:00	15:00	21:00	15:00	21:00	15:00	21:00				
Level 4	Receptionist		y											08:00	17:30	08:00	17:30
Level 4	Receptionist		y	16:00	21:00	16:00	21:00	16:00	21:00	16:00	21:00	16:00	21:00				
Level 4	Receptionist		y											10:00	16:30	08:00	15:30
		Gym															
Level 5	Health and Fitness Instructor		y	06:00	14:00	06:00	14:00	06:00	14:00	06:00	14:00	06:00	14:00				
Level 5	Health and Fitness Instructor		y	14:00	21:30	14:00	21:30	14:00	21:30	14:00	21:00	14:00	21:00				
Level 5	Health and Fitness Instructor		y											08:00	17:30	08:00	17:30

Appendix 3: Troon Regeneration Options Appraisal

May-25

Troon Regeneration Options Appraisal

This Options Appraisal is intended to prioritise potential regeneration projects identified and discussed on 12th March 2025 for Troon.

It is understood that £1.65m is available and that the allocated regeneration funding could be spent as a self-contained budget or considered for match-funding, however the priority is to deliver a limited number of large-scale projects in the next two years.

A number of broad themes and individual projects came out of discussion, with the primary aim being to encourage footfall and make Troon a destination for people to visit, linger and spend, and to encourage businesses to invest. The themes and projects are as follows:

- Instigate a one-way system in town within a holistic look at traffic management
- (Re)development of the former M & Co building, including civic space for housing
- Municipal Building investment
- Public realm around Municipal Building, i.e. Civic Quarter.
- Space around Portland Street/Ayr Street/Templehill crossroads/improved public realm, spaces for cafes
- Academy Street car park, aka Lidl car park
- Foster the town's café culture
- Shopfront improvement grant programme

Subsequent to the meeting further options were suggested:

- Refurbishment of Darley Cottage to accommodate the Marr Education Resource Centre (MERC) and extension to Troon Pool

Most projects have not been properly costed as many are 'themes' or broad aspirations, and have not been developed to a stage for even a notional costing, e.g., developing a cafe culture is considered to be a consequence of a variety of actions (markets, events, maintenance, etc.) and physical regeneration projects (public realm improvements, incl strategic improvements to surface treatments, lighting, seating, public art, tree planting, etc.). Therefore, the assessment has largely been focussed on merits within a 'regeneration' context and how they contribute to the betterment of the town, economically, socially, and environmentally. Criteria have been identified and projects have assessed against these, with greatest weighting given to feasibility and deliverability.

Troon Regeneration Themes, Projects and Scoring

	Name/Theme	Description	Weighted Score
1	One way system and traffic management	Instigate a one-way system as part of holistic look at improving traffic management in order to facilitate pedestrian activity/footfall and support café culture	30
2	M & Co building, including civic space	Consider potential to deliver town centre living/affordable housing at M & Co building, including elements of public realm development/improvement	33
3	Municipal Building	Invest in upgrades to internal elements of the Municipal Building in order to enhance income generation	53
4	Civic Quarter	Enhance setting of the Municipal Building, with opportunities to improve/create civic space for public events. Also consider landscaping improvements to enhance connections with promenade.	47
5	Portland Street/Ayr Street/Templehill cross	Improve public realm for cafes to occupy/spill out at Portland Street/Ayr Street/Templehill cross.	23
6	Academy Street (proposed Lidl) car park	Improve surface treatments, including public realm	31
7	Cafe Culture	Support the development of a vibrant café culture, encouraging community connection, supporting local businesses, and creating an attractive and inviting environment (pavements, civic spaces, greenery, lighting, etc.) for both residents and visitors.	37
8	Shopfront grant programme	Develop a bespoke shopfront grant programme aimed at supporting businesses/property owners and enhancing the town centre's character, civic pride, and community wellbeing.	33
9	Darley Cottage	Refurbishment to historic cottage adjacent to Marr College Playing Fields to accommodate the MERC (Marr Educational Resources Centre) which is currently located at the existing Troon library and administered by the Council. The MERC offers free public access to computers, internet, software and self-instructional learning resources. It is administered by South Ayrshire Council. However the library service is moving to the Municipal Buildings very soon and the MERC will not be moving with it. Darley Cottage would therefore offer a new location for this resource.	25
10	Troon Pool Extension	Additional funding is being sought to supplement the existing capital budget for an extension and internal alterations at Troon Pool. The already approved works include: an extension to provide a larger gym and a fitness studio, upgraded wet and dry changing accommodation and a new reception space.	51
11	Old Parish Church	Support Troon Development Trust's (TDT) aspirations in regard to a community takeover of the B-listed Old Parish Church as a community asset. The Church of Scotland has determined that the Old Parish Church is surplus to requirements.	24

Criteria

Criterion	Description	Further Info/Background
Strategic Alignment	How does it align with SAC policy objectives? National priorities? Does it support economic, social, and environmental priorities?	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. Priority 1: Spaces and Places. Moving around and the environment Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained. Play, Sport and Recreation Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation. Priority 2: Live, Work, Learn Education and lifelong learning. Work and economy Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish. Housing Everyone 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. Priority 3: Civic and Community Pride Everyone (residents, visitors, and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage. Community Engagement Everyone has the opportunity to influence and contribute to what happens in their local area. The Scottish Government's regeneration priorities centre on creating sustainable, thriving communities by addressing area inequality, creating opportunities, and improving community well-being. Key initiatives include community-led regeneration, supporting local partnerships, and investing in town centres.
Economic Impacts	What are the benefits in terms of job creation, business growth, and increased investment? How does it contribute to local economic resilience?	Town centre locations are considered priorities, with emphasis on benefits from bringing people/footfall through complementary uses and facilities, combining visits, visibility, etc.
Viability	Can the Council afford to undertake? What are the costs and financial sustainability of the project? Does it provide value for money? Does it require additional funding?	Ward capital funds are considered to be the primary source of funding but projects also assessed on ability to attract external funding.
Social and Community Benefits	How will the project improve the local community? Does it address inequality, health, climate resilience, etc.? Does it align with climate change objectives?	
Place-based Benefits	How does it link to other key projects, initiatives or actions? Does it make best use of, or complement existing assets? Could it act as a catalyst for further projects?	Town centre locations are considered priorities, with emphasis on benefits from bringing people/footfall through complementary uses and facilities, combining visits, visibility, community hubs, ease of access/convenience, etc.
Deliverability and Feasibility	Are there practical barriers to delivery, e.g., land ownership issues, planning/roads consents? Is there a clear delivery plan with realistic timescales?	
Stakeholder Engagement and Support	Does the project have buy-in from key stakeholders? Is it evidenced in any CLAP/Place Plan or other vision/strategy document? What are risks of opposition?	Troon Together Community Action Plan 2019 is the key document and supplemented by update Troon Vision 2030 being progressed by Troon Community Council with Troon Development Trust
Risk and Uncertainty	Are there significant/key risks (financial, political, operational) that will compromise deliverability? If so, how will they be managed?	

Scoring

A scoring system has been established whereby projects exhibiting maximum positive impact receive a raw score of "5", and minimal or negligible impact receive a "1", except in regard to "risk and uncertainty", in which case a "5" is lowest risk and "1" highest risk.

Scores are then weighted based on relative importance of certain criterion over others, e.g., Deliverability and Feasibility have been considered as being the most important factor, thus raw scores in this category are multiplied by 3. Strategic Alignment with Council and Scottish Govt priorities, Viability, and Place-based Benefits, are considered next important and raw scores are multiplied by 2, with the remaining criterion are multiplied by 1.

Sample Score below:

Criterion	Weighting	Raw Score (1-low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	3	6	
Economic Impacts	x1	3	3	
Viability	x2	2	4	
Social and Community Benefits	x1	3	3	
Place-based Benefits	x2	3	6	
Deliverability and Feasibility	x3	2	6	
Stakeholder Engagement and Support	x1	1	1	
Risk and Uncertainty	x1	4	4	
Total		21	33	

Project 1: One-way System and Traffic Management				
Description	Instigate a one-way system as part of holistic look at improving traffic management in order to facilitate pedestrian activity/footfall and support café culture			
Assessment	The notion of a one-way system has been promoted for a long time and suggested within the Troon Together Community Action Plan 2019. An action to 'explore a 1-way system, parking improvements and cycle routes'. In order to be successful the instigation of any 1-way system would require to be carefully designed, based on consultation, and considered within a wider public realm improvement scheme in order to address potential congestions, parking issues, and creation of a movement framework to support economic activity and the development of a cafe culture in the town centre. A study, together with modelling, would need to be commissioned. This could be done within timescales but delivery may not realistically be achievable in the next 2 years given time associated with design (especially if public realm improvements are included), consultation, modelling and trialling, as well as construction.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	4	8	Difficult to assess the impact of instigating a 1-way system based on a notion alone but the aspirations in terms of enabling access to the town centre, making the town centre more attractive for visitors and residents and supporting cafe culture in the town are largely aligned with Council priorities, with the only question mark around potential support for private vehicle use which may compromise climate change agenda. Without proper design, consultation, modelling etc. impacts could either be positive or negative in regard to both SAC and SG priorities.
Economic Impacts	x1	2	2	
Viability	x2	2	4	
Social and Community Benefits	x1	2	2	
Place-based Benefits	x2	2	4	
Deliverability and Feasibility	x3	2	6	
Stakeholder Engagement and Support	x1	3	3	Support for implementation of a one-way system is evidenced but not interrogated in any sense.
Risk and Uncertainty	x1	1	1	See above, which without proper design would expose the Council to significant risk.
Total		18	30	
Recommendation	Not recommended			

Project 2: M & Co				
Description	Consider potential to deliver town centre living/affordable housing at M & Co building, including elements of public realm development/improvement. The project present a significant opportunity to invest in the town centre through a mixed-use town centre living development, with an improved public realm. The project would address a long-term vacant building, attract additional footfall through increased residential population in the town centre, and revitlaise key west facing public realm, which would be conducive to 'cafe culture'/spill out if appropriate ground floor usees could be incorporated. Mlxed tenure housing would support social inclusion by offering options for various income levels. An enhanced public realm, including better pavements and lighting would create a safer, more attractive environment as well as encourage civic pride.			
Assessment	The ambition is broadly supported within the context of town centre regeneration by promoting town centre living (TCL), strengthening civic and cultural activity through a diversity of uses, making the centre safer, more appealing and easier to get around, together shaping a more 'Successful Place'. However, the project is notional at this time and would take years to develop and deliver.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	5	10	The project, in principle, aligns strongly with all Council and Govt priorities around regeneration and sustainable development.
Economic Impacts	x1	4	4	The project would likely support town centre revitalisation by bringing significant investment into the town centre
Viability	x2	1	2	The project is notional and there are no costs associated with this project yet, nor have any potential delivery/development models, which would likely have legal questions as well.
Social and Community Benefits	x1	4	4	Would address inequality, health, climate resilience, etc and align with climate change objectives
Place-based Benefits	x2	4	8	The project, in principle, aligns strongly with all Council and Govt priorities around regeneration and sustainable development.
Deliverability and Feasibility	x3	1	3	The project is notional only and it is projected as a longer-term project, thus significant issues/questions in regard to deliverability and feasibility.
Stakeholder Engagement and Support	x1	1	1	The project is notional only and there is no evidence for support.
Risk and Uncertainty	x1	1	1	The project is notional. Without designs, costs, development model, etc., there are significant risks across all aspects of the project.
Total		21	33	
Recommendation	Not recommended. However, the potential benefits are significant and a feasibility study could explore planning, design, developmment models, costs, etc. addressing risks and uncertainties.			

Project 3: Municipal Buildings				
Description	Invest in upgrades to internal elements of the Municipal Buildings, including the Town Hall/Concert Hall (CH) and Walker Hall (WH) in order to enhance functioning of the buildings and opportunities for income generation. Proposals worked up by PDS team include: the creation of a bar area (CH); improvements to stage lighting, riggings and audio (CH and WH); new feature lighting (CH); renewal of balcony flooring (CH); stage levelling (CH); upgrades to dressing rooms (CH and WH); a new catering kitchen; and a full re-wire (WH). The costs are high level and are based on other similar projects where possible. A supply cost was obtained for the supply of the new light fittings in the concert hall. If any of these works are to proceed, further surveys would be required along with support from external consultants such as Structural, Electrical and Mechanical Engineers and a specialist kitchen designer.			
Assessment	The Municipal Buildings serves as a central hub for the town, hosting valuable civic functions, community events and public services. It is the most prominent building in Troon and is strongly linked to the town's identity. It is located on the main bus route and a short walk to the train station and beach, making it convenient and easy to access for everyone. It plays a key role in facilitating community engagement as it hosts anything from small-scale meetings to large-scale events, concerts, weddings and private functions. There are potential place-based benefits in that investment would support pedestrian footfall supporting cafe culture aspirations,			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	5	10	The proposals fully align with Council and Govt priorities across placemaking, economic benefits and civic pride. Also, in regard to reuse of historic/listed building, sustainable development and town centre regeneration.
Economic Impacts	x1	4	4	Investment would enhance commercial opportunities for the Council and support function of the key civic building in the town centre and footfall generation.
Viability	x2	5	10	PDS have undertaken preliminary design work and costings, which would be deliverable within budgets, with a caveat that that costs are high level, and if works are to proceed further surveys would be required for specialist contractors.
Social and Community Benefits	x1	3	3	The Municipal buildings is the most prominent civic building in the town centre, hosting numerous community events. Investment aligns with climate change agenda in regard to supporting reuse/adaptation of historic buildings and town centre regeneration.
Place-based Benefits	x2	4	8	The Municipal building is situated centrally on the main bus route and only a short walk to the train station and beach, making it convenient and easy to access for everyone. It hosts numerous valuable civic functions, e.g., the library, plus spaces that cater for anything from small-scale meetings to large-scale events, concerts, weddings and private functions. There are potential place-based benefits in that investment would support pedestrian footfall supporting cafe culture aspirations, would be a focal point as part of any public realm improvements, etc.
Deliverability and Feasibility	x3	4	12	The building is council-owned and PDS have undertaken preliminary works including indicative costings, although a programme has not been provided.
Stakeholder Engagement and Support	x1	3	3	The Walker Hall is identified as a valued but 'underused' community asset and a 'sleeping elephant' in the 2019 Troon Community Action Plan evidencing support for improvement and investment.
Risk and Uncertainty	x1	3	3	Risk is mitigated as the council owns the building and PDS have undertaken high level costs for a variety of works.
Total		31	53	
Recommendation	Recommended as the highest priority project. The Municipal buildings is the most prominent building in the town centre, strongly associated with the town's identity and community engagement. It is situated centrally on the main bus route and only a short walk to the train station and beach, making it convenient and easy to access for everyone. It hosts numerous valuable civic functions, e.g., the library, plus spaces that cater for anything from small-scale meetings to large-scale events, concerts, weddings and private functions. There are potential place-based benefits in that investment would support pedestrian footfall supporting cafe culture aspirations, would be a focal point as part of any public realm improvements, etc.			

Project 4: Civic Quarter

	Enhance setting of the Municipal Building, with opportunities to improve/create civic space for public events. Also consider landscaping improvements to enhance connections with promenade.			
	Given the prominence of the buildings, particularly the Town Hall, their civic functions and the incoherence of spaces around them investment in the public realm to improve their setting and function is considered advisable. There may also be opportunities to include areas of ground currently associated with Ivy Cottage (lease currently under review) to form a single coherent civic space capable of hosting events, e.g., markets, Xmas tree, etc. and a more comprehensive 'Civic Quarter' project (see plan attached) which would look to improve the whole block and could include greening of the site next to the kiosk, as well as ground between the Walker Hall and Town Hall. This would require a masterplanned approach but could be transformative in terms of enhancing Troon's status as an attractive seaside town.			
Assessment				
Scoring				
		Raw Score (1- low, 5 - high)		
Criterion	Weighting		Weighted Score	Comment
Strategic Alignment	x2	5	10	Improvements to the public realm and formation of civic space would be fully consistent with all council and SG priorities.
Economic Impacts	x1	4	4	It is considered that improvements/formation of civic spaces would support economic aspects, resilience and wider town centre viability through opportunities to support events, markets, etc., being complementary toward civic functions in the buildings, kiosk through the generation of footfall.
Viability	x2	3	6	The proposal is notional and would require to be designed in detail, but is considered that it could be phased or staged to adhere to current funding programmes.
Social and Community Benefits	x1	4	4	Improvements would significantly enhance the civic core of town centre providing better facilities and spaces for public events and gathering.
Place-based Benefits	x2	5	10	Improvements would link to works to the town hall/walker hall, support the development of a café culture, kiosk investment, etc.
Deliverability and Feasibility	x3	2	6	The project is conceptual only and would require a detail design and development process, including establishing costings., but given much of the land is in council ownership risk is mitigated. Timescales to deliver would be circa 3 years following process to establish funding streams, write brief, employ design team/community engagement team, secure relative consents and procure contractors to deliver.
Stakeholder Engagement and Support	x1	5	5	Improvements to the public realm around the Municipal building are specifically mentioned in the Troon Together document and supported in principle under "Creating new community hubs, civic spaces and event" in the update document. Specifically, Walker Hall is noted with in the 2019 document as a "great community building, which is a sleeping elephant." It also says that "it is underused and no outdoor spaces available to use. It has no engagement with seafront despite its great location. Amazing views from upper rooms but not easily accessible." Improvements would seek to address these issues.
Risk and Uncertainty	x1	2	2	The project is conceptual only and would require a detail design and development process, including establishing costings., but given much of the land is in council ownership risk is mitigated.
Total		30	47	
Recommendation	It is recommended that funding (circa £150k) is allocated to develop concept designs or masterplan for the 'Civic Quarter', to determine feasibility and deliverability. Opportunities to bring underused land in front of the Ivy Cottage and near the Kiosk require to be explored as well. The benefits of investment are considered to be significant in terms of enhancements to the functioning of the Town Hall/Walker Hall, support for the development of a cafe culture and wider town centre regeneration aspirations.			

Troon Civic Quarter



Proposals

1. Remove existing 'art' to create a new civic space to the front of Troon Town Hall/Walker Hall for events, e.g. markets, xmas tree, etc. and could include new public art, seating, trees, etc. Would complement civic function of the building and shops/cafes, i.e., support 'café culture'
2. New/formalised civic/green space between the Town Hall/Concert Hall/Walker Hall to improve function and setting, i.e., could be terraced green space to provide informal seating as well as trees, formal seating, planting, etc.
3. New/improved connection to esplanade from South Beach/civic space to form more attractive and inviting route between seafront and town centre.
4. Landscaping at ferris wheel site to complement future improvement to kiosk – needs to be confirmed with Fiona Ross, i.e., future use unknown. If realised would enable a coherent green space linking with war memorial and green space behind Walker Hall and Concert Hall.
5. Option to look at design proposal/masterplan for the entire block to enable comprehensive and coherent rationalisation/utilisation of spaces, uses, maintenance, etc.

Project 5: Portland Street/ Ayr Street Cross Public Realm				
Description	Improve public realm for cafes to occupy/spill out at Portland Street/Ayr Street/Templehill cross.			
Assessment	The only portion of the cross that has the necessary ingredients, e.g. an attractive outlook, appropriate orientation, available space/potential for spillout associated pub/café uses is outside No8 Templehill. Whilst the space is very centrally located its potential as a contributor to Troon's café culture is currently limited due to the presence of the hairdressers at the site. Also compromised by location in that it is at a busy junction and the beneficiary would likely be a single business?			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	2	4	Aligns with SAC Priorities 1 and 3 but undertaken as a small site/project the impacts would be minimal
Economic Impacts	x1	1	1	Very limited economic impacts largely benefits a single business
Viability	x2	1	2	No costs have been obtained but value for money if undertaken as an isolated project would be questionable.
Social and Community Benefits	x1	1	1	Very limited social and community benefits re inequality, helth, climate resiliance, etc.
Place-based Benefits	x2	1	2	Very limited links to other projects, though could be taken forward as part of a wider café culture/public realm improvement project
Deliverability and Feasibility	x3	3	9	Could be delivered by ARA, though would need to go through process to develop brief, employ design team/community engagement team, secure relative consents and procure contractors to deliver.
Stakeholder Engagement and Support	x1	2	2	The specific site is not mentioned in CLAP or Vision document, though there is support for "Creating new community hubs, civic spaces and events"
Risk and Uncertainty	x1	2	2	Risks associated with conflicts with hairdressers, spend associated with benefits largely contained to a single business, etc.
Total		13	23	
Suggestion	The principle of utilising available civic space to support the development of a café culture in Troon is sound, but as an isolated project the benefits would be very limited. However, it could be an integral part of a town centre-wide public realm/movement strategy that supports cafe culture.			
Recommendation	Not recommended as a standalone project			

Project 6: Academy Street / Lidl Car Park

	Proposal to resurface the existing Academy Street Car Park, which is owned by SAC and a portion is leased to the owners of the proposed Lidl. The car park is a significant space in the centre of the town. It provides about 223 free car parking spaces, though a planning application (22/00042/APP) approved in April '22 included a reconfiguration reducing the number of spaces by 63. The car park at Morrisons is the only larger facility and is intended for customers only. The South Beach car park is the other relatively large car park (66 spaces) in the town centre. Thus, Academy Street provides a valuable facility enabling visitors easy access to shops, services and amenities.			
Description				
	The car park provides a valuable facility in the heart of the town centre as demand for on street parking exceeds that which is available. That said the Lidl planning application was approved, with reduction in car parking spaces - the loss was not deemed significant per ARA concluded that, the loss of parking spaces is not considered to be significant. The town was noted to have a large number of residential properties within walking and/or cycling distance of the town, and additionally the town is served by public transport with bus routes and a train station in close proximity. It's understood that the proposed Lidl is being marketed. Lidl had previously suggested that resurfacing would be part of the overall property investment.			
Assessment				
Scoring				
		Raw Score (1- low, 5 - high)		
Criterion	Weighting		Weighted Score	Comment
Strategic Alignment	x2	3	6	The project aligns with Council priorities and national priorities in terms of town centre regeneration to investment in car-centric development is less supported at national level.
Economic Impacts	x1	2	2	The car park is already well used and there is little evidence to demonstrate that there would be economic impacts associaed with investment. The Lidl planning application noted the number of residents living within walking distance and availability of a range of public transport options.
Viability	x2	2	4	There are no costs associated with undertaking this, therefore the assessment is based on a notionally applied figure of £50/sqm for circa 6,000sqm, thus circa £300k. The proposal would improve a car park that is in a very poor state. In isolation it is considered that the benefits from improvements would be marginal as the car park is already well used.
Social and Community Benefits	x1	1	1	Limited social and community benefits unless investment in creation of improved public realm
Place-based Benefits	x2	2	4	The car park is already well used although if progressed as part of a wider public realm strategy it is considered the benefits would be negligible.
Deliverability and Feasibility	x3	3	9	Advantages to it being a council-owned facility support deliverability and feasibility.
Stakeholder Engagement and Support	x1	2	2	The principle of car parking in the town centre is supported in the 2019 plan, though not mentioned in the update.
Risk and Uncertainty	x1	3	3	Risks are mitigated to a degree through Council ownership of the land, though subject to a lease.
Total		18	31	
Recommendation	Not recommended given the Lidl property is being marketed and previous indications that operators would undertake improvements.			

Project 7: Café Culture

Description	Support the development of a vibrant café culture, encouraging community connection, supporting local businesses, and creating an attractive and inviting environment (pavements, civic spaces, greenery, lighting, etc.) for both residents and visitors.			
Assessment	As an aspiration the concept is fully supportive and consistent with Troon's status as a popular seaside destination and as a town that hosts the Open regularly. However, achieving the café culture takes time and would likely involve numerous steps, initiatives, etc. that suggest it is more a longerterm aspiration than short term. It is suggested that Cafe Culture is linked to the 1-way project as town centres that are 'walkable', i.e., easy to move about, welcoming to pedestrians, attractive, pedestrian priority over car, etc. are more conducive to developing a cafe culture. Also, appropriate locations/businesses need to be on board, locations to spill out identified, public realm improved (seating, planting, surface materials, trees, etc), licences granted, businesses potentially supported through grants, events supporting gathering planned, etc.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	5	10	A café culture suggest a vibrant town centre, which is consistent with all council and Scottish Govt priorities.
Economic Impacts	x1	4	4	A café culture suggests a vibrant town centre, but timescales for achieving are uncertain.
Viability	x2	1	2	As the aspiration is notional, thus no costs are known and it would need to be interrogated as to how to make it happen and its viability assessed.
Social and Community Benefits	x1	3	3	As a concept it would have community and spcial benefits associated with a vibrant town centre, bowever the proposal is notional and assessment is difficult.
Place-based Benefits	x2	5	10	Inherent in developing a cafe culture are the ingrediants required for making a town centre a more attractive place to visit, linger and spend money. Investment in public realm (seating, lighting, trees, surface materials, art, etc.) would likely be required to ensure entreprenuerial participation and success, but would also expect related benefits in terms of acting as a catalyst for other investment or projects, e.g., could link to shopfront imprvements, emarkets, festivals, the Open, etc. and potentially town centre living.
Deliverability and Feasibility	x3	1	3	Unable to accurately assess given notional nature of aspiration.
Stakeholder Engagement and Support	x1	3	3	It is not explicitly supported but the notion of vibrancy as an aspiration in both documents
Risk and Uncertainty	x1	2	2	Unable to accurately assess given notional nature of aspiration.
Total		24	37	
Recommendation	Not recommended as a standalone project as development of a café culture is considered to be a consequence of a number of actions, e.g., surface treatments, business engagement/support, seating, lighting, tree planting, public art, licencing, events, etc. However, it is recommended that any residual funding could be utilised to undertake a strategy looking comprehensively at the above ingredients together with at movement/1-way system to foster a cafe culture.			

Project 8: Shopfront Grant Programme

Description	Develop a bespoke shopfront grant programme aimed at supporting businesses/property owners and enhancing the town centre's character, civic pride, and community wellbeing.			
Assessment	Shopfront grant programmes have been successful in many town centres, e.g. Perth, Stirling, Govan, etc. However, they are not necessarily 'quick wins' and take time to implement, e.g., establishing grant conditions, eligibility requirements, developing design guidance through to delivery. Evident impacts might be difficult to deliver in the short term.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	4	8	Aspirations to improve shopfronts are consistent with Council priorities and Scottish Govt aspirations for town centres.
Economic Impacts	x1	2	2	Would be expected to contribute to a degree in regard to town centre viability and economic performance, however benefits may not be felt until a certain scale of shopfronts have been transformed.
Viability	x2	2	4	Value for money may be compromised by longer term nature of shopfront programmes.
Social and Community Benefits	x1	2	2	Limited social and community benefits, certainly in the short term but in the longer term would expect to support civic pride and community identity.
Place-based Benefits	x2	3	6	As part of a wider town centre regeneration programme, with commensurate investment in public realm, uses, housing, active travel, etc. there would be significant benefits but undertaken in isolation the impacts would be lessened.
Deliverability and Feasibility	x3	2	6	Shopfront grant programmes tend to be process heavy and require longterm commitments to achieve benefits at scale. Consenting processes, grant claim processes and delivery processes are constraints, and would likely have resource implications in terms of officer time.
Stakeholder Engagement and Support	x1	3	3	Support for the improvement of shopfronts is evidenced in 2019 document, but not in the update.
Risk and Uncertainty	x1	2	2	There are significant risks inherent in shopfront programmes but learning from experience in Maybole, Ayr and Girvan will enhance deliverability. However, as properties are owned by 3rd parties there are many risks that are outwith the Council's control and mitigate potential effectiveness in terms of achieving impacts in the short term.
Total	20		33	
Recommendation	Not recommended as benefits would be unlikely to be realised in the short term. Also, it is a process heavy project that would require a dedicated officers to manage.			

Project 9: Darley Cottage

	Refurbishment to historic cottage adjacent to Marr College Playing Fields to accommodate the MERC (Marr Educational Resources Centre) which is currently located at the existing Troon library and administered by the Council. The MERC offers free public access to computers, internet, software and self-instructional learning resources. It is administered by South Ayrshire Council. However the library service is moving to the Municipal Buildings very soon and the MERC will not be moving with it. Darley Cottage would therefore offer a new location for this resource.			
Description				
	The MERC offers free public access to computers, internet, software and self-instructional learning resources and as such is complementary to the existing Library. Whilst it is funded by the Marr Trust, which provides a nominal association with Marr College, it is considered that the locational benefits associated with being in the town centre (centrally located, better access, more inclusive re target users, brings footfall to town centre + potential spend, etc) are more important. There is an adjacent property that houses a long-term health and social care partnership resident that potentially compromises the ability to use outdoor space and any community use, i.e., though this would be expected to be dealt with through statutory planning processes.			
Assessment				
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	2	4	Whilst the principle of the use is valued and aligns with Council priorities, locating the centre in Darley Cottage would negate many of the benefits, being more difficult to access via public transport (also 25 min walk from the existing location), not being housed near complementary facilities/amenities, etc.
Economic Impacts	x1	1	1	The facility would be better located in the town centre as a use that brings people into it where they can support nearby businesses and services, creating a positive economic impact.
Viability	x2	2	4	Current Stage 1 costs are estimated at circa £210k, which would enable the refurbishment of an attractive historic cottage, but value for £ is negated by location of the building and potential loss of social and economic benefits.
Social and Community Benefits	x1	2	2	The principle of the use is positive but compromised by the location of the cottage being relatively remote and difficult to access for target users.
Place-based Benefits	x2	1	2	Very limited place-based benefits being remote from the town centre and complementary uses, facilities, etc.
Deliverability and Feasibility	x3	3	9	There are potential challenges due the adjacent property which houses a health and social care partnership resident.
Stakeholder Engagement and Support	x1	1	1	Little evidence in terms of support via CLAP or any vision/strategy.
Risk and Uncertainty	x1	2	2	Risks associated with lack of evidence or public support, the use may not be viable in the location, lack of detailed cost plan, etc.
Total		14	25	
Recommendation	Not recommended - potential benefits compromised by relatively remote location. Suggest finding an alternative location in closer proximity to complementary facilities/amenities.			

Project 10: Troon Pool Extension				
Description	Additional funding is being sought to supplement the existing capital budget for an extension and internal alterations at Troon Pool. The already approved works include: an extension to provide a larger gym and a fitness studio, upgraded wet and dry changing accommodation and a new reception space.			
Assessment	Whilst the swimming pool is not located within the LDP2 town centre boundary it is in very close proximity to it, and it is anticipated that there is an opportunity to support town centre regeneration as a key asset through additional visit/footfall. Thus, investment in the pool and facilities would provide significant benefits, e.g., improving health and wellbeing, community empowerment, regeneration and sustainability (supporting adaptation of existing facilities) and economic growth.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	5	10	Strongly aligns with the priorities of the Council, including improving health and wellbeing, community empowerment through access to sport and leisure facilities, investment in infrastructure and economic growth through attracting visitors.
Economic Impacts	x1	4	4	The facility would be better located in close proximity the town centre as a use that brings people into it where they can support nearby businesses and services, creating a positive economic impact.
Viability	x2	3	6	Proposals are understood to be advanced and funding already approved for other elements of the project.
Social and Community Benefits	x1	5	5	Supports physical and mental health, social inclusion and community events/clubs.
Place-based Benefits	x2	4	8	Enhances the identity of the town centre and supports wider town centre regeneration.
Deliverability and Feasibility	x3	4	12	Council owned facility with proposals already programmed and funding already approved. Risks associated with capital construction projects expected to be managed by experienced team.
Stakeholder Engagement and Support	x1	3	3	Noted appreciation for the Swimming pool as a community resource.
Risk and Uncertainty	x1	3	3	As a capital construction project there are inherent risks associated with intiation/cost, procurement, funding shortfalls, underperformance in usage/revenue, etc., however these are expected to be managed through planning and experience.
Total		31	51	
Recommendation	Recommended			

Project 11: Old Parish Church

Description	Support Troon Development Trust's (TDT) aspirations in regard to a community takeover of the B-listed Old Parish Church as a community asset. The Church of Scotland has determined that the Old Parish Church is surplus to requirements.			
Assessment	The building is located in the heart of the town centre and is considered to be one of its most important historic and community assets. Whilst the notion of retaining, repairing and repurposing it is supported the proposals are not defined, supported by a business plan or costed and could potentially conflict with uses at the Municipal Buildings.			
Scoring				
Criterion	Weighting	Raw Score (1- low, 5 - high)	Weighted Score	Comment
Strategic Alignment	x2	3	6	Scoring is based on the notion of repurposing it as a community asset.
Economic Impacts	x1	2	2	The building is located in the heart of the town centre and if brought into use as a community asset would support economic activity through footfall generation. However, as uses are undefined it is not possible to assess in any detail.
Viability	x2	1	2	Proposals are not defined and costs to refurbish the building have been estimated at £5m.
Social and Community Benefits	x1	3	3	The building is located in the heart of the town centre and if brought into use as a community asset it is expected that it would support social cohesion, empowerment and the identity of the town.
Place-based Benefits	x2	2	4	The building is located in the heart of the town centre and if brought into use as a community asset it is expected that it would support other activities though would need to ensure complementary and not conflict with Municipal Buildings.
Deliverability and Feasibility	x3	1	3	At the earliest stages and no defined uses, programme, costs, etc.
Stakeholder Engagement and Support	x1	3	3	Interest of TDT noted
Risk and Uncertainty	x1	1	1	As a capital construction project, without survey work, business plan, costs, revenue streams, etc there are significant inherent risks.
Total	16		24	
Recommendation	Not recommended			

Troon Regeneration Projects

	Name/Theme	Cost	Weighted Score
3	Municipal Building	1,000,000	53
10	Troon Pool Extension	500,000	51
4	Civic Quarter	150,000	47
7	Cafe Culture		37
2	M & Co building, including civic space		33
8	Shopfront grant programme		33
6	Academy Street (proposed Lidl) car park		31
1	One way system and traffic management		30
9	Darley Cottage		25
11	Old Parish Church		24
5	Portland Street/Ayr Street/Templehill cross		23

TOTAL	1,650,000

South Ayrshire Council

**Report by Depute Chief Executive and Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

**Subject: Troon Pool - Scotland's Public Sector Heat
Decarbonisation Fund Phase 2**

1. Purpose

- 1.1 The purpose of this report is to update Members in relation to a grant award from Phase 2 Scotland's Public Sector Heat Decarbonisation Fund of £1,718,998 (£1.72m hereafter) towards building fabric upgrades of Troon Pool with the aim of reducing energy consumption, revenue costs, and carbon emissions from the property.
- 1.2 In order to meet the terms of the £1.72m grant the Council must make a contribution of £862,502 (£0.86m hereafter). The purpose of the paper is therefore to request approval of additional funding of £862,502 through a realignment of other budgets within the General Services Capital Programme to the Troon Swimming Pool - Health and Fitness Extension budget to enable the delivery of the project.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 Notes the award of £1.72 from Phase 2 Scotland's Public Sector Heat Decarbonisation Fund for building fabric upgrades of Troon Pool;**
- 2.1.2 And given the conditionality of said award approves £0.86m to be transferred from through a realignment of other budgets within the General Services Capital Programme to Troon Swimming Pool - Health and Fitness Extension budget to enable the delivery of the project.**

3. Background

- 3.1 Scotland's Public Sector Heat Decarbonisation Fund (Phase 2) provides grant funding for local authorities, universities and arms-length external organisations to progress whole building approach projects that decarbonise heating systems and improve the overall energy performance of their buildings. The Scottish Government has made grant funding available within this financial year for projects to decarbonise their heating systems. This will allow organisations to implement clean heating systems, and for retrofit energy efficiency measures to support the overall decarbonisation of heat in buildings.

- 3.2 The Council successfully applied for Phase 1 of Scotland's Public Sector Heat Decarbonisation Fund receiving £720,960 towards the net zero retrofit of Prestwick Pool. The pool is due to reopen on 29 September 2025. The 2024 Asset Management Plan (Land and Buildings) committed to officers pursuing further projects that may be suitable for similar funding.
- 3.3 On 1 October 2020, the Council set its net zero targets by adopting a 75% reduction in emissions by 2030 (based on 2014/15 as a baseline) and a target of net zero greenhouse gas emissions by 2045.
- 3.4 In November 2021 a Net Zero Carbon Estate Strategy report was completed. This report set out how the Council could align their decarbonisation strategy with the 10-year capital programme. The report assessed the works required to decarbonise our existing buildings and detailed three potential strategic routes to net zero carbon. The options assessed a range of capital and revenue cost scenarios with the capital cost impact estimated at between £225m to £576m.
- 3.5 As a result of the above, and in particular the scale of the capital challenge with regards net zero, officers within Asset Management and Community Asset Transfer and Professional Design Services worked together to submit a bid for Troon Pool (in addition to pre-programmed refurbishment) for the following property elements: external wall improvements; roof improvements; glazing/curtain wall improvements; air handling unit Improvements; solar photo voltaic upgrades. These works are additional to the previously programmed 'Health and Fitness Extension' project and will be delivered concurrently. The works will be carried out by the same contractor to ensure coordination and continuity. Currently it is anticipated the entire facility will be closed between mid-November 2025 and September 2026. It is estimated that once revenue losses and savings-as-result-of-closure are considered the net revenue cost of the close period will be £189,977. The service is proactively considering further ways in which this revenue loss can be minimised. If approved, enabling works are scheduled to begin in October 2025. Plans are also in development for the redeployment of staff should the proposals be approved,
- 3.6 The Council was informed it was successful on Friday 29 August 2025 to the value of £1,718,998. To meet the terms of the grant award the Council is required to contribute £862,502. In the event Members approve the proposal described in section 4 the Council must be able to evidence that work has been invoiced by 31 March 2026 (or before) in order to claim the full grant.
- 3.7 Troon Pool was the 2nd largest gas consuming building in 2024-25 and had double the consumption of the Citadel due to a lack of heat recovery systems. Based on available modelling the Council's contribution will be paid back over a period of between 21 and 29 years. The projected total annual carbon saving will be 26 tco2e (equivalent to Southcraig school south building or Macadam House annual gas carbon emissions). The total annual revenue cost saving is modelled to be £35,299. The proposal will bring Troon Pool towards a modern energy standard comparable with Prestwick Pool.

4. Proposals

- 4.1 It is proposed that the Council:

- 4.1.1 notes the award of £1.72 from Phase 2 Scotland's Public Sector Heat Decarbonisation Fund for building fabric upgrades of Troon Pool; and

- 4.1.2 approves £0.86m to be transferred through a realignment of other budgets within the General Services Capital Programme to the Troon Swimming Pool - Health and Fitness Extension budget to enable the delivery of the 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 A modelled revenue cost avoidance of £35,299 per annum will be realised if approval for the Council's contribution is given and the project is delivered.
- 6.2 £0.86m will be transferred through a realignment of other budgets within the General Services Capital Programme to the Troon Swimming Pool - Health and Fitness Extension budget.
- 6.3 It is estimated that once revenue losses and savings-as-result-of-closure are considered the net revenue cost of the close period will be £189,977.

7. Human Resources Implications

- 7.1 Not applicable

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 In the event Members approve the proposal described in section 4 the Council must be able to evidence that work has been invoiced by 31 March 2026, or before, in order to claim the full grant. In the event this does not happen there is a risk a partial grant award will be made with any remainder being the responsibility of the Council. In order to mitigate this risk, the Council will issue a guidance note to the contractor informing them of the requirements and will liaise with the grant funder in the event of timeline challenges emerging. This approach was successfully implemented for the similarly funded Prestwick Pool net zero elements.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The Council will not realise the benefits described in section 3.7, The Council's ability to meet its pre-agreed targets as described in section 3.3 will be impaired. A modelled revenue cost avoidance of £35,299 per annum will not be realised. The Council will not be able to draw down awarded £1.72m from Phase 2 Scotland's Public Sector Heat Decarbonisation Fund and thus the project outlined will not be delivered. The Council would jeopardise any future applications to this grant fund due to the reputational damage of rejecting this grant funding.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An Integrated Impact Assessment has been carried out on proposals contained in this report, which identifies potential positive impacts. The IIA Summary Report is attached as [Appendix 1](#) and includes information on any mitigating or follow up action required.
- 9.2 A copy of the fully completed IIA can be access here: [IIA Troon Pool Salix 10 Sep 25 v2.xlsm](#).

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 as a financial update is being provided.

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, Priority 3 Civic and Community Pride

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 Assistant Director Planning 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>
Realignment of other budgets within the General Services Capital Programme to the Troon Swimming Pool - Health and Fitness Extension	30 September 2025	Corporate Accounting - Treasury / Capital Function
Instruction to progress works as described with the submission to Phase 2 Scotland's Public Sector Heat Decarbonisation Fund and as summarised above.	30 September 2025	Assistant Director Planning and Development

Background Papers **None**

Person to Contact **Chris Cox, Assistant Director, Planning and Development**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292612981
E-mail Chris.Cox@South-Ayrshire.gov.uk

Date: **11 September 2025**

Integrated Impact Assessment Summary Report

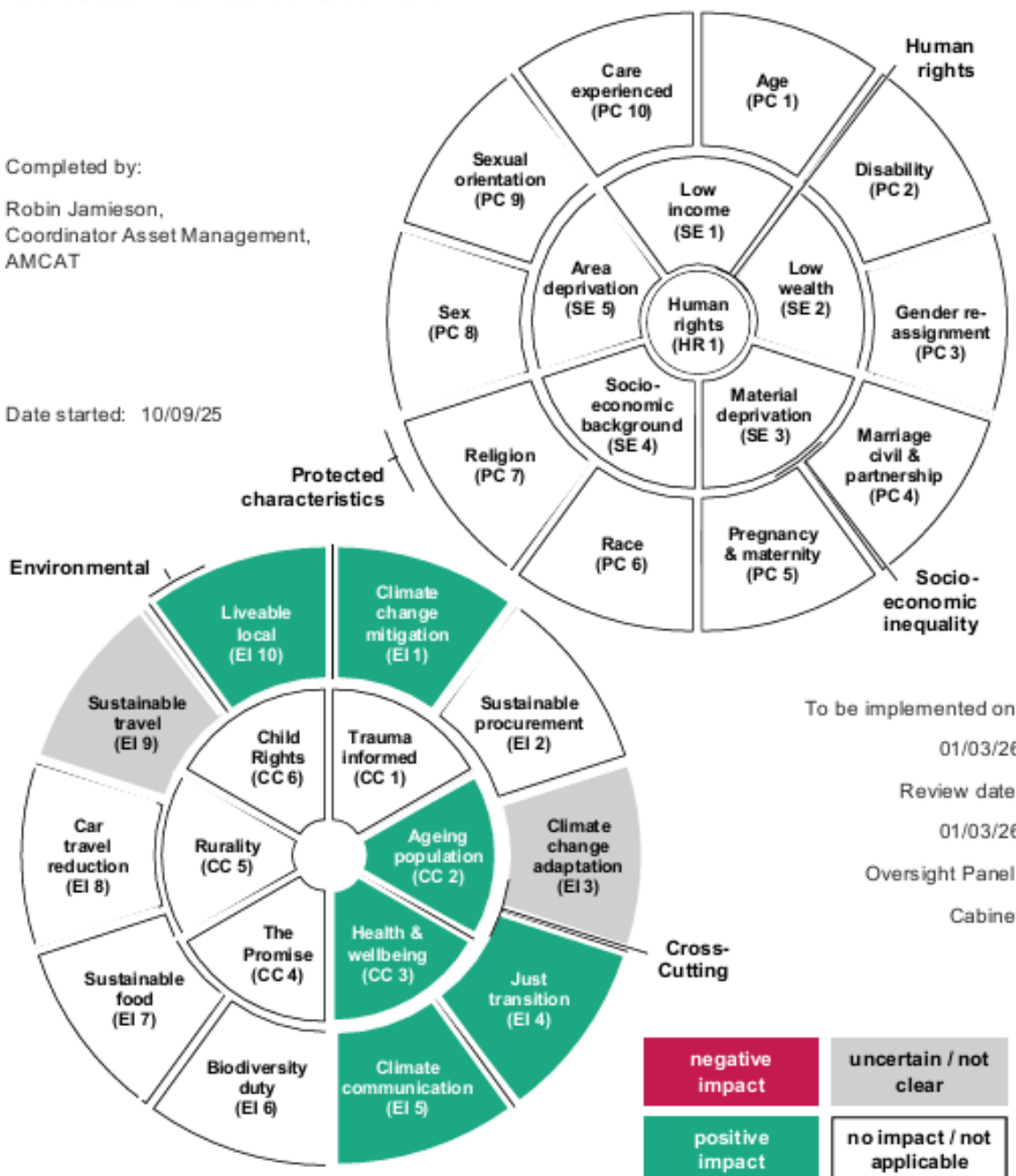
Answer here Troon Pool Phase 2 Scotland's
Public Sector Heat Decarbonisation Fund



Completed by:

Robin Jamieson,
Coordinator Asset Management,
AMCAT

Date started: 10/09/25



Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

n/a

Advancing equality of opportunity?

Helps provide a high quality sport asset open to all.

Fostering good relations?

n/a

Consultation declaration

We confirm consultation has NOT been carried out as part of this process.

Mitigating Actions Required (re negative / unclear impacts)**ENVIRONMENTAL IMPACTS**

EI 3	Climate change adaptation	n/a
EI 9	Enable sustainable and active travel	9 Please provide detail here

South Ayrshire Council

**Report by Depute Chief Executive and Director of Housing,
Operations and Development
to South Ayrshire Council
of 18 September 2025**

Subject: Ayrshire Growth Deal Spaceport

1. Purpose

- 1.1 The purpose of this report is to note the £3.279 million of capital expenditure incurred to date on the Prestwick Spaceport Project, which formed part of the Ayrshire Growth Deal investment programme. This project is now not progressing following the agreed restatement of the AGD programme.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 notes the previous approval of 6 February 2025 authorising officers to re-profile the Ayrshire Growth Deal investment and submit to both Governments under the change management process which has now been approved;**
- 2.1.2 notes the strategic rationale behind this decision following revised feasibility assessments and changes in market conditions; and**
- 2.1.3 notes the £3.279m of capital expenditure associated with the Prestwick Spaceport Project has been met from the previously created provision currently held in the Council's balance sheet.**

3. Background

- 3.1 In November 2020, South Ayrshire Council approved participation in the Ayrshire Growth Deal (AGD), which included an £80m investment from the UK and Scottish Governments into projects that would stimulate economic development and create high-value jobs.
- 3.2 One of the flagship projects within the AGD was the development of a horizontal launch Spaceport at Prestwick, designed to place South Ayrshire at the forefront of the UK and Scotland's emerging commercial space sector.
- 3.3 To date, South Ayrshire Council has incurred £3.279m in development, feasibility, design, and preparatory costs associated with the Spaceport. This included project scoping, stakeholder engagement, regulatory compliance work, and initial design work required to progress toward a Civil Aviation Authority (CAA) launch license.

- 3.4 Following a review of the Spaceport programme considering industry developments, technological shifts and private sector engagement the feasibility of delivering the Prestwick Spaceport as originally envisaged significantly receded.
- 3.5 The withdrawal of key commercial launch partners, coupled with an evolving regulatory and competitive market led officers to the conclusion that the project was unlikely to succeed within the timescales or budget originally planned.
- 3.6 During 2024/25 Council agreed to initiate a change request in relation to the Ayrshire Growth Deal to realign and revise the projects to be progressed. The change request proposed the removal of the Spaceport project from the programme of activity. This change request was considered and endorsed by the Ayrshire Growth Deal Project Management Office in February 2025 and thereafter passed to Scottish and UK Government for consideration. Confirmation of the approval of the change request by the Scottish and UK Governments was received during July 2025.

4. Proposals

- 4.1 Given the circumstances, it is both prudent, in line with good governance and required by proper accounting practice to formally note the £3.279m of capital expenditure, to be met from the provision described in paragraphs 6.2 and 6.3 below, to prevent carrying non-recoverable costs forward within the Councils financial plan.
- 4.2 Formally noting this expenditure will allow the Council and partners to continue to focus efforts and investment on projects more likely to succeed, provide strategic fit and deliver a greater economic return in terms of employment and training opportunities.

5. Legal and Procurement Implications

- 5.1 There are no outstanding legal liabilities associated with the £3.279m expenditure. All procurement and contracting was conducted in accordance with Council Standing Orders and AGD guidelines.

6. Financial Implications

- 6.1 The £3.279m expenditure was funded from the AGD Council capital allocation. Whilst the funding was applied legitimately in support of agreed development activities, the project is no longer considered to be viable or presents an enduring economic benefit.
- 6.2 Project spend incurred prior to approval of a full business case is at the Councils own risk therefore the discontinuation of this project requires the cost to be met by the Council.
- 6.3 As detailed in 3.6 above, a change request was submitted during 2024/25, removing the Spaceport project from the Growth Deal programme. From an accounting perspective, and in line with proper accounting practice, this change request created an 'event' that would require capital spend to be met from revenue funds. Given that this 'event' occurred in 2024/25, but with the final decision still pending, a provision of £3.279m was created and charged to the Communities and Transformation Directorate (Economic Regeneration Service). The creation of the provision featured in the overall 2024/25 year-end financial out-turn position for the

Council and is held within the Councils balance sheet pending the approval of the change request.

- 6.4 The £3.279m capital spend will be met from the available provision held in the Council's balance sheet.

7. Human Resources Implications

- 7.1 There are no human resource implications.

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 risk associated with rejecting the recommendations impacts on the wider AGD.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 The write-off element of this report does not require an IIA and the proposals are to bring the spaceport element of the AGD to an end. Further developments shall be subject to IIA consideration through the appropriate and relevant approval process.

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 and the Economy.

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 delivery model.

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, Councillor Martin Kilbride, Portfolio Holder for Buildings,

Housing and Environment, and Councillor Chris Cullen, Portfolio Holder for Economic Development, and the contents of this report reflect any feedback provided.

Background Papers **Report to South Ayrshire Council (Special) of 6 February 2025 - Ayrshire Growth Deal - The Prestwick Proposition (Members only)**

Report to Cabinet of 17 June 2025 – [Budget Management – Revenue Budgetary Control 2024/25 – Out-turn Statement at 31 March 2025](#)

Person to Contact **Kevin Braidwood, Depute Chief Executive and Director of Housing, Operations and Development
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 616234
Email kevin.braidwood@south-ayrshire.gov.uk**

Date: 9 September 2025