

21 October 2025

To:- **Councillors Connolly (Chair), Clark, Cullen, Davis, Grant, Hunter, Kilbride and Shields.**

Dear Councillor

CABINET

You are requested to participate in a meeting of the Cabinet to be held **on Tuesday, 28 October 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. Declarations of Interest.
2. Minutes of previous meeting of 23 September 2025 (copy herewith).
3. Decision Log -
 - (a) Overdue Actions;
 - (b) Actions Listed with Revised Dates – for approval ; and
 - (c) Recently Completed Actions.(copies herewith).
4. Housing and Property Services Portfolio.
 - (a) Empty Homes Strategy - Submit joint report by the Chief Executive and Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
5. Health and Social Care Portfolio
 - (a) Gaelic Language Plan 2025-2030 – Submit report by the Chief Executive (copy herewith).
6. Council Leader, Economy and Strategy Portfolio
 - (a) Collaborative Working in Ayrshire – Submit report by Chief Executive (copy herewith).

7. Council Leader, Economy and Strategy Portfolio/Finance and Corporate Services Portfolio.
 - (a) Shaping Our Future Council – Submit report by the Director of Communities and Transformation (copy herewith).
8. Leisure and Community Services Portfolio/Depute Council Leader Commercial/Operational Services Portfolio.
 - (a) Girvan Conservation Area Management Plan – Submit report by the Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
9. **Health and Social Care Portfolio.**
 - (a) **Practice Development Team Service Review – Submit report by the Chief Social Work Officer (Members only).**

For more information on any of the items on this agenda, please telephone
June Chapman, Committee Services on at 01292 272015, at Wellington Square, Ayr or
e-mail: committee.services@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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CABINET

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

Present
in County Councillors Brian Connolly (Chair), Alec Clark, Ian Davis,
Hall: William Grant, Hugh Hunter and Martin Kilbride.

Present
Remotely: Councillors Chris Cullen, Julie Dettbarn and Bob Shields.

Apologies I. Gall; D Gemmell; and N Fullard.

Also
present
in County
Hall: H. McGuire; G Laird, K. Nelson and D. Griffiths.

Attending
in County
Hall: C. Sneddon, Chief Executive; K. Braidwood, Depute Chief Executive and Director of Housing, Operations and Development; S. Mulholland Acting Director of Education; C. Caves, Chief Governance Officer; T. Eltringham, Director of Health and Social Care; C. Cox, Assistant Director - Planning and Development; M. Alexander, Service Lead – Housing Services; R. Jamieson, Co-ordinator – Asset Management; S. Marshall, Interim Head of Community Health and Care; . Chapman, Committee Services Officer; and E. Moore, Committee Services Assistant.

Attending
Remotely: L. Reid, Assistant Director – Transformation; G. Hunter, Assistant Director – Communities

Opening Remarks.

The Chair took the sederunt, confirmed to Members the procedures to conduct this meeting and advised that the meeting was being broadcast live.

1. Declarations of Interest.

In terms of Council Standing Order No. 17 and the Councillors' Code of Conduct, Councillor Hunter declared an interest in item 9a but informed the Panel this would not affect his part in the debate or decision.

2. Minutes of previous meeting.

The minutes of 26 August 2025 (issued) were submitted and approved.

3. **Decision Log.**

The Cabinet

Decided:

- (1) to note there were no overdue actions;
- (2) to approve the actions listed with revised due dates (issued); and
- (3) to note the recently completed actions.

Education

4. **Educational Services Standards and Quality Report 2024/25.**

There was submitted a report (issued) of 3 September 2025 by the Acting Director of Education seek Cabinet approval for the Educational Services Standards and Quality Report, which covers academic session 2024/25.

Following various questions from Members of the Cabinet and in particular in relation to the attainment gap, the Cabinet

Decided:

- (1) to approve the Standards and Quality Report 2024/25 (Appendix 1);
- (2) to note the progress by Educational Services and the collective; efforts of all staff across the service over the past year; and
- (3) to agree the publication of the report and plan in line with the Education (Scotland) Act 2016.

Education/Health and Social Care.

5. **Annual Report 2024/25 - Children and Young People's Service Plan 2023-2026.**

There was submitted a report (issued) of 3 September 2025 by the Acting Director of Education seeking approval for the publication of the second annual report sharing progress of the Children and Young People's Services Plan 2023-2026 over reporting period April 2024 to March 2025.

The Cabinet

Decided:

- (1) to approve the Children's Services Annual Report 2024/2025 attached as Appendix 1; and
- (2) to agree publication of the annual report in line with the Children and Young People (Scotland) Act 2014.

Education/Buildings, Housing and Environment.

6. New Girvan Primary and Early Years Campus.

There was submitted a report (issued) of 3 September 2025 by Assistant Director – Planning, Development and Regulation providing Members with an update on progress of the New Girvan Primary and Early Years Campus Project and to seek approval for a revised funding package and to proceed to execute the necessary documents at financial close.

Following discussion on a number of issues arising from the report, the Cabinet

Decided:

- (1) to note the update for the Project, including the most up to date scheme, costs and programme;
- (2) to approve the revised funding package for the project; and
- (3) to request the Chief Governance Officer to execute the necessary documents on behalf of the Council at Financial Close.

Buildings, Housing and Environment.

7. Annual Assurance Statement – Housing.

There was submitted a report (issued) of 11 September 2025 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the Regulatory Framework for Housing and seeking approval to submit the Annual Assurance Statement to the Scottish Housing Regulator and publish the statement for tenants and other customers.

Following a number of questions and comments arising from the report from Members of the Cabinet, the Cabinet

Decided:

- (1) to note the content of the Assurance Action Plan outlined at (Appendix 1) and the overview of operational service delivery outlined at (Appendix 2);
- (2) to consider and approve the Annual Assurance Statement at (Appendix 3);
- (3) to approve the submission of the Annual Assurance Statement to the Scottish Housing Regulator by 31 October 2025 and its publication for tenants and other customers; and
- (4) to note the requirements of the Regulatory Framework and ongoing work outlined in section 4.1 to achieve full compliance in the areas of Equalities and Human Rights and tenant and resident safety for the element of Electrical Safety (Electrical Installation Condition Reports - EICR's).

8. **Ayrshire Energy Masterplan.**

There was submitted a report (issued) of 3 September 2025 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the progress of the Ayrshire Energy Masterplan, agreed at a meeting of South Ayrshire Council on 23 November 2021; noting the final strategy report; and informing Cabinet as to the next steps that the Council would take to support the implementation of the plan.

Following discussions, the Cabinet

Decided:

- (1) to note the contents of the Ayrshire Energy Masterplan final report and that the development of the high-level plan is now complete; and
- (2) to note and approve that Council officers will work to support the implementation of the plan in partnership through participation in the Clean Growth workstream of the Ayrshire Growth Deal and the Energy subgroup of the Sustainability Strategic Delivery Partnership (SDP) of the South Ayrshire Community Planning Partnership (CPP). Recommendations within the AEM which accord with South Ayrshire Council's LHEES will be progressed through the LHEES. Housing Services will continue to progress energy efficiency improvements to the Council's domestic portfolio.

9. **Disabled Parking Bay Audit.**

There was submitted a report (issued) of 3 September 2025 by the Depute Chief Executive and Director of Housing, Operations and Development setting out the findings of an audit conducted across South Ayrshire Council's property estate to establish compliance with disabled parking regulations and the required interventions to ensure disabled bays comply with standards and can be regulated.

The Cabinet

Decided:

- (1) to note the audit results of disabled parking bays across the Council's estate;
- (2) to approve the Head of Roads' proposals to engage private owners to establish if they wish the Council to operate their disabled parking bays;
- (3) to note the Head of Roads' proposals for adding all identified unregulated disabled bays to a Traffic Regulation Order (TRO), along with the associated timescales for the implementation of the TRO; and
- (4) to note the estimated expenditure required to undertake the work to install new or upgrade existing bays at Council premises.

Corporate and Strategic.

10. Strategic Risk Management.

There was submitted a report (issued) of 3 September 2025 by the Chief Governance Officer updating Members on the reviewed Strategic Risk Register (Appendix 1) in line with the agreed reporting framework.

Following discussions, the Cabinet

Decided:

- (1) to consider the reviewed Strategic Risk Register (Appendix 1) updated by Chief Officers; and
- (2) to note the 16 key risks and endorses the work currently being undertaken or proposed by risk owners to mitigate these risks.

Health and Social Care.

11. Age Well: Dementia Strategy 2024-25.

There was submitted a report (issued) of 3 September 2025 by the Director of Health and Social Care presenting the renewed South Ayrshire Age Well: Dementia Strategy 2024-34.

Having heard Members of the Cabinet commend the report, the Cabinet

Decided: to endorse the contents of the refreshed Age Well Dementia Strategy 2024-34 which was approved by the IJB in December 2024.

12. Live Well: Mental Health and Wellbeing Strategy 2024- 2034.

There was submitted a report (issued) of 3 September 2025 by the Director of Health and Social Care presenting the renewed South Ayrshire Live Well: Adult Mental Health and Wellbeing Strategy 2024-34.

Following discussion on a number of issues arising from the report, the Cabinet

Decided: to endorse the contents of the refreshed Live Well: Mental Health and Wellbeing Strategy 2024-34 which was approved by the IJB in December 2024.

The meeting ended at 11.45 a.m.

Agenda Item 3a

Mtg	Mtg Date	Title of Report	Directorate	Managed by	Implementation	Complete	Current Due Date	Requested Revised Due Date	Notes (any date changes agreed with relevant PFH(s))	Date Revision agreed with PFH	Portfolio Holder
CAB	28/11/2023	Ayrshire Growth Deal – Roads Enabling Progress Report	["HOD"]	Corrie, Jane	STAG Progress and approval	No	31/08/2025		<p>At the Cabinet meeting on the 27th August 2024, it was agreed that the current due date of 18/06/2024 be amended to 27/08/2024.</p> <p>At the Cabinet meeting on the 25th September 2024, it was agreed that the current due date of 27/08/2024 be amended to 31/12/2024.</p> <p>A further report regarding the AGD is due to be taken to Council on 13th February 2025 and if approved the development of the STAG and OBC will then be progressed.</p> <p>Report was considered by Cabinet on 6th February 2025 and Case for Change has been submitted to Scottish and UK Governments seeking changes to the overall proposal and the roads proposals. Work has commenced on the STAG & OBC.</p> <p>At the Cabinet meeting on the 17 June 2025, it was agreed that the current due date of 31/05/2025 be amended to 31/08/2025.</p> <p>20/10/25 - ARA are still meeting with Transport Scotland for the OBC and SAC team with all the other projects of the AGD, however SWECO have put a hold on their work pending award of a contract. We are dealing with EAC Procurement to progress.</p>		Cullen, Chris

SAC	07/12/2023	Review of South Ayrshire Integration Scheme	["HSCP"]	Eltringham, Tim	Revised Draft Integration Scheme presented to Council	No	30/09/2025		<p>Work to review the Integration Schemes across Ayrshire is continuing in collaboration with the NHS, East Ayrshire Council and North Ayrshire Council.</p> <p>At the Cabinet meeting on the 23 April 2024, it was agreed that the current due date of 30/03/2024 be amended to 31/10/2024.</p> <p>25/7/24 No change and date still as above.</p> <p>10/09/2024 No change and date still as above.</p> <p>14/11/2024 Discussions ongoing.</p> <p>At the Cabinet meeting on the 26th November 2024, it was agreed that the current due date of 31/10/2024 be amended to 28/02/2025.</p> <p>Review is ongoing along with the 2 other councils and NHS. No proposals have yet been agreed for consideration.</p> <p>At the Cabinet meeting on the 18th March 2025, it was agreed that the current due date of 28/02/2025 be amended to 30/09/2025.</p> <p>12/5/2025 - Discussion involving the 4 Statutory Partners is ongoing. 30/9/2025 still expected date.</p> <p>3/6/2025 - Discussion involving the 4 Statutory Partners is ongoing. 30/9/2025 still expected date. Same update as previous.</p> <p>2/7/25 - Discussion involving the 4 Statutory Partners is ongoing. 30/9/2025 still expected date.</p>		Hunter, Hugh;Grant, William
CAB	23/04/2024	Redevelopment of the Former Hourstons Building and Former Arran Mall, Ayr	["HOD"]	Cox, Chris	Preparation of a Business Case to provide net costing to the Council arising from provision of a new facility within the former Hourstons building	No	18/09/2025		A report is being drafted for 18th September 2025 Council to reflect the outcome of liaison with HSCP & NHS Ayrshire and Arran		Kilbride, Martin

CAB	25/09/2024	Proposals for HSCP Administration Services Restructure	["HSCP"]	Eltringham, Tim	Revised Administration Structure	No	30/09/2025	<p>Recruitment to the permanent post of Senior Manager Business Support has been concluded. The process to match current staff to the new structures is ongoing, supported by Human Resources.</p> <p>At the Cabinet meeting on the 21st January 2025, it was agreed that the current due date of 13/12/2024 be amended to 31/03/2025.</p> <p>The Admin review is being implemented but delayed as consideration is being given to a review of the Grade 5 Job Descriptions.</p> <p>At the Cabinet meeting on the 18th March 2025, it was agreed that the current due date of 31/03/2025 be amended to 30/06/2025.</p> <p>12/5/2025 - Job roles are currently being considered as part of the Council Wide Administration Review. It is hoped that this initial process will be completed by 30 June with implementation by 30 September.</p> <p>3/6/25 - Job roles are currently being considered as part of the Council Wide Administration Review. It is hoped that this initial process will be completed by 30 June with implementation by 30 September - same update as previous.</p> <p>02/07 - Implementation remains hopeful for 30 September.</p> <p>23/10 - A final round of consultation was completed on 18th September to engage those who joined HSCP Business Support after the original paper was approved, ensuring everyone was informed about the process and its implications. Initial matching for 'like-for-like' roles is complete, secondment proposals are pending HR and Trade Union discussions, and following budget reconciliation with Finance, recruitment will begin in November with implementation targeted for January.</p>		Hunter, Hugh; Davids, Ian
CAB	21/01/2025	Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire : Procurement Phase Progress	["HOD"]	Corrie, Jane	Prepare draft TROs and commence statutory consultation process	No	01/08/2025	<p>At the Cabinet meeting on the 18th February 2025, it was agreed that the current due date of 01/02/2025 be amended to 01/08/2025.</p> <p>This will now be undertaken as part of the design phase and delivered in connection with the new Charge Point Operator (CPO). The TRO process will be aligned with the phased implementation plan over the three-year installation programme, so a standalone tracker item is no longer required.</p>	10/02/2025	Cullen, Chris
CAB	21/01/2025	Motorhome Parking Scheme 2025	["HOD"]	Corrie, Jane	The Battery, Ayr - promotion of permanent Traffic Regulation Orders	No	30/09/2025	<p>At the Cabinet meeting on the 23rd September 2025, it was agreed that the current due date of 01/09/2025 be amended to 30/09/2025.</p> <p>20/10/25 - draft TROs have been completed but the statutory advertising process has been delayed - this is now due to commence mid-November 2025 with full implementation anticipated in the Spring of 2026.</p>		Clark, Alec; Cullen, Chris

CAB	21/01/2025	Motorhome Parking Scheme 2025	["HOD"]	Corrie, Jane	Supporting On Street TTROs – promotion of permanent Orders	No	30/09/2025		At the Cabinet meeting on the 23rd September 2025, it was agreed that the current due date of 01/09/2025 be amended to 30/09/2025. 20/19/25 - draft TROs have been completed but the statutory advertising process has been delayed - this is now due to commence mid-November 2025 with full implementation anticipated in the Spring of 2026.		Pollock, Bob;Clark, Alec
CAB	21/01/2025	Lease Renewal – Craigie Caravan Park	["HOD"]	Burns, Tom	Conclude 30-year lease with the Caravan and Motorhome Club. .	No	30/09/2025		LET COMMITTEE SERVICES KNOW WHEN LEASE CONCLUDED AND REPORT CAN BE RELEASED. Update 3.3.25 - instructions awaited from Estates necessary to prepare draft lease, including details of plan and tenant's agents. Update 7.4.25 - draft lease is with Estates for comment. Update 5.6.25 - Draft offer and lease issued on 23.5.25, and currently with Caravan Park solicitors for conclusion. Titles and lease plan have been exhibited. Update 4.7.25 - awaiting response from Club's solicitor. Have sought extension of log deadline to end of September to all for necessary negotiation. At the Cabinet meeting on the 26th August 2025, it was agreed that the current due date of 30/06/2025 be amended to 30/09/2025 The other parties solicitors have only recently returned their revisions to legal Services. I have discussed delay by the other party with the PFH Cllr Martin Kilbride and we will extend the date for conclusion	31/10/2025	Kilbride, Martin
CAB	18/03/2025	Prestwick Parking Consultation	["HOD"]	Corrie, Jane	Prepare draft TROs	No	30/09/2025				Cullen, Chris
SAC	14/05/2025	Review of Management Structure	["CEO"]	Caves, Catriona	Submit a list of the changes required to the Scheme of Delegation for Council approval	No	30/09/2025		a paper amending the Scheme of Delegations is going to Sept 25 Council meeting		Connolly, Brian;Davis, Ian;Grant, William
SAC	26/06/2025	Girvan Conservation Area Management Plan	["HOD"]	Iles, Craig	Consult on the draft Conservation Area Management Plan	No	30/09/2025	28/10/2025		22/10/2025	Clark, Alec;Shields, Bob

CAB	26/08/2025	McCosh Hall and Bowling Green Community Asset Transfer under Part 5 of the Community Empowerment (Scotland) Act 2015 and Application for Funding from the Advancing Community Assets Fund	["CEO"]	Caves, Catriona	Issue Decision notice	No	30/09/2025				Kilbride, Martin
CAB	26/08/2025	Learning Disabilities Team Policy	["HSCP"]	McClellan, Billy;Eltringham, Tim	Progress implementation	No	30/09/2025				Hunter, Hugh
SAC	18/09/2025	SAC LLP (Nominees) Limited	["HOD"]	McMenamin, Christine	Where approved, lodge appropriate form with Companies House to update company information	No	30/09/2025		Obtaining consent of PFH to change date pending receipt of resignation of current company secretary.		Connolly, Brian
SAC	18/09/2025	Guidance on Justification to Support Capital Projects	["HOD"]	Cox, Chris	Assessment of potential capital projects using the Guidance for Capital Project Assessment	No	30/09/2025				Connolly, Brian;Davis, Ian
SAC	18/09/2025	Troon Pool - Scotland's Public Sector Heat Decarbonisation Fund Phase 2	["HOD"]	Cox, Chris	Realignment of other budgets within the General Services Capital Programme to the Troon Swimming Pool - Health and Fitness Extension	No	30/09/2025				Connolly, Brian;Davis, Ian

SAC	18/09/2025	Troon Pool - Scotland's Public Sector Heat Decarbonisation Fund Phase 2	["HOD"]	Cox, Chris	Instruction to progress works as described with the submission to Phase 2 Scotland's Public Sector Heat Decarbonisation Fund and as summarised above.	No	30/09/2025				Connolly, Brian;Davis, Ian
SAC	18/09/2025	The Citadel Leisure Centre			Process budget transfer to the General Services Capital Programme	No	30/09/2025				Connolly, Brian;Davis, Ian
CAB	23/09/2025	New Girvan Primary and Early Years Campus	["CEO"]	Caves, Catriona	Execution of the main works contract	No	10/10/2025				Grant, William;Kilbride, Martin
CAB	23/09/2025	Strategic Risk Management	["HOD"]	Rodger, Stephanie	Adopt recommended approach to Strategic Risk Management	No	30/09/2025				Connolly, Brian
CAB	23/09/2025	Age Well: Dementia Strategy 2024-2034	["HSCP"]	Eltringham, Tim	Following agreement the new Age Well: Dementia strategy 2024-2034 will be published	No	23/09/2025				Hunter, Hugh
CAB	23/09/2025	Live Well: Mental Health and Wellbeing Strategy 2024-2034	["HSCP"]	Eltringham, Tim	Following Agreement the new Age Well: Mental Health and Wellbeing Strategy 2024-2034 will be published	No	23/09/2025				Hunter, Hugh

Mtg	Mtg Date	Title of Report	Directorate	Managed by	Implementation	Complete	Current Due Date	Requested Revised Due Date	Notes (any date changes agreed with relevant PFH(s))	Date Revision agreed with PFH	Portfolio Holder
SAC	26/06/2025	Girvan Conservation Area Management Plan	["HOD"]	Iles, Craig	Consult on the draft Conservation Area Management Plan	No	30/09/2025	28/10/2025		22/10/2025	Clark, Alec; Shields, Bob

Mtg	Mtg Date	Title of Report	Directorate	Managed by	Implementation	Complete	Current Due Date	Notes (any date changes agreed with relevant PFH(s))	Portfolio Holder
CAB	23/09/2025	Educational Services Standards and Quality Report 2024/25	["ED"]	Pitt, Gavin	The report and plan will be uploaded to the Council website and sent to Scottish Government	Yes	30/09/2025		Grant, William
CAB	23/09/2025	Educational Services Standards and Quality Report 2024/25	["ED"]	Pitt, Gavin	The report will be made available to staff via The Core	Yes	30/09/2025		Grant, William
CAB	23/09/2025	Annual Report 2024/25 - Children and Young People's Service Plan 2023-2026	["ED"]	Mulholland, Scott	The report will be uploaded to the Council website and sent to Scottish Government	Yes	30/09/2025		Grant, William; Hunter, Hugh
CAB	23/09/2025	Annual Report 2024/25 - Children and Young People's Service Plan 2023-2026	["ED"]	Mulholland, Scott	The report will be made available to staff	Yes	30/09/2025		Grant, William; Hunter, Hugh

SAC	18/09/2025	Revised Portfolio Structure	["CEO"]	Carlaw, Wynne	Publish details of membership of Panels, etc	Yes	26/09/2025		Connolly, Brian
SAC	18/09/2025	Revised Portfolio Structure	["CEO"]	Caves, Catriona	Updated Scheme of Delegation to be published and notified to employees	Yes	26/09/2025		Connolly, Brian
SAC	18/09/2025	Representation on Outside Bodies	["CEO"]	Carlaw, Wynne	Publish updated details of representation on Outside Bodies	Yes	26/09/2025		Connolly, Brian
SAC	18/09/2025	Representation on Outside Bodies	["CEO"]	Carlaw, Wynne	Notification of appointments to all relevant external groups and officers	Yes	26/09/2025		Connolly, Brian
SAC	18/09/2025	Standing Orders Relating to Contracts	["CEO"]	Baulk, Tim	Updated Standing Orders Relating to Contracts to be published and notified to employees	Yes	26/09/2025		Connolly, Brian; Davis, Ian; Cullen, Chris

SAC	18/09/2025	Financial Regulations Review	["CEO"]	Baulk, Tim	Financial Regulations to be published and notified to employees 26 September 2025 Chief Financial Officer Background Papers Financial	Yes	26/09/2025		Connolly, Brian; Davis, Ian
SAC	18/09/2025	Review of Capital Estimates: General Services Capital Investment Programme 2025/26 to 2036/37	["HOD"]	tom.simpson	Process adjustments to the General Services Capital Programme	Yes	02/10/2025	Impact of decision has been reflected in capital programme reporting, which will next be reported to Cabinet on 25 November 2025.	Connolly, Brian; Davis, Ian
CAB	26/08/2025	Code of Conduct for Employees	["CEO"]	Wesson, Wendy	Publish the Code of Conduct; and update the Disciplinary Handbook to add the relevant wording around Social Media wording	Yes	01/09/2025		Davis, Ian

SAC	14/05/2025	Common Good Funds: Finance, Governance and Property Review	["HOD"]	Burns, Tom	Revised South Ayrshire Council Management of Common Good Funds: Statement of Objectives, Management Principles and Governance Arrangements in force from 1 October 2025	Yes	01/10/2025		Kilbride, Martin
SAC	12/12/2024	Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026	["HOD"]	Cox, Chris; Dalrymple, Kenneth	Update on Ward Capital Projects and Potential New Ward Capital Projects	Yes	30/09/2025	Being considered at Council in September 2025 At the Cabinet meeting on the 26th August 2025, it was agreed that the current due date of 26/06/2025 be amended to 30/09/2025.	Clark, Alec; Connolly, Brian
CAB	29/11/2022	2022-25 Council Workforce Plan	["CEO"]	Wesson, Wendy	Full implementation	Yes	31/08/2025	Completed as part of the SWFPG and discussed with PFH September 2025	Davis, Ian

South Ayrshire Council

**Report by Chief Executive and Depute Chief Executive
to Cabinet
of 28th October 2025**

Subject: Empty Homes Strategy 2025-2030

1. Purpose

- 1.1 The purpose of this report is to seek Cabinet agreement to the revised Empty Homes Strategy for the period 2025-2030, which sets out new proposals to maximise the number of empty homes brought back into use across South Ayrshire.

2. Recommendation

2.1 It is recommended that the Cabinet:

- 2.1.1 Approves the revised Empty Homes Strategy and actions for the period 2025-2030 (detailed in Appendix 1); and**
- 2.1.3 Request that Members are kept updated annually on progress against this Strategy via the Service and Partnership Performance Panel.**

3. Background

- 3.1 In September 2011, South Ayrshire Council was awarded funding by the Scottish Government to develop an Empty Homes Revolving Loan Fund, with the aim of bringing empty properties back into use as affordable housing for rent. The Council developed its first Empty Homes Strategy following approval of this funding and the strategy was agreed by the Council's Leadership Panel in November 2011.
- 3.2 Since this time, South Ayrshire Council has been actively working with the Scottish Empty Homes Partnership, (funded by the Scottish Government and Co-ordinated by Shelter Scotland), to implement the Empty Homes Strategies and support initiatives to assist owners in bringing their properties back into use. Over the course of the last strategy 2018-2023, and through 24/25 148 empty properties have been brought back into circulation aided by support and assistance from our teams.
- 3.3 A review of the Council's current Empty Homes Strategy commenced in late 2024. This review identified the need for more assistance for owners to bring their properties back into use as well as more incentives for developers to take on empty homes' projects. The current initiatives will remain in place to provide a wide range of options in bringing back empty properties with the addition of new initiatives highlighted within the strategy which will complement existing offers.

- 3.4 A consultation was sent out to empty homeowners as well as developers on the matchmaker scheme who look to take on empty home projects. These stakeholders were asked what their main barriers are which included a lack of knowledge/funds in carrying out repairs for owners and developers were reluctant to take on certain projects due to tax implications and found it difficult to engage with owners of these properties. The Empty Homes Strategy 2025-2030 looks to address these issues with new initiatives including grant funding and trying to work with developers with repair to rent and repair to manage schemes.
- 3.5 The revised strategy places more emphasis on maximising the use of empty properties to meet local housing needs and achieve strategic objectives set within the Local Housing Strategy. As well as considering new approaches, the revised strategy will continue to build on work and effort placed on identifying empty properties, tracking down and contacting absent owners, publicising the benefits of making use of empty properties, and encouraging people to take advantage of the options on offer to facilitate the process.

4. Detail

- 4.1 Members are asked to consider and approve the revised Empty Homes Strategy 2025-2030, as detailed in Appendix 1, and receive updates on progress against the actions via the Services and Performance Partnership Panel.
- 4.2 The Empty Homes Strategy 2025-2030 sets out how the Council will tackle empty homes in the private sector and highlight the issues associated with them. It builds upon the activity and interventions which have succeeded in bringing empty homes back into use during the life span of the previous strategy.
- 4.3 This Strategy outlines how the Council and partners will work collaboratively over the next 5 years to proactively tackle the impact of empty homes on communities, neighbourhoods, homeowners, and residents across South Ayrshire.
- 4.4 The Strategy defines how the National legislative framework offers mechanisms which can assist empty homes activity and intervention including enforcement action, advice, assistance, and investment.
- 4.5 A priority of the strategy is ensuring South Ayrshire Council achieves wider strategic objectives set out by our Local Housing Strategy and others, aimed at supporting resolutions to issues faced by other Council services such as Anti-Social Behaviour, Building Standards, Environmental Health and Council Tax.
- 4.6 The Strategy is supported by 13 actions which focus on improving the opportunities and support available to owners, consider new initiatives which will help in achieving our goals of returning empty properties back into the housing system.

5. Legal and Procurement Implications

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

6. Financial Implications

- 6.1 There are no financial implications as a result of this report. The revised strategy and new proposals can be delivered from the initial funding provided by the Scottish Government.

7. Human Resources Implications

- 7.1 There are no human resource implications as a result of this report. New initiatives will be managed by the Policy Officer with responsibility for Empty Homes and the Accommodation Assistant for Social Letting Service.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 New risk(s) has/ have been identified and assessed in line with the Council's risk management process as follows:

- Previously identified repayment of Empty Homes Loan should the property fail to have a tenant in it for rental income.

This will be managed within existing operational activities and reference to the status of mitigations will be available through the Corporate Policy, Strategy and Performance Risk Register.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 The risks associated with rejecting the recommendations are that the Empty Homes Initiative could be prohibited in its efforts to increase the supply of affordable housing with South Ayrshire. This in turn will have an increase on pressure to access good quality homes within South Ayrshire.

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 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. Details of consultation that has taken place can be found in section 13 of the report.

A copy of the fully completed IIA can be accessed here [Empty Homes Strategy .xlsm](#)

10. Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued.

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 (Housing – Everyone can find a good quality home that they can afford, that meets their needs and is an area where they feel safe and connected).

s

13. Link to Shaping Our Future Council Yes No x

13.1 Not applicable.

14. Results of Consultation

14.1 There has been public consultation on the contents of this report engaging with empty homeowners and developers and investors on our matchmaker scheme. This consultation fed into the development of new incentives and shaped the strategy. Attached as Appendix 3.

14.2 Consultation has taken place with Councillor Kilbride, Portfolio Holder for Buildings, Housing and Environment and the contents of this report reflect any feedback provided.

14.3 Consultation has taken place with the Empty Homes Partnership 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 Service Lead, Housing Strategy & Regeneration 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>
Implement the new Empty Homes Strategy	31 st December 2025	Service Lead, Housing Strategy & Regeneration

Background Papers Local Housing Strategy 2023-2028 - [SAC Local Housing Strategy 2023-2028](#)

Housing Need & Demand Assessment 2021-2026 - [SAC HNDA 2021-2026](#)

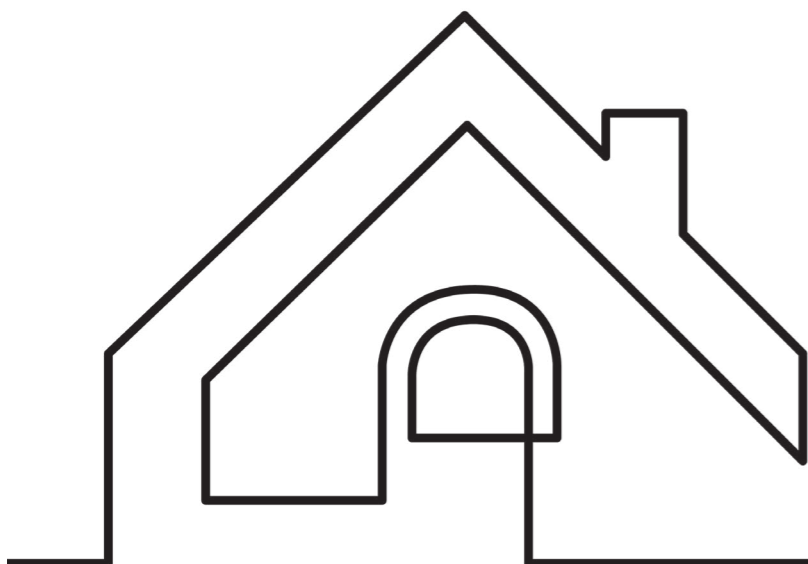
Person to Contact Chris Carroll – Service Lead
Housing Strategy & Regeneration
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 272020
E-mail chris.carroll@south-ayrshire.gov.uk

Date: 1st October 2025.

Empty Homes Strategy Report 2025-30

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Introduction

South Ayrshire Council are pleased to introduce its Empty Homes Strategy for 2025-2030. The strategy sets out how the Council will tackle empty homes in the private sector and highlight the issues associated with them.

There are approximately 45,000 long term empty properties throughout Scotland¹. There are currently over 800 properties in South Ayrshire that are registered as being empty according to Council Tax data. Of these 800, over 400 of these properties are currently liable for 200% Council tax levy, meaning that they have been empty for at least 1 year.

The term Empty Homes in this strategy is defined as long term empty properties and unoccupied exemptions. Long term empty properties are dwellings that have been empty for 6 months or more and are liable for Council tax. Unoccupied exemptions are properties which are empty and exempt from paying Council tax. These are often properties that have been empty for less than 6 months and the owner is claiming the 6-month unoccupied Council tax rate. In August 2025, the Council had 96 properties exempt from paying Council tax.

[1. Empty homes - Second homes and empty properties in September 2024 - gov.scot](#)

What we Achieved

As we look ahead, It's important to reflect on the progress made under our previous strategy. The following table highlights the main actions implemented and the impact they had.

Action	Progress
Initiate Contact with 100% of Owners of Properties Registered as Long Term Empty in South Ayrshire Council Tax System.	Each year every empty home owner is lettered and invited to complete a survey to determine the reasons for their property being empty and what can be done to assist.
Establish Empty Home Working Group, to include internal and external partners.	The Empty Homes Working Group is well established and meets quarterly. It includes members from various council services and looking to expand.
Return 20% of long term empty properties back to use by 2022/23.	97 empty homes have been brought back into use equating to 20% of the 470 baseline empty homes figure in the previous strategy. These properties have all had direct involvement with the Empty Homes Officer.
19 properties back into use per annum.	This goal has been achieved.



Strategic Vision for Tackling Empty Homes in South Ayrshire

This Empty Homes Strategy sets out how the Council and partners will work together over the next 5 years to proactively tackle the impact of empty homes on communities, neighbourhoods, homeowners, and residents across South Ayrshire.

To achieve this, the following vision has been set for the Strategic Empty Homes Framework:

“To work alongside partners and stakeholders to assist owners in bringing their properties back into use. To monitor and update the advice and incentives available to empty homeowners to ensure that these remain suitable to the changing environment and legislation”.

This vision provides the overarching strategic objective for empty homes in South Ayrshire. It sets out what the Council and partners want to achieve in tackling empty homes and reflects the level of ambition agreed with delivery partners. It also reflects the strategic aim of the Scottish Empty Homes Partnership to *‘bring as many privately-owned empty homes back into use as possible’*.

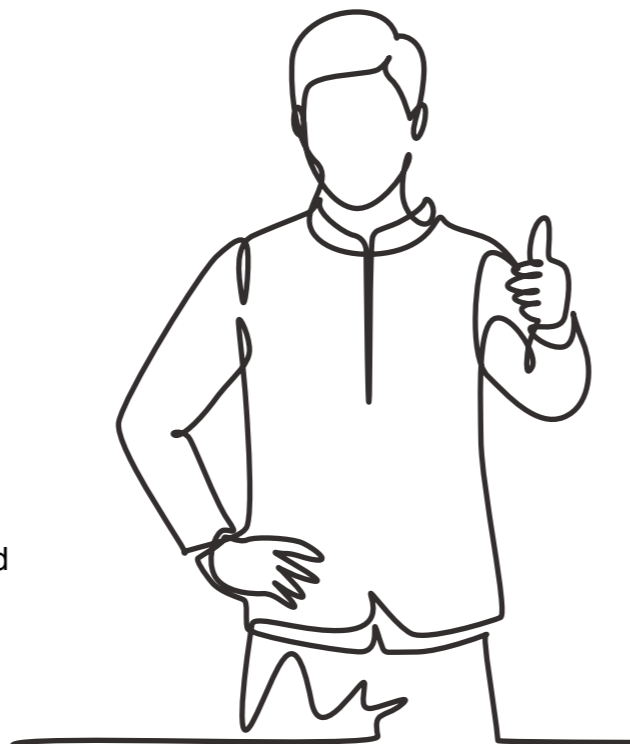
Aims

The previous strategy, 2018-2023, set the foundation for empty homes work with the following aims.

- To increase the supply of affordable housing
- To improve the condition of private sector housing
- To make a positive impact on alleviating homelessness
- To contribute to the sustainability of the community

This strategy will build on these aims to provide advice and assistance to owners of empty properties to bring them back into use. In doing so, the strategy will:

- Set a clear target for reducing the number of empty homes over the course of the strategy.
- Support homeowners to bring empty homes back into use, increasing local housing options and meeting housing need.
- Enable housing regeneration, placemaking and neighbourhood improvement activity which improves community safety, environmental quality, and housing condition.
- Make a positive contribution to the building reuse and repurposing agenda aligned to the Council’s wider ambitions for tackling climate change.
- Raise the profile of empty homes across Community Planning and Housing Strategy to maximise investment, partnership commitment and innovation in tackling empty homes.
- Support the Council’s strategic objectives in relation to homelessness prevention in line with our Rapid Rehousing Transition Plan.



National Policy & Legislative Context for Empty Homes

There is a rich and diverse policy context for tackling empty homes in Scotland, which supports the delivery of empty homes activity and influences the contribution that empty homes can make to national, local and community objectives.

It is important that this Strategy supports and helps deliver national housing outcomes and targets, whilst also reflecting the local needs and strategic priorities set out by South Ayrshire Council and wider partners.

The Empty Homes Strategy defines the contribution that empty homes can make to local strategic priorities and meeting the targets set out in Scotland’s first national Housing Strategy: ‘Housing to 2040’. The national and local strategic framework that supports and enables the delivery of the Empty Homes Strategy is set out in more detail below.

Statutory Requirements

There are no statutory requirements for local authorities in relation to Empty Homes however, several other statutory requirements placed on South Ayrshire Council relate directly or indirectly to bringing empty homes back into use, as follows:

- Local Government Finance (Unoccupied properties etc.) (Scotland) Act 2012. This allows local authorities to charge increased Council Tax on certain homes that have been empty over a year.
- The Housing (Scotland) Act 2011 which places a duty on local authorities to develop a Local Housing Strategy (LHS) which set out the local authority’s and local partners’ vision for the supply of housing across all tenures and types of housing provision.
- Homelessness etc. (Scotland) Act 2003 cites local authorities’ duties to homeless people including a statutory responsibility to anyone threatened with, or experiencing, homelessness.
- House Condition, Housing (Scotland) Act 2006, Section 10 creates duties to have in place a Below Tolerable Standard Strategy, Housing Renewal Area Policy and Scheme of Assistance Strategy
- Tackling the effects of Climate Change – Section 44 of the Climate Change (Scotland) Act 2009
- Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019 introduces a new statutory target for reducing fuel poverty. The target is that by 2040, as far as reasonably possible, no household, in any Local Authority area, in Scotland is in fuel poverty; and, in any event, no more than 5% of households, in any local authority area in Scotland are in fuel poverty. No more than 1% of households in Scotland should be in extreme fuel poverty.







This legislative framework offers mechanisms which can assist empty homes activity and intervention including enforcement action, advice, assistance and investment.



The National Policy Context for Empty Homes

The national policy context places the empty homes agenda within a framework of strategic ambitions around housing, place, community, net zero and the Scottish economy. Whilst there are currently no statutory requirements for local authorities regarding empty homes, the Scottish Government is keen to encourage empty homeowners to bring properties back into use and in particular, to increase affordable housing supply in Scotland to tackle shortages in this sector.

There are currently eleven National Outcomes describing what the Scottish Government wants to achieve. By proactively tackling empty homes and bringing them back into use, the Council and partners can contribute to delivery of several of these as shown below:

National Outcome	Empty Homes Contribution
Communities: We live in communities that are inclusive, empowered, resilient and safe. 	Tackling empty homes improves community safety, encouraging greater levels of resident occupation to reduce security risks and enhance neighbourhood quality.
Fair work and business: We have thriving and innovative businesses, with quality jobs and fair work for everyone. 	Empty homes can contribute to fair work and local business agendas through job creation, spend on materials and resources, learning and development of a skilled workforce and increasing the number of households accessing services, amenities.
Economy: We have a globally competitive, entrepreneurial, inclusive, and sustainable economy. 	Assisting and enabling empty homeowners to bring their properties back into use, provides greater housing choice, improves the aesthetic appearance of communities, and can contribute to making communities more robust and resilient through investment, job creation and greater local spend.
Environment: We tackle poverty by sharing opportunities, wealth and power more equally. 	Refurbishment and retrofitting of empty homes has significantly less impact on the environment than new build housing activity because of the levels of embodied carbon involved in demolition and rebuilding. Bringing empty homes back into use safeguards properties at risk by allowing works to be carried out on them and adjoining properties.
Poverty: We tackle poverty by sharing opportunities, wealth and power more equally. 	Empty homes that are brought back into use can contribute to increasing the supply of affordable housing and therefore assist in tackling the poverty agenda. Where properties are located in a town centre, or within walkable distance, such development will reduce non-housing costs and support the affordable living agenda.
Health: We are healthy and active 	The mental and physical wellbeing of people who live in the same street as an empty home can be adversely affected particularly if it becomes the focus of anti-social behaviour. People living in areas with high levels of long-term empty homes back to use can help people to rediscover a sense of place and remove the negative stresses and risks to physical health that living next door to an empty home can cause.

Empty homes have an important role to play in helping to deliver the right homes, in the right places for people across Scotland. The Scottish Government's Housing to 2040S Strategy sets an ambitious vision of what housing should look like over the next two decades and a plan on how to achieve this vision.

Bringing empty homes back into use will help deliver all priorities set out in the Housing to 2040 strategy as follows:

Affordable warmth and zero emissions homes:

- Help to drive down carbon emissions caused by housing and housing construction.
- Assist with reduced heating and operational carbon emissions through retrofitting for improved energy performance.

More homes at the heart of great places:

- Help to meet demand for affordable housing in areas of most need.
- Contribute to the regeneration and revitalising of town centres, villages and rural communities.

Affordability and choice:

- Contribute to delivering 110,000 affordable homes between 2021/22 and 2031/32
- Ensure as wide a range as possible of property types and tenures across Scotland.

Improving the quality of all homes:

- Supporting the renovation of existing homes and returning them back to use
- Improving the quality of housing stock and the aesthetic appearance of neighbourhoods.

Furthermore, the new National Planning Framework 4 (NPF4) Policy 9 'Quality Homes', encourages the delivery of homes across different tenures and by a range of providers. In doing so, it places an emphasis on sustainability and opportunities for tackling climate change, as well as adopting the approach of building reuse. NPF4 therefore promotes the sustainable reuse of buildings such as empty homes.

Within NPF4 Policy 9 'Quality Homes' there is recognition and encouragement for a significant contribution to housing targets to be made by existing empty homes, or buildings not currently used for residential purposes, being returned or converted to use as homes. This provides an opportunity to consider how bringing housing back into effective use through remodelling and rehabilitation of existing properties could be promoted through the South Ayrshire Council's Local Housing Strategy and Local Development Plan.




Local policy context for Empty Homes

The Empty Homes Strategy helps South Ayrshire Council achieve wider strategic objectives set out by our Local Housing Strategy, Strategic Housing Investment Plan, Local Outcomes Improvement Plan, and the Council Plan as well as providing resolutions to issues faced by other Council services such as Anti-Social Behaviour, Building Standards, Environmental Health and Council Tax.

The table below shows links to each strategic Council plan and how the Empty Homes Strategy helps to achieve specific outcomes.

Council Strategy/Policy	Strategic Objective	Empty Homes Contribution
Local Housing Strategy 2024-2029: <ul style="list-style-type: none"> Housing Delivery Placemaking Healthy Homes and Fuel Poverty 	HS5 - Access to the private sector is promoted.	Empty Homeowners often look for advice and assistance in renting their property out. The Empty Homes Officer can assist with finding a tenant through a tenant finder scheme or by engaging with the social letting service to rent the property out on behalf of the owner. Sweat Equity is also explored in suitable cases giving a tenant the opportunity to rent privately and complete necessary repairs to a property.
	HS6 - Owners are encouraged to bring their long-term empty homes back into use.	The Empty Homes Initiative provides advice and assistance in order to bring empty homes back into use depending on the owner's intentions. The initiative can help owners; <ul style="list-style-type: none"> Sell properties that are not in a 'market ready' state through the Matchmaker Scheme. Rent their properties by providing the Empty Homes Loan and renting the property out through the Social Letting Service Move back into their property by providing advice on repairs, merchants discounts and where appropriate VAT discounts on qualifying repairs and materials. Renovate properties by matching up to contractors who would like to project manage properties
	PM2 - Housing works collaboratively with appropriate services and local people to address complex issues within local areas.	Empty Homes are often empty due to complex situations including family breakdown, mortgage issues or mental health issues. When left empty for a long time they can be detrimental to a neighbourhood's aesthetics. The Empty Homes Initiative will help to engage with owners by tracking down next of kin or responsible parties to bring these issues to their attention to find a positive resolution.
	HH2 - Properties in the private rented sector meet the Repairing Standard and Landlords/owners are meeting their legislative responsibilities.	Landlords with long-term empty homes can access advice and assistance to bring their properties up to the repairing standard to bring them back into use.

	HH4 - Homeowners, landlords and tenants are aware of their rights and responsibilities in relation to property condition and are supported to uphold them.	The Empty Homes Officer will engage with homeowners who are not upkeeping their property and causing detriment to the neighbourhood in an attempt to bring their property up to a standard and back into use. We will engage with Environmental Health and Building Standards, where appropriate to ensure that the properties are not causing a further risk to the public.
	HH6 - Repair, Improvement and adaptation advice and assistance is available to homeowners and tenants across South Ayrshire.	The Empty Homes Initiative provides practical advice and assistance in repairing properties and will link in with other services to assist with this including Disabled Adaptations and Missing Shares where appropriate.
South Ayrshire Council Plan 2023-2028: <ul style="list-style-type: none"> Priority Two - Live, Work, Learn, Sustainability, Climate Change and Biodiversity 	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.	Bringing long term empty properties back into use increases the number of available homes in South Ayrshire. If these properties are to be made available for sale or rent, then it potentially frees up affordable housing elsewhere. Empty Homes are often found in well-established communities, therefore bringing these properties back into use provides people with an opportunity to remain in their communities.
	Sustainability, climate change and biodiversity - The Council aims to both fulfil and show leadership in relation to our statutory climate change, sustainability, and biodiversity duties across all our services, decision making and work with partners. We have committed to be net zero by 2045 and to adapt to the already locked in impacts of a changing climate. In doing so we aim to ensure a just transition for people and nature, supporting ecological recovery and wellbeing, reducing inequalities and creating sustainable, liveable places where people are connected to nature, climate literate and understand the natural systems we rely on, are supported to develop green skills and can work in a fast-evolving local green jobs market, travel less overall and make active and sustainable travel choices first.	Recent evidence has suggested that building new homes creates more than three times the level of greenhouse gas emissions (50 tonnes) than renovating an empty property (15 tonnes). Bringing empty homes back into use presents an opportunity to increase the supply of housing without the detrimental impacts of greenhouse gas emissions ² . More properties can be brought back into use in places where there are established communities where people want to live rather than new builds in unestablished areas creating more harmful emissions. Empty homeowners are encouraged to explore sustainable practices when renovating homes such as sustainable materials for insulation and upcycling as well as zero/low emission heating system. 

2. <https://emptyhomespartnership.scot/wp-content/uploads/2021/09/COP-26-Empty-homes-and-the-environmental-emergency.web-copy.pdf>

<p>Local Outcomes Improvement Plan 2024-2029:</p> <ul style="list-style-type: none"> Strategic Theme: Place-Working together to improve our places to help people and planet thrive. <p>Community Safety</p>	<p>Safer Communities: We will work in partnership to reduce violence and antisocial behaviour in South Ayrshire by working with our local licenced and hospitality trade, schools, and local communities helping make South Ayrshire a safer place to live. We will work in partnership to reduce all forms of violence against women and girls.</p>	<p>Empty homes can often attract anti-social behaviour in the form of unlawful entry, vandalism, fire raising and fly-tipping. All of which are detrimental to neighbourhoods and communities. The Empty Homes Initiative emphasises that the best way to keep a home safe and secure is having it occupied and looked after. The advice and incentives that are available through the scheme help owners to bring their properties into use and alleviate anti-social behaviour.</p>
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Profile of Empty Homes

Why are homes empty?

The reason for properties being empty can vary. This strategy aims to work with owners whatever the reason that their property is empty and provide advice and assistance to bring the property back into use. Understanding the reason that properties are empty helps to inform the strategy and allows us to tailor incentives to tackle the issue. In a recent consultation with empty homeowners, they were asked for the reason their property is empty. This consultation received a 10.44% response rate and the reasons for empty can be shown below in figure 1.

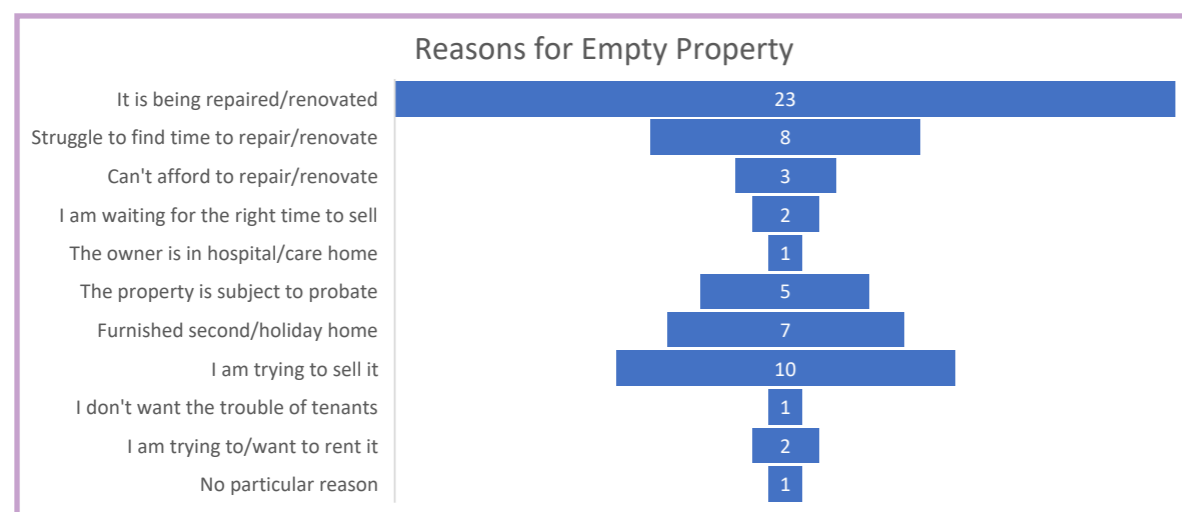


Figure 1 – Reason for property being empty for more than six months

The largest number of respondents (26%) advised that they are currently repairing/renovating the property. These properties would benefit from Empty Homes intervention by the Empty Homes Officer who can provide advice and assistance on the repairs and offer a letter entitling the owner to the VAT discount if appropriate.

Around 8% of the respondents are currently trying to sell their property. These properties are likely in a good condition and have been on the market for sale for some time. The Empty Homes Officer can assist with the sale by marketing the property through the matchmaker scheme to find a buyer.

Other reasons such as not being able to afford the repairs/renovations allows us to offer financial incentives such as the VAT discount scheme and empty homes loan funding. It also allows us to design new incentives and schemes for owners to assist them in bringing properties back into use. Owners who do not want the trouble of tenants may be suitable for the Council's Social Letting Service where the Council would manage the property and offer a service to the tenants which is more support intensive to keep the tenant in their property.

Where are homes empty?

Long term empty properties can be found throughout South Ayrshire. However, there are areas where clusters appear in areas of low property prices. Table 1 below shows the Intermediate data zones and the number of empty homes in each area.

Ayr South Harbour and Town Centre has the largest cluster of empty homes. Following this, Carrick South and Ayr North Harbour, Wallacetown and Newton South. These areas all have a mix of tenure with high demand social housing and private properties. Carrick South and Girvan Ailsa is the more rural areas in South Ayrshire and experiences high numbers of long-term empty homes. This can be explained by high migration to urban areas.

	Intermediate Data Zones	Number of LTE Homes	Increase of decrease 2023-2024	% of properties LTE	% of SA LTE homes	% of SA Homes
1	Carrick South	101	+11	3.62%	12.92%	4.91%
2	Ayr South Harbour and Town Centre	100	0	3.08%	12.79%	5.72%
3	Ayr North Harbour, Wallacetown and Newton South	89	-1	2.82%	11.38%	5.56%
4	Troon	53	-3	1.84%	6.78%	5.07%
5	Girvan Ailsa	49	-10	2.71%	6.27%	3.18%
6	Maybole	38	-3	1.65%	4.86%	4.06%
7	Annbank, Mossblown and Tarbolton - the Coalfields	35	-7	1.29%	4.48%	4.79%
8	Barassie	31	-4	1.42%	3.96%	3.84%
9	Alloway and Doonfoot	27	+8	0.98%	3.45%	4.85%
10	Newton North	25	-2	1.13%	3.20%	3.89%
11	Carrick North	24	-7	1.04%	3.07%	4.06%
12	Prestwick West	24	+5	1.17%	3.07%	3.61%
13	Prestwick Airport and Monkton	23	+4	1.44%	2.94%	2.82%
14	Girvan Glendoune	20	+9	1.24%	2.56%	2.85%
15	Belmont	20	-14	0.79%	2.56%	4.45%
16	Dundonald, Loans and Symington	20	+2	0.62%	2.56%	5.68%
17	Lochside, Breahead and Whitletts	17	+1	0.80%	2.17%	3.72%
18	Castlehill and Kincaidston	16	+1	0.79%	2.05%	3.58%
19	Heathfield	14	-3	0.69%	1.79%	3.56%
20	Prestwick East	14	-7	0.55%	1.79%	4.51%
21	Muirhead	11	-4	0.47%	1.41%	4.10%
22	Coylton	8	-8	0.48%	1.02%	2.395%
23	Craigie	8	-3	0.69%	1.02%	2.03%
24	Dalmilling	8	+1	0.63%	1.02%	2.24%
25	Holmston and Forehill	7	-4	0.31%	0.90%	3.98%

Table 1 – Intermediate Data Zones South Ayrshire Empty Homes (National Records of Scotland) 3

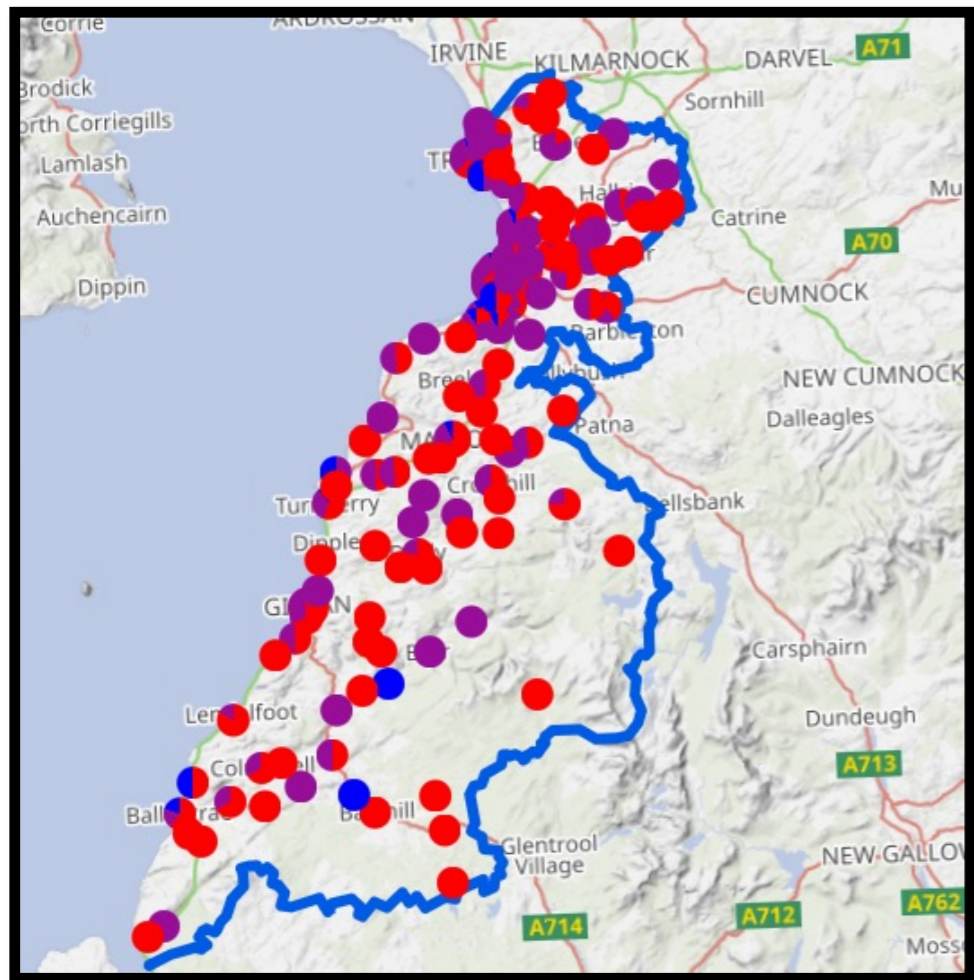


Figure 2 – Map of South Ayrshires Empty Homes

We are also able to narrow down areas further to street level. A GIS map is produced using existing Council tax data to allow us to target regeneration of empty homes to specific areas and examine where they may be trends. Figure 2 below shows the South Ayrshire area zoomed out and where the Empty Homes are distributed.

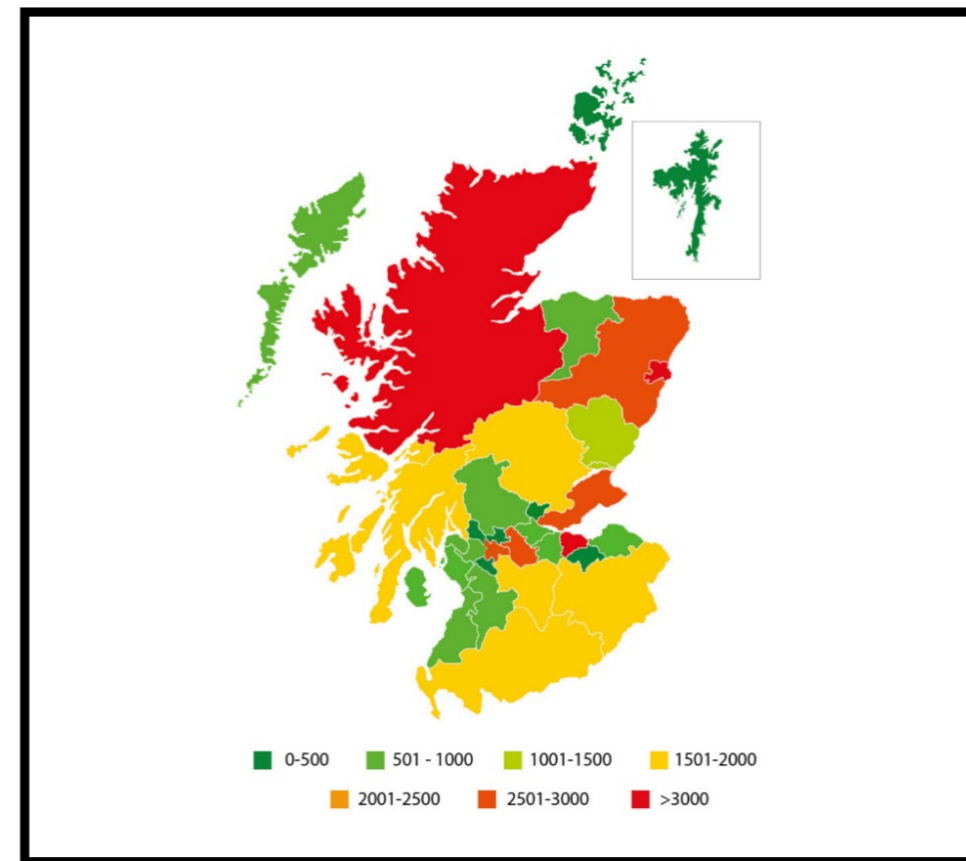
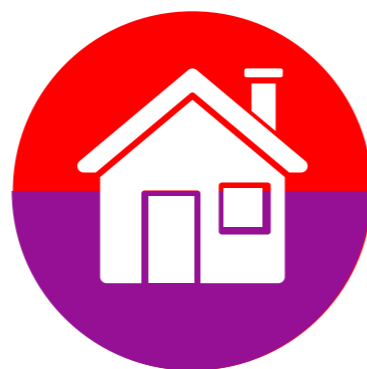


Figure 3 – Scotland's Empty Homes

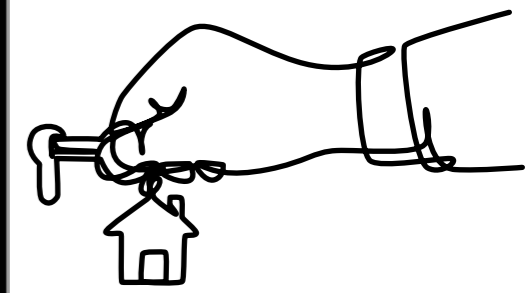


Table 2 below shows how we compare to other landlords in number of empty properties.

Local Authority	%of Scotland's Homes	% of Scotland's Empty Homes	Total Homes	Tootal Empty Homes
South Ayrshire Local Authority	2.08%	1.94%	56,697	846

There are approximately 44,000 empty properties in Scotland. South Ayrshire has 1.94% of Scotland's Empty Homes (846). Figure 3 below shows where the highest number of empty homes are throughout Scotland. We can see that South Ayrshire has relatively low numbers compared to further north of the country.

3. <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/households/household-estimates/small-area-statistics-on-households-and-dwellings>



Strategic Approach

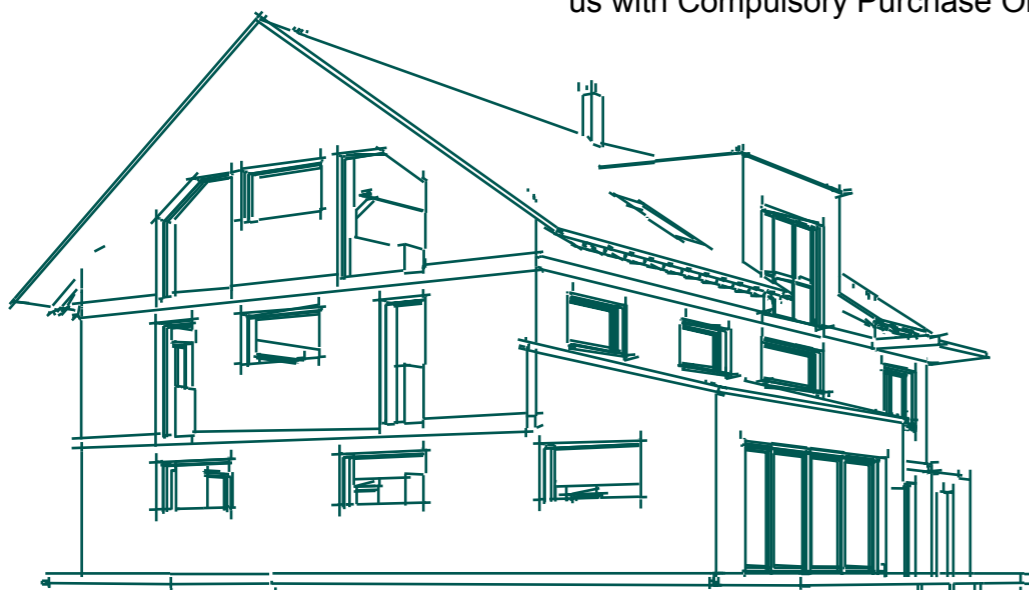
As identified in figure 1 above, there are many reasons that homes are currently empty. As well as the reasons listed above, there can be other reasons that can cause properties to remain empty for longer due to difficult solutions such as:

- Owner is deceased and the property remains in probate – This can be a difficult situation as it can involve a long legal process to determine who the beneficiaries to the estate are.
- Mortgage Default/Repossessions – When an owner falls into mortgage arrears the banks or lenders can repossess the property to put it back up for sale.

It is important to understand these reasons and devise the best options to address these complex issues. In many cases, tackling empty homes is not done in isolation by the Empty Homes Officer. It is important that other Council services are aware of the Empty Homes Strategy and how they can contribute to bringing properties back into use. Through the development of the previous strategy, an Empty Homes Working group was set up in South Ayrshire involving relevant Council services to discuss developments in the sector and discuss difficult cases.

The Empty Homes Officer works alongside Council services highlighted below, through the working group to assist in achieving collective objectives and find resolutions to empty homes:

- Anti-social Behaviour – As previously mentioned, Empty Homes can attract anti-social behaviour and result in increased calls to the service from concerned neighbours and members of the public.
- Building Standards – When left for a prolonged period of time, empty properties can deteriorate and cause a danger to the public.
- Environmental Health - We work with Environmental Health colleagues in a similar way to Building Standards and for similar reasons. Long term empty properties can attract fly tipping and can also result in overgrown gardens.
- Council Tax – The bulk of our information on empty properties comes from our colleagues at Council Tax. We engage with them initially to find owners details and apply the levy or discretion from the levy as an enforcement tool.
- Community Safety – Our colleagues in Community Safety work alongside Anti-Social Behaviour where there has been unlawful access to empty properties.
- Legal Services – When developing new incentives, colleagues at Legal Services will assist in the development of these to give a legal perspective. Legal Services will also assist in any questions we have regarding complex cases and what we may be able to do. Moving forward, legal services will help us with Compulsory Purchase Order cases.



Local Action, Challenges & Barriers in Tackling Empty Homes

As well as evidencing the need to tackle empty homes in South Ayrshire the Empty Homes Strategy builds upon the activity and interventions which have succeeded in bringing empty homes back into use; as well as specific local challenges and barriers to tackling empty homes.

The Strategic Framework therefore builds on successes that have been achieved by projects and initiatives within South Ayrshire, as well as innovation in empty homes activity across Scotland, other parts of the UK and elsewhere as the basis of piloting or programming future activity.

Empty Homes Projects and Initiatives

There are several ways in which the Empty Homes Officer can offer a solution to bring empty properties back into use:

- Strategic Buy Backs - The Council operates a buy back scheme where it purchases ex local authority properties that meet strategic objectives. Each property is looked at individually but primarily we look for properties that are in high demand areas and increase ownership of blocks. Each property is considered based on these objectives and a decision is made, there is a limited budget for buy backs each year so not all properties that are ex local authority will be suitable for buy back.
- Empty Homes Loan - The loan scheme is an interest free loan of up to £20,000 that has to be paid back within 5 years. The property must be rented out through our Social Letting Service and let out at Local Housing Allowance (LHA) rates.
- VAT Discount – Properties that have been empty for more than 2 years may be eligible for a VAT discount letter on qualifying buildings and materials. The Empty Homes Officer will confirm with Council tax data on the last date of occupation and write a letter to the owner addressed to HMRC that the owner can give to contractors to be charged a discounted rate of VAT. For properties that have been empty for more than 2 years, VAT is charged at 5%. For properties that have been empty for more than 10 years, VAT is charged at 0%.
- Matchmaker Scheme – Empty property owners often want to sell their property but lack the funds to bring it to a “market ready” condition. The matchmaker scheme markets your property as is to a list of contractors, developers and renovation enthusiasts who are looking for opportunities to purchase property to renovate. These people will either purchase to renovate to then rent out, sell on or live in the property themselves.
- Discount Scheme – The Empty Homes Officer works with many contractors who offer a discount on materials for long term empty properties. Some of these are sourced through the Empty Homes Partnership who have national companies that provide a discount. The Empty Homes Officer will work with.
- As well as the above, the Empty Homes Strategy recognises a need to adapt practices and offer more incentives to owners to allow them to bring their property back into use. As part of our consultation with stakeholders, we are working on the following incentives to bring to the empty homes initiative to tackle empty homes and give owners more options.
- Repair to Rent Scheme – We often find owners are unwilling to sell their property due to emotional attachment or negative equity in the property and have no available funds to bring the properties up to standard to become rentals. The repair to rent scheme would look for developers/contractors/landlords who would take on an empty property as a rental, carry out the necessary repairs and rent the property out keeping a percentage of rental income until an agreed-on time with the owner. After this period, the property would be handed back to the owner in a condition where they could rent it out themselves, live in or sell on.

- Project Management Scheme – Empty homeowners often live out with the local authority and some even in another country. Therefore, the barrier they face in bringing their property back into use is organising repairs and being present to oversee the project. The project management scheme would look for developers/contractors/landlords to work with owners and bring properties up to standard agreed on by both parties.
- Empty Homes Grant fund – Empty homeowners are often asset rich and cash poor. Therefore, they lack the available funds to bring their properties back into use. The grant fund would work alongside the social letting service to fund the works required to bring it up to standard. A standard security would be placed on the title and the property would be rented out through the social letting service at an affordable rate contributing to an increase in affordable housing in South Ayrshire. Terms and conditions would apply.
- Each of these schemes are in their infancy and the development of these schemes will be placed as an action in the strategy's action plan for progression.

Compulsory Purchase Orders

Sections 9 and 10 of the Housing (Scotland) Act 1987 enables the Council to acquire houses for the provision of housing accommodation and allows the Council to do so compulsorily if authorised by the Secretary of State.

Compulsory Purchase Orders (CPOs) are a long and complex legal process. To complete a CPO, the Council must take all reasonable steps to engage with the owner and present a case that the property should be bought compulsorily by the local authority. The owners must be given adequate time to appeal/respond to the CPO and compensation for the property must be made available to the owner to claim.

The Scottish Government is due to release revised guidance to aid local authorities in taking on CPOs. The revised guidance is expected late 2025, following the publication of this guidance the Council will consider the implications for South Ayrshire.

Challenges and Barriers

There are several key challenges and barriers to tackling empty homes in South Ayrshire which require to be proactively addressed by the development and delivery of this Empty Homes Strategy.

Some of the challenges faced as a result of empty homes include:

- Ability to trace owners and owner engagement
- Ensuring accessible, relevant and accurate information is available to homeowners who want to bring empty homes back into use
- Tackling crime, vandalism, environmental and neighbourhood blight caused by empty homes
- Safeguarding 'other' owner interests in relation to common repair works
- Disrepair and below tolerable standard properties
- Financing repairs and maintenance work to bring properties back into use
- Addressing wider housing priorities such as housing supply, homelessness, specialist housing need, fuel poverty and climate change and house condition

These challenges have been identified through the development of the empty homes evidence base and by engaging with local partners and stakeholders involved in empty homes activity.

Some of the key local barriers to developing and implementing a strategic approach to empty homes includes:

- Empty Homes Officer Capacity: Competing priorities for action and intervention alongside other responsibilities. The Council's dedicated Empty Homes Officer role accounts for 25% of the Policy Officer post within the Housing Strategy & Regeneration team.
- Resources: Lack of/limited grant assistance and loan schemes to support investment in empty homes.
- Legal complexities: Challenging cases where owners can't be traced, or ownership is in dispute can be extremely time consuming.
- Legal or financial constraints: Reluctance or inability to use Compulsory Purchase Orders due to costs involved in purchase or legal resource not available to pursue cases.
- Other legal or administrative processes: Including establishing status of properties subject to repossession proceedings, or obtaining grants of confirmation where owners and next-generation heirs are deceased.
- Access to data: Data sharing agreements are not in place and/or there is lack of appetite to resolve data barriers and/or collection of data within Council is insufficient to support a strategic approach to empty homes work.
- Resource intensive activities for limited outcomes: Small number of empty homes brought back into use annually compared to costs/time involved in doing so.
- Wider understanding and appreciation of contribution empty homes makes to corporate and community objectives: Lack of knowledge and understanding of how empty homes links to LHS and wider local authority plans and priorities.
- Lack of awareness of empty homes work and the opportunities for advice and assistance: Empty homes agenda is not understood or bought into by partners, stakeholders and wider public with greater marketing and communication required to raise awareness and encourage engagement.
- Shortage of tradespeople or materials: Limited availability of building trade professionals or materials leading to delay in completing projects and increased average cost for building and renovation work.
- Socio-economic factors: Large number of systemic vacancies as a result of economic decline/depopulation/limited employment opportunities etc.

Consultation

Consultation has taken place, starting in late 2024 with buyers on the Council's matchmaker scheme to engage in what barriers they face in bringing empty homes back into use and what they would like to see to make this easier. Internal stakeholders were also part of the engagement to develop this strategy through the Empty Homes Working group to review the objectives put forward for the strategy and advise on the issues they face in their service area relating to empty homes. Empty homeowners were also consulted in the development of this strategy to gauge what barriers they face in bringing their own property back into use and what else would make it easier for them to engage with the local authority.



Empty Homes Action Plan				
The Empty Homes Strategy aims to bring long term empty properties back into use to increase the number of available housing of all tenures. The action plan below shows how the strategy aims to achieve this and in doing so meet wider strategic objectives and national outcomes.				
No.	Action	Baseline	Target	Measures
1.	Annual Survey to empty homeowners to offer assistance in bringing their property into use. Survey will gather information on reasons for empty and inform future policy	10% return rate on surveys issued in 2025	Increase the return rate to 15% per year.	Yearly updates on the number of surveys returned and the owner engagement that has followed this.
2.	Explore options for Grant funding for long term empty homes that meet strategic objectives		Pilot programme for grant funding approved through Council by end of the strategy 2030	Yearly update of the strategy
3.	Develop strategic partnerships with housing associations for purchasing long term empty properties through matchmaking or back-to-back agreement on Compulsory Purchase Orders (CPO)	Introductory discussions have taken place with Ayrshire Housing and West of Scotland Housing Association	Develop a process for suggesting potential properties to housing associations and entering into back-to-back agreements for CPOs	Yearly update of the strategy detailing the engagement with housing associations and the number of properties that have been taken on
4.	Empty Homes Working Group with relevant Council services to keep updated on Empty Homes work and developments as well as discuss any problematic cases	The Group currently meets 4 times per year with Environmental Health, Building Standards, Community Safety, Anti-Social Behaviour, Council Tax and Housing Strategy & Regeneration	Continue meeting 4 times per year and expand the group to include other relevant services to promote empty homes work and bring new initiatives to the group	Yearly update of the strategy showing membership of group and any further engagement with other services.
5.	19 Empty Properties back into use each year in line with target set in the Local Housing Strategy	16 properties were brought back into use in 2025	Engage with owners of empty properties offering advice and assistance and develop incentive programmes to encourage the refurbishment of long-term empty homes	Yearly report on the strategy as well as updates on the local housing strategy showing number of empty homes brought back into use through direct involvement of Empty Homes Officer.
6.	Streamline reporting procedures for reporting an empty home	Members of the public currently email various departments or call the central number to report an empty home.	Revamp the Empty Homes website page to include an online form to report empty properties.	Web page to be updated by the end of financial year 2025/26. Yearly updates on the number of visits to the site

7.	Publicise the national housing crisis and what the Council is currently dealing with in terms of homelessness figures. Bring attention to the contribution that empty homes can make if owners work with the Council.	HL1 figures on homeless presentations current homelessness prevention activities including innovative use of Empty Homes Work	Create news articles and social media posts to show how empty homes and owners are contributing to the housing crisis and the potential solutions.	Yearly updates on the strategy
8.	Lobby the Scottish Government for easier CPO legislation to allow the Council to deal with more difficult cases.	Consultation on the CPO reform was put out in January 2025 and July 2025 which the Council have responded to.	Engage with the Empty Homes Partnership for updates on the revised CPO guidance and feed into any consultations around this	Yearly updates on the strategy
9.	Develop a procedure/policy for CPOs including funding required and escalation process with other relevant Council services.	Guidance provided by Scottish Government and Empty Homes Partnership	Develop a procedure/policy based on revised guidance. Seek approval of funds from Council to progress with CPOs that meet strategic objectives.	Look to produce revised procedure for CPOs when revised guidance is published towards the end of 2025. Yearly updates on CPOs will be delivered
10.	Develop new initiatives to assist with bringing empty homes back into use and providing a range of options for homeowners and developers	Proposals detailed in Empty Homes Strategy	Develop initiatives with Council approval by end of this strategy in partnership with relevant bodies and communities.	Yearly updates on progress with new initiatives
11.	Where there are issues around the danger of long-term empty properties/buildings. Work with Council services and partners to reduce the amount of anti-social behaviour in the area.	Anti social behaviour cases and community safety involvement in areas of long term empty homes.	Build on current working practices with services to streamline approaches and enhance opportunities for empty homes processes to be initiated	Yearly updates on empty properties that are causing issues such as dangerous buildings notices or properties where there is unauthorised entries
12.	Work with owners of long term empty commercial units that would be interested in changing it's use to a residential unit.	Information on commercial units held by planning, estates and building standards	Work with building standards, planning and estates to identify empty commercial units that we can target to bring into residential use where it meets strategic objectives for housing need and demand. Develop incentives and initiatives that would encourage these owners to change their use	Yearly update on strategy
13.	Consider the use of private rented sector legislation such as landlord registration as an enforcement power to achieve empty homes strategic objectives	Landlord registration data, long term empty homes property data	Cross reference data to identify landlords who own empty homes with a view to de-registration where the property is considerably poor condition.	Yearly update on strategy

Integrated Impact Assessment Summary Report

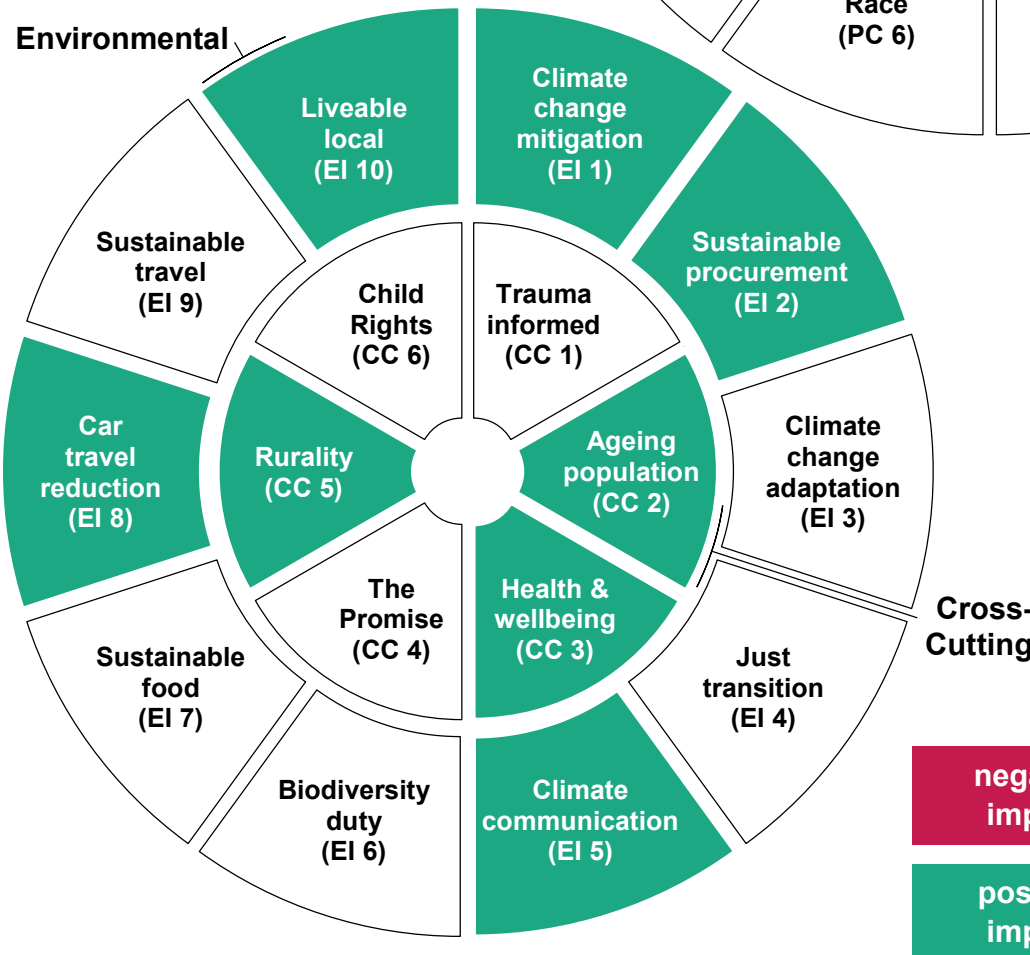
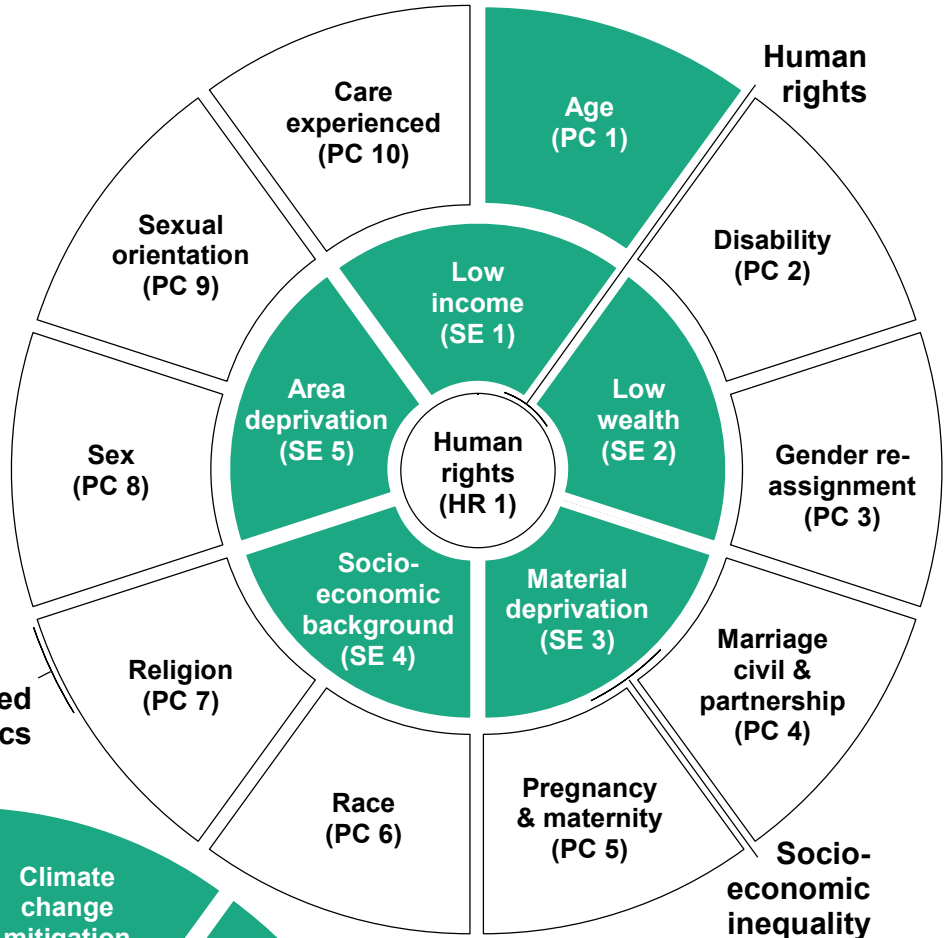


Empty Homes Strategy

Completed by:

Chris Carroll,
Service Lead Housing Strategy
& Regeneration,
Housing Strategy &
Regeneration

Date started: 13/01/25



To be implemented on:

01/11/25

Review date:

01/11/26

Oversight Panel:

Cabinet

negative impact	uncertain / not clear
positive impact	no impact / not applicable

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

Empty Homes Strategy seeks to mainstream equalities in its overarching aims and outcomes, as well as ensuring that any subsequent action points do not disproportionately disadvantage one group or community over another. South Ayrshire Council is committed to eliminating discrimination and stigmatisation and the Empty Homes Strategy will play a positive role in contributing towards this vision.

Advancing equality of opportunity?

The Empty Homes Strategy is inclusive and ensures equality of opportunity to access housing services by all protected characteristics within the Council's communities. The policies, practice and direction of travel within the Empty Homes Strategy will support social inclusion and development of cohesive communities.

Fostering good relations?


The Empty Homes Strategy seeks to take into account the issues facing the various communities living and working in South Ayrshire. By ensuring that communities' voices are heard and taken into account, the Empty Homes Strategy aims to foster good relations with the communities we serve.

Consultation declaration


We confirm consultation has been carried out as part of this process.

Responses Overview Closed


Responses

18 

Average Time

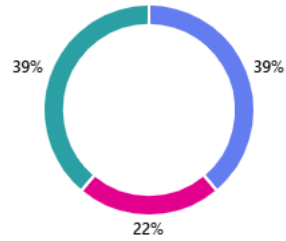
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Duration

48 Days 

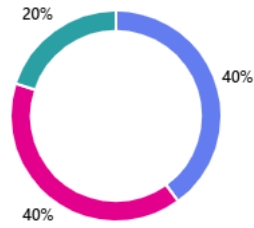
1. Please select the option which best describes you

- Renovating homes is my main source of income. I am interested in most/all empty properties for my... 7
- Renovating homes is a part time job. I renovate homes alongside my other job to make up my... 4
- Renovating homes is a passion project. I don't depend on the income and will choose projects tha... 7
- Other 0



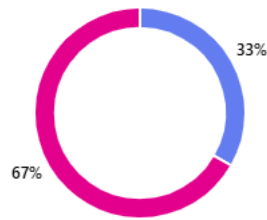
2. What is your intention with empty properties? Select all that apply

- Renovate to rent 12
- Renovate to sell 12
- Renovate to live in yourself 6
- Other 0



3. Do you carry out renovations yourself or use contractors?

- Myself 6
- Contractors 12



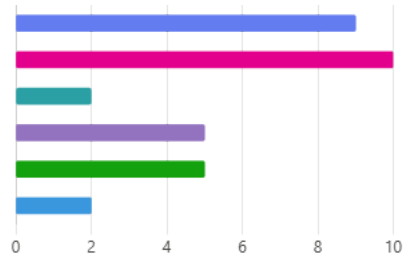
4. Do you use the same contractors each time or different

- I use the same contractors for each redevelopment 6
- I use different contractors depending on the circumstances 6



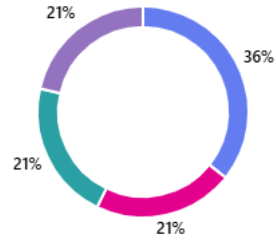
5. What are the barriers for you in renovating empty properties?

● Engagement with owners	9
● Financial margins	10
● Engaging contractors to take on work	2
● Engagement with local authority	5
● Tax implications	5
● Other	2



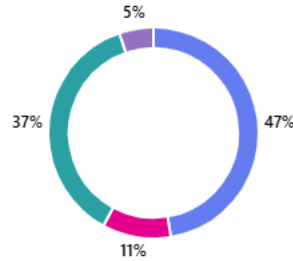
6. Are you aware of the incentives provided through the Empty Homes Scheme - tick all that apply

● VAT discounts	10
● Discounted materials through certain merchants	6
● Empty Homes loan funding	6
● Social Letting Service	6



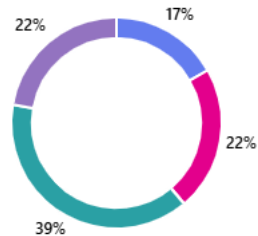
7. Would you be interested in renovating an Empty Home to let through our Social Letting Service? add any comments you feel may be relevant.

● Yes	9
● No	2
● Maybe	7
● Other	1



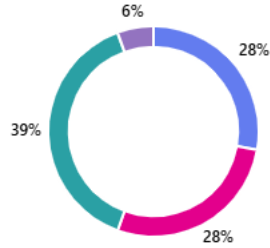
8. **Repair to Rent Scheme** – We often find owners are unwilling to sell their property due to emotional attachment or negative equity in the property and have no available funds to bring the properties up to standard to become rentals. Would you be interested in a scheme where you would take on an empty property as a rental, carry out the necessary repairs and rent the property out keeping 100% of rental income until an agreed-on time with the owner. After this period, the property would be handed back to the owner in a condition where they could rent it out themselves, live in or sell on.

● Very useful & Very interested	3
● Quite useful & Quite Interested	4
● Useful but not interested	7
● Not useful	4
● Other	0



9. **Project Management Scheme** – Empty Home owners often live outwith the local authority and some even in another country. Therefore, the barrier they face in bringing their property back into use is organising repairs and being present to oversee the project. Would you be interested in utilising your expertise and connections to project manage empty homes?

● Very useful & Very interested	5
● Quite useful & Quite interested	5
● Useful but not interested	7
● Not useful	1
● Other	0



10. Do you have any other proposals on how we could work better with you to bring Empty Homes back into use? Please be as descriptive as possible

11
Responses

Latest Responses

- "Provide an information pack highlighting the schemes available e.g. the repair to ... "
- "Full council tax discounts for the entirety of the renovation period. Scrap the terri... "

...

6 respondents (55%) answered properties for this question.



South Ayrshire Council

**Report by Chief Executive
to Cabinet
of 28th October 2025**

Subject: Gaelic Language Plan (2025 – 2030)

1. Purpose

1.1 The purpose of this report is to seek approval of the Gaelic Language Plan (2025 - 2030).

2. Recommendation

2.1 It is recommended that Cabinet:

- 2.1.1 approves the Gaelic Language Plan (2025 - 2030) (appendix one) and thereafter formal submission to the Bòrd na Gàidhlig on the 28th of October 2025; and**
- 2.1.2 approves delegated authority to amend the Gaelic Language Plan (if required) following formal consideration by the Bòrd na Gàidhlig.**

3. Background

3.1 The South Ayrshire Council Gaelic Language Plan (2025 – 2030) has been prepared within the framework of the [Gaelic Language \(Scotland\) Act 2005](#). It sets out how we will use Gaelic in the operation of our functions, how we will facilitate the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic through taking a proportionate approach which recognises the area's tradition and current use of the language.

4. Detail

4.1 South Ayrshire Council's Gaelic Language Plan has been prepared in accordance with [statutory criteria](#) set out in the 2005 Act and having regard to the [National Gaelic Language Plan 2023-2028](#) and the supporting guidance on the development of Gaelic Language Plans.

4.2 South Ayrshire Council's [previous Gaelic Language Plan](#) covered the period 2020-2025, it was prepared in accordance with the requirements of the Gaelic Language (Scotland) Act 2005 and outlined how we would take forward the work to promote and use Gaelic throughout the locality. This plan will be closed off by a final monitoring report issued by the Bòrd na Gàidhlig.

- 4.3 The new plan for the period 2025-2030 incorporates an action plan aligning with the public authority areas highlighted in the national plan (where relevant) and core commitments of: *Identity, Communications, Publications and Staffing*. Areas of current practice are highlighted, along with proposed new actions which will be taken forward over the life of the plan.
- 4.4 The plan will be reviewed by the Bòrd na Gàidhlig following formal submission which must take place no later than the 28th of October 2025 (Bòrd na Gàidhlig has extended our submission deadline by one day to meet our Cabinet reporting timescales). If necessary, the plan will be amended to reflect formal feedback received.
- 4.5 Future monitoring of progress against the plan will take place via the Service and Partnerships Performance Panel.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements.
- 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*

Insert one of the following statements:

- 8.1.1 There are no risks associated with adopting the recommendations. The contents within this report will enable the Council to meet its statutory obligations in respect of the [Gaelic Language \(Scotland\) Act 2005](#).

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The risks associated with rejecting the recommendations are that the Council may be delayed in meeting its statutory obligation of formally publishing an approved Gaelic Language Plan in line with the Gaelic Language (Scotland) Act 2005.

9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report and is attached as appendix two. A copy of the fully completed IIA can be accessed [here](#).

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 follows:

- The Gaelic Language Plan 2025-2030 has been developed to comply with statutory legislation.

12. Link to Council Plan

12.1 The matters referred to in this report contributes to Priority Two: Live, Work and Learn.

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

14. Results of Consultation

14.1 A Language Skills Audit took place with South Ayrshire Council staff in May 2025 and the results of this are detailed within the plan. There has been public consultation on the contents of this report - a four-week consultation period took place on the content of the Gaelic Language Plan (GLP). A dedicated focus group took place with the Prestwick-based community Gaelic Group. Further information on consultation can be found within the GLP.

14.2 Consultation has taken place with the Bòrd na Gàidhlig – the plan reflects feedback received prior to formal submission and review.

14.3 The consultation process was also highlighted to the Equality and Diversity Forum.

14.4 Consultation has taken place with Councillor Hugh Hunter, Policy Lead for Health and Social Care, and Councillor William Grant, Policy Lead for Education and Lifelong Learning, 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 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 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>
Formally submit South Ayrshire Gaelic Plan 2025-2030 to the Bòrd na Gàidhlig.	28 th October 2025	Susan McCardie

Background Papers [Gaelic Language \(Scotland\) Act 2005.](#)

[National Gaelic Language Plan 2023-2028](#)

Person to Contact **Kevin Anderson, Assistant Director (Corporate Policy, Strategy and Performance)**
County Buildings, Ayr
Email kevin.anderson@south-ayrshire.gov.uk

Susan McCardie, Service Lead (Performance, Community Planning and Sustainability)
County Buildings, Ayr
E-mail susan.mccardie@south-ayrshire.gov.uk

Date: 8th October 2025

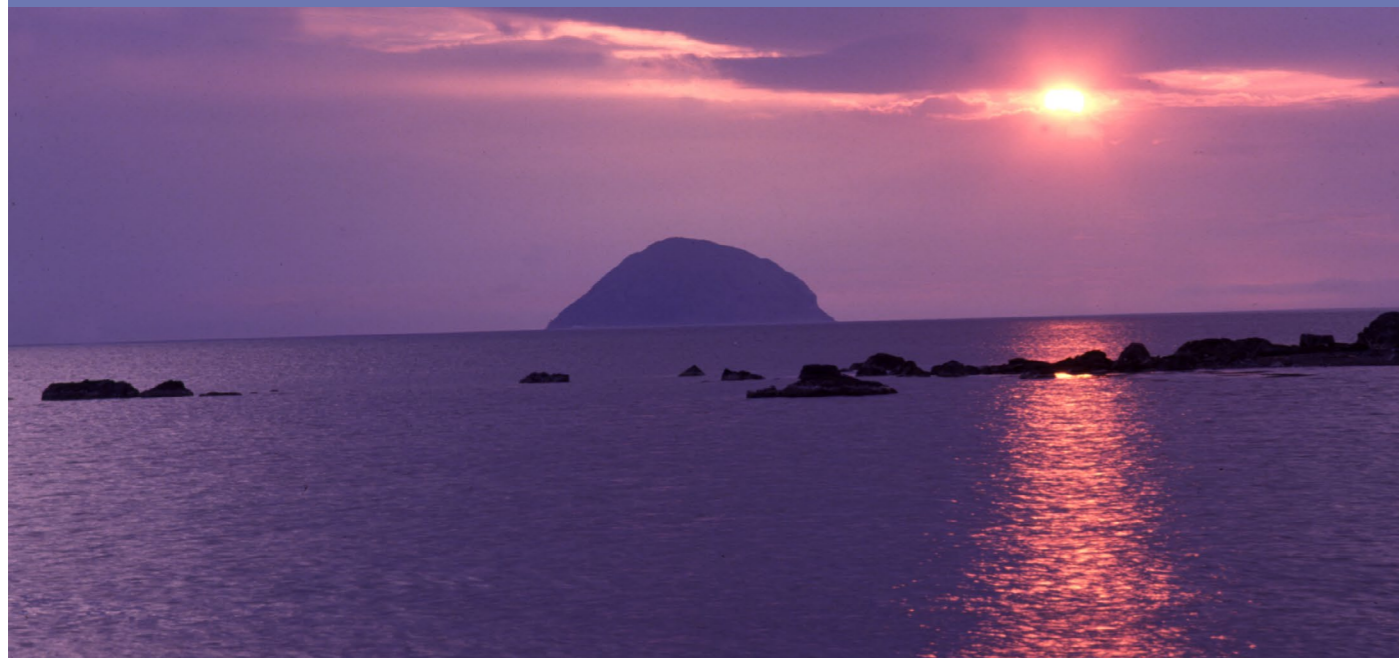
South Ayrshire Council
Gaelic Language Plan
2025-30

**Making Gaelic a visible part of
our inclusive culture**



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Summary of South Ayrshire

South Ayrshire Council (SAC) recognises that Gaelic is an integral part of Scotland’s heritage, national identity, and cultural life. South Ayrshire Council is committed to the main aim of the [National Gaelic Language Plan 2023-2028](#) which is to:

Increase the use and learning of Gaelic

The National Plan underpins the Scottish Government’s ambition to see an increase in the number of people speaking, learning, using and supporting Gaelic in Scotland.

The South Ayrshire Council Gaelic Language Plan has been prepared within the framework of the [Gaelic Language \(Scotland\) Act 2005](#). It sets out how we will use Gaelic in the operation of our functions, how we will facilitate the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic through taking a proportionate approach which recognises the area’s tradition and current use of the language.

South Ayrshire Council’s Gaelic Language Plan has been prepared in accordance with [statutory criteria](#) set out in the 2005 Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.



Introduction

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public authorities to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties.

Bòrd na Gàidhlig provides public authorities with official notification of when they must prepare their Plan and details of the high level aims which should be met by the Plan.

South Ayrshire Gaelic Language Plan 2020-2025

South Ayrshire Council's previous [Gaelic Language Plan](#) covered the period 2020-2025, it was prepared in accordance with the requirements of the Gaelic Language (Scotland) Act 2005 and outlined how we would take forward the work to promote and use Gaelic throughout the locality.

Development of the South Ayrshire Gaelic Language Plan 2025-2030

The National Gaelic Language Plan 2023–2028 sets out the main goals for helping Gaelic grow. It aims to increase the number of people who speak, learn, use, and support the language. The plan builds on past progress but also recognises that challenges remain. It highlights key areas where more can be done to promote and teach Gaelic. Local Authorities were asked to keep these priorities in mind when developing their plans.

The priority areas identified are:

- Community support
- Support in the home
- Creative industries
- Business and economy
- Public authorities
- 0-18 education
- Post school and adult learning



Consultation

A Community Consultation was carried out from 18 August 2025 to 12 September 2025, it was open to the public via an online questionnaire, which was accessible through the South Ayrshire Council website. To encourage wider participation, the consultation was actively promoted to the public and key stakeholders through the following channels:

- South Ayrshire Council's official social media platforms
- The Community Planning Participation and Engagement Group
- Prestwick Gaelic Group
- Education Update distributed to all schools
- Internal communications to staff via Viva Engage
- Health and Social Care Partnership Locality Planning Groups

Additionally, posters featuring a QR code linking to the questionnaire were displayed in all public libraries. Paper versions of the questionnaire were also provided for individuals who preferred to complete and return a hard copy.

A dedicated focus group session was held on 30 August 2025 with the Prestwick-based Gaelic Group. During this session, participants engaged in a general discussion regarding the presence and future of Gaelic in South Ayrshire, offering suggestions for advancing the Gaelic Language Plan (see page 9).

Furthermore, Council officers met with representatives from the Broadway Cinema in Prestwick, who expressed a strong interest in incorporating Gaelic language into their venue. This initiative is being supported by Bòrd na Gàidhlig.

The findings of this consultation have helped to develop the actions within this plan, for more detailed information please see Appendix 1.



Strategic Commitments/Aims

Priority Area: 0-18 Education

Strategic Aim: Fulfil South Ayrshire Council's responsibility under the Education (Scotland) Act 2016 by promoting the opportunity and right for parents of pre-school children to request an assessment of the need for Gaelic Medium Primary Education (GMPE) within South Ayrshire.

Action	Lead Officer	Timescale
Develop the webpage regarding the right for parents of children under 5 to request Gaelic Medium Primary Education from South Ayrshire Council.	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually
Conduct a parental engagement survey for parents of 3- and 4-year-olds to gauge the interest for Gaelic Medium Education (GME).	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually

Strategic Aim: Promote Gaelic as part of the 1+2 initiative.

Action	Lead Officer	Timescale
Ensure that almost all primary school children in South Ayrshire have at least one experience of Gaelic Language Education (GLE) as part of their L3 offering by 2027 by continuing to promote Gaelic Language Education positively and build capacity of education/teaching staff to use our engaging learning projects and resources for children and young people.	Co-ordinator (Literacy, Gaelic and Languages)	2027 and then reported on annually
Promote Gaelic at the 1+2 Festival through the inclusion of Gaelic musical and dramatic performances and workshops.	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually

Priority Area: Support in the Home

Strategic Aim: Support Parents of Early Years Children

Action	Lead Officer	Timescale
Promote and encourage parents with 2/3-year-olds to attend the Seinn Còmhla Rium sessions.	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually
Re-introduce Gaelic Bookbug sessions if demand exists.	Co-ordinator (Culture)	Reported on annually

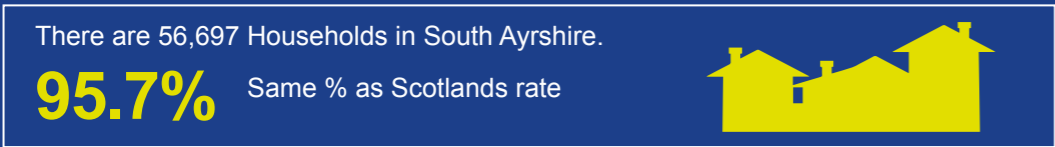
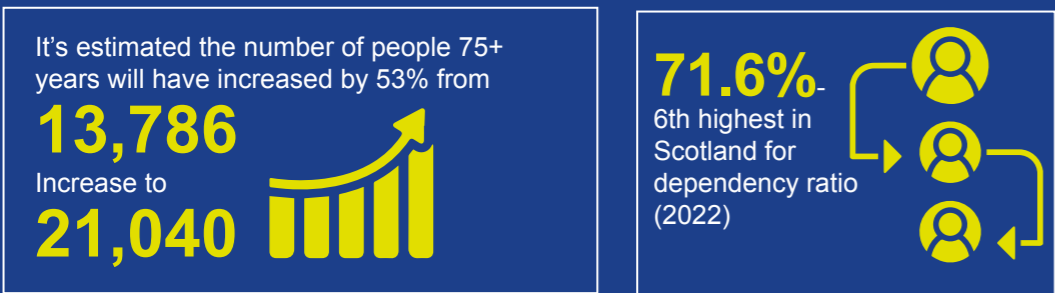
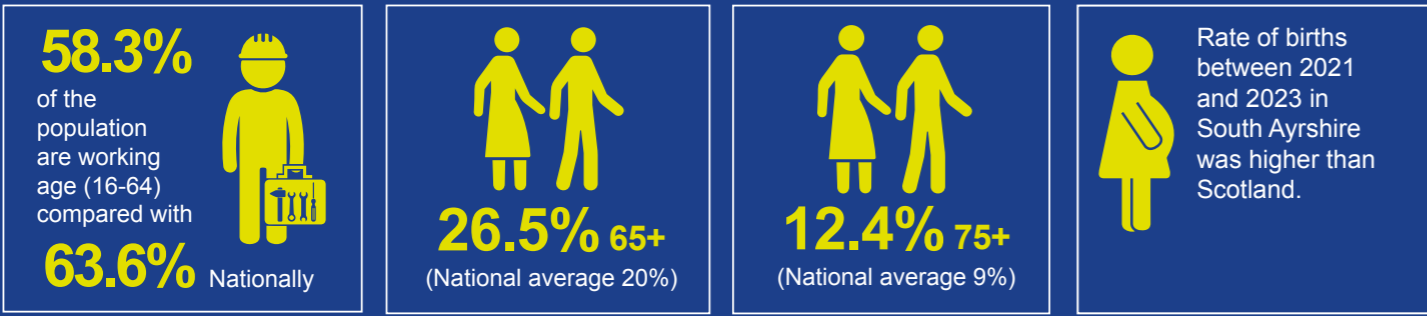
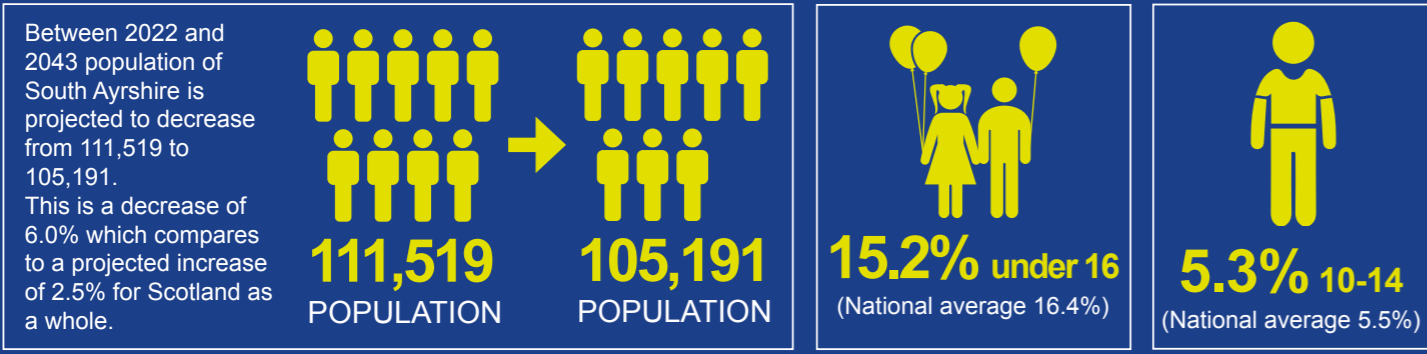
Priority Area: Support in the Community

Strategic Aim: Support and collaborate with any formal Gaelic community group who make themselves known to the council.

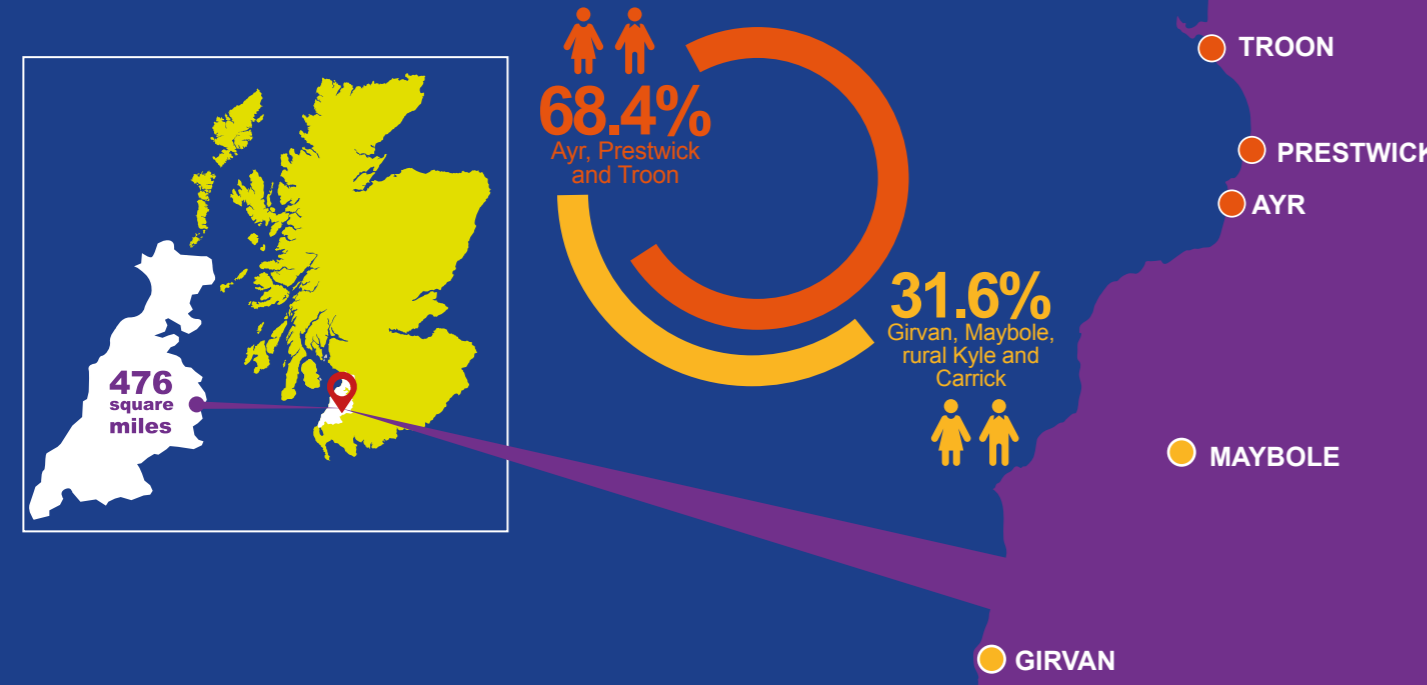
Action	Lead Officer	Timescale
Develop the webpage regarding the right for parents of children under 5 to request Gaelic Medium Primary Education from South Ayrshire Council.	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually
Conduct a parental engagement survey for parents of 3- and 4-year-olds to gauge the interest for Gaelic Medium Education.	Co-ordinator (Literacy, Gaelic and Languages)	Reported on annually



Overview of South Ayrshire Council



This may suggest that in terms of an increasingly elderly population and decreasing younger population, there may be issues with increasing Gaelic medium learning. However, the Council is committed to being part of the Bòrd's long-term vision for public authorities in Scotland to be part of a national language-planning framework that support the development of Gaelic, to increase incrementally over time the level of Gaelic provision within public authorities - challenging though that might be.

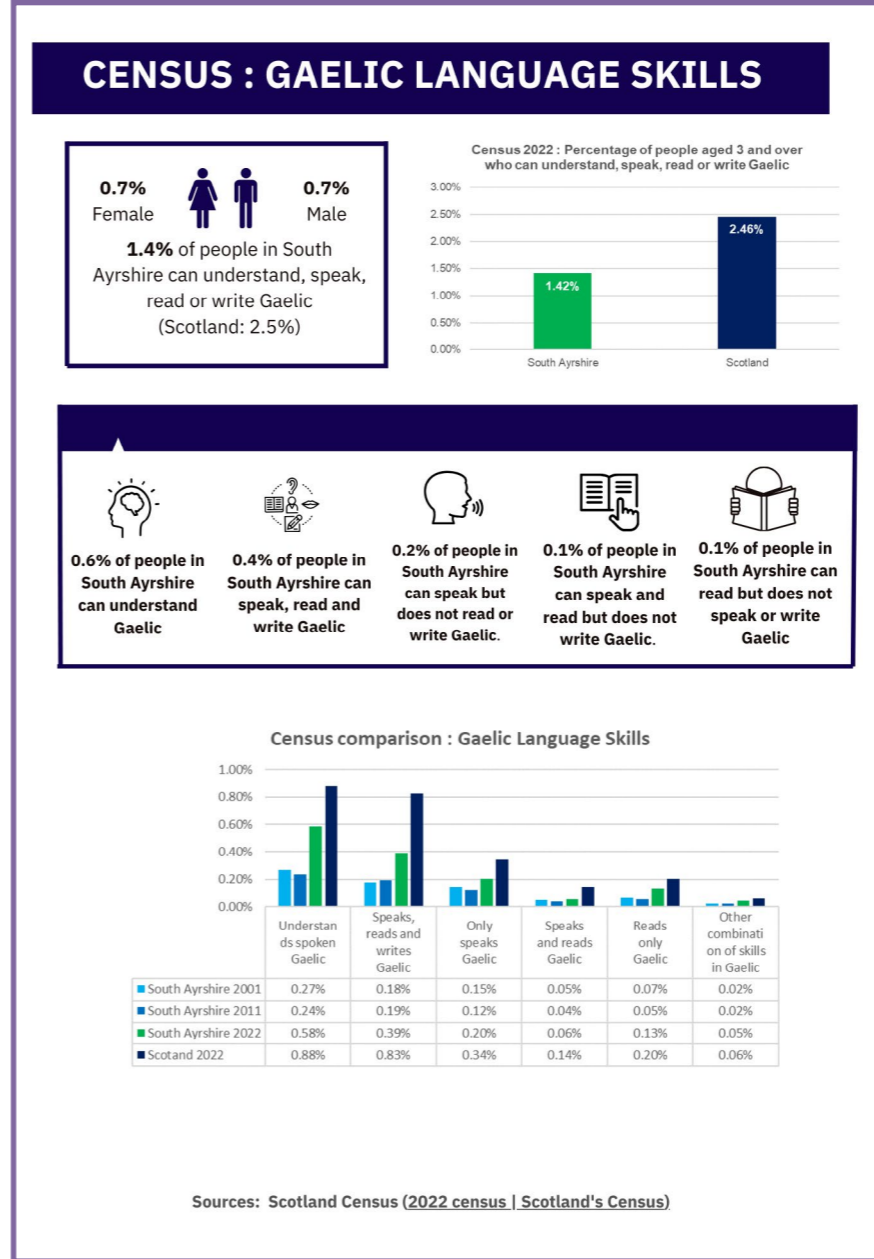


For information on Gaelic place-names in the area please use the following link which includes a resource by Iain Mac an Tàilleir for place-names. For example:

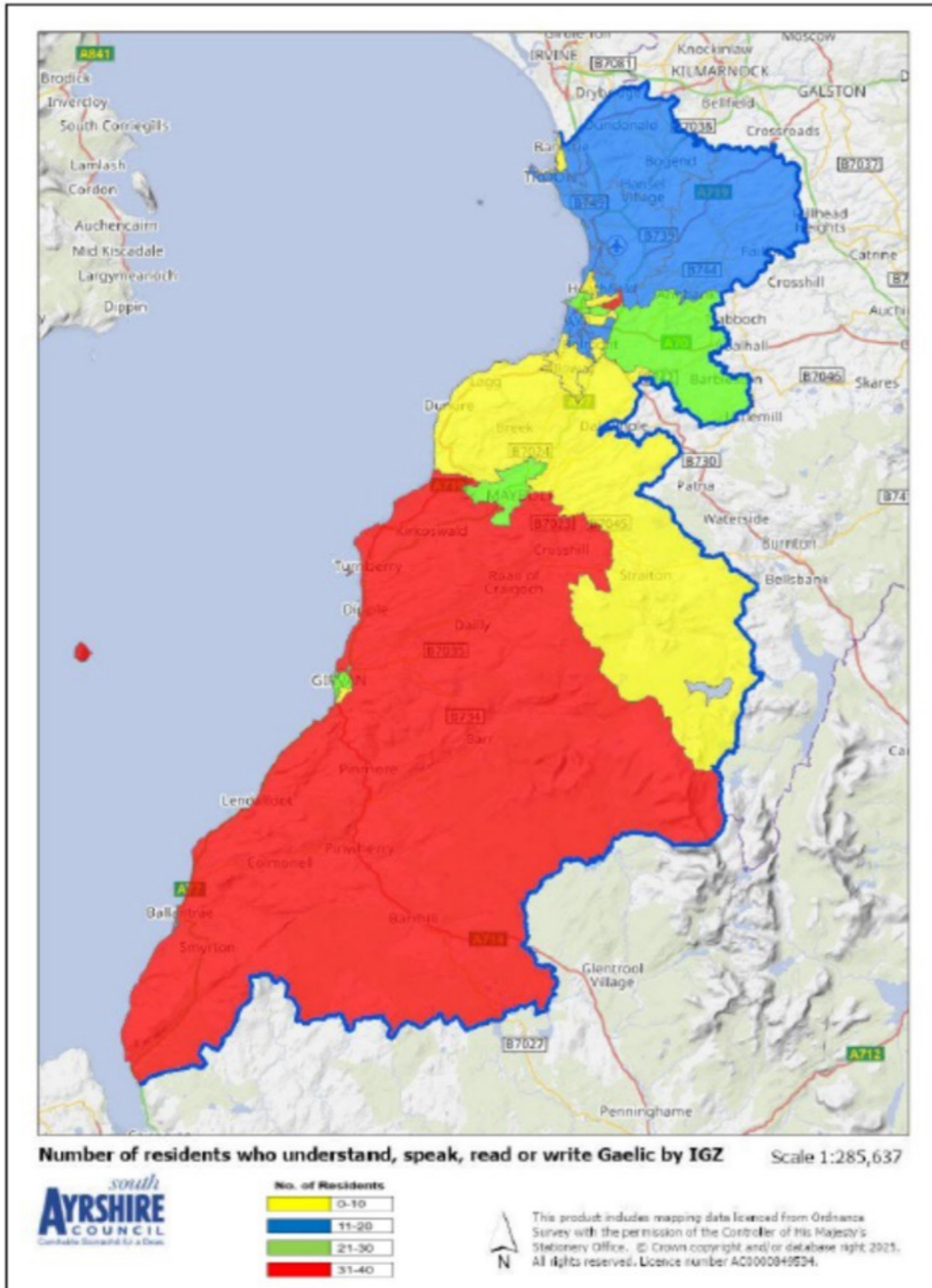
AREA	Gaelic Name
South Ayrshire Council	Comhairle Siorrachd Àir a Deas
Troon	An Truthail
Prestwick Town	Baile Phreastabhaig
Ayr	Inbhir Àir
Girvan	Inbhir Gharbhain

[Ainmean-Àite na h-Alba \(AÀA\) – Gaelic Place-names of Scotland](#)

Gaelic skills within South Ayrshire



Settlement locations of South Ayrshire residents who communicate in Gaelic (speak, read or write Gaelic)



Gaelic Language skills within South Ayrshire Council

We have one 0.4 Full-Time Equivalent (FTE) Gaelic Development Officer, this post does not require fluency of any kind but a good working knowledge of Gaelic to be used for Gaelic Language Education in the Broad General Education is necessary.

A Gaelic Language skills audit was carried out in May 2025 for a period of four weeks, the survey was carried out via MS Teams and promoted through various internal communication streams and through our Equality & Diversity forum members. A range of questions were asked to ascertain the skills held across the Local Authority in terms of the Gaelic language. 85 staff members responded.

The survey highlighted that we have a low number of staff who were aware that a Gaelic Language Plan existed as well as a small number who have any Gaelic language skills. Staff would be willing to learn the language however felt that there were a number of barriers in their way including time commitments, financial, as well as travel to courses.

Suggestions to increase Gaelic in our working life included:

- Gaelic speaking groups, opportunities for learners in primary schools;
- Mandatory signage to normalise Gaelic in our schools and Council buildings (Gaelic does have equal status to English in the Gaelic Act);
- Open days to promote more through education and schools;
- Correct Gaelic on our signs;
- Closer working between corporate and education;
- Gaelic welcome in all Public Buildings and ensure staff can verbalise it;
- Offer courses/lessons;
- Social media posts celebrating the Gaelic language;
- Bring Gaelic provision more into South Ayrshire Schools; and
- More internal resources available.

We will endeavour to carry out another staff survey in the future to hopefully increase the number of respondents to our skills audit. See Appendix 2 for more in depth survey results.

Gaelic Medium Education within South Ayrshire

South Ayrshire Council currently has no provision for Gaelic Medium Education (GME) within any of its education schools or establishments. There is provision (P1-S6) for GME with East Ayrshire Council and South Ayrshire can link to this service when there is demand for it. Learners will be transported to the McIlvaney Campus, Kilmarnock, to enable them to have formal Gaelic Medium teaching. There are also links with North Ayrshire Council to engage with their Gaelic Medium Education service.

As of 2024-2025 we have had one child placed in East Ayrshire to be educated in GME and currently have two further enquiries for this provision.

Education Scotland Act 2016 includes provisions that give parents the right to request an assessment of the need for Gaelic Medium Primary Education from their Education Authority and the Scottish Government has established a process for parents, which is supported by Statutory Guidance on Gaelic Education published by Bòrd na Gàidhlig. Where parents within South Ayrshire make such a request Educational Services will follow Statutory Guidance.

School Based Learning

South Ayrshire has committed to raising the profile of Gaelic and building capacity amongst teachers and other practitioners to support and promote the use of Gaelic in schools.

We have:

- Created a permanent 0.4 Full-Time Equivalent (FTE) post for a Gaelic Development Officer who collaborates with schools and Early Years establishments across the authority.
- Created and delivered Gaelic Language Education professional learning for primary teachers.
- Created and promoted a wide range of resources to support the teaching and learning of Gaelic.
- Established links with Early Years colleagues to promote Gaelic Language Education through rhyme, song and play to Early Years Practitioners.
- Applied for and made judicious use of funding from Scottish Government's scheme of Gaelic specific grant provision for Gaelic education.
- Collaborated with colleagues responsible for GLE and GME in neighbouring authorities: East and North Ayrshire.
- Promoted and facilitated Gaelic Language Education through Gaelic choirs who have performed locally and regionally.
- Hosted two annual Gaelic showcase events at The Cutty Sark Centre in Ayr.
- Promoted Gaelic through council newsletters, media channels and social media accounts.
- Collaborated with local authority partners to create engaging Gaelic Language Education opportunities for children and young people.
- Supported colleagues to undertake GLPS training and lead Gaelic Language Education initiatives within their school contexts.

Community Based Learning

The Council does not have any formal community-based learning of Gaelic at present.



Gaelic in the Community

Over the life of the Plan we will continue to liaise with Bòrd na Gàidhlig and community organisation contacts, to develop links and possible participation in existing and new projects.

Friends of the Broadway Prestwick, the charity re-opening the former Broadway Cinema on Prestwick Main Street, are developing a Gaelic language plan for the project's future development and have already received funding to include Gaelic in their first phase of operations. This includes bilingual signage throughout the building's visitor experience, which includes a pop-up museum and heritage exhibitions on the history of the Broadway Cinema. Their long-term vision for Gaelic development, if successful, will result in the creation of a leading culture, entertainment, and learning hub for the language in South Ayrshire.

The Broadway will be redeveloped with facilities for cinema, theatre, live music events, conferences, festivals, and more. The

museum project will be expanded to achieve full accreditation by national organisations, the group's initiatives with young people and learning through heritage and film will be continuously developed as the project progresses, and the charity has already developed positive relationships for the future with leading Gaelic media organisations including MG ALBA, Astar Media, and FilmG.

The group's vision is that the Broadway will become one of the leading entertainment hubs for Gaelic in Scotland; playing host to national events, film workshops, and community learning and support groups. This will bring increased interest, awareness, and positive exposure for the language in a thriving community asset.

For members of our community who request Gaelic interpretation and translation services, we use a range of translation and interpretation firms including the use of telephone interpreting services, in line with our well-established arrangements for alternative languages.

Gaelic in the Council

Museums & Galleries

Our Museums & Galleries service have a Scots Gaelic translation Tam o' Shanter, with interpretative materials, such as artwork labels, also in Gaelic. In early 2025 we created distinct profiles on [Bloomberg Connects](#) which will feature Gaelic translations of both permanent and changing exhibitions.



Libraries

Our regular Bookbug sessions have Gaelic resources available to participants. Our provision of Gaelic language books primarily covers dictionaries and books for young people. We can provide additional Gaelic books via customer requests, and participation in national campaigns or promotions, for example themed showcases on Scottish Writers via Scottish Libraries Information Council and reading Agency. We also regularly review and update Gaelic e-book services, with opportunity for users to request titles in Gaelic.



Employees

The Council will enhance its reputation as an Employer of Choice by establishing systems and methods which demonstrate equal respect for Gaelic and English language applicants.

The employees that are identified as having an interest in learning Gaelic will be signposted to the Council's e-learning platform.

The Council's Equality and Diversity Forum includes elected member representation from all political groups and meetings are held quarterly with the Equality Champions network. Equalities Champions offer local support and information to their Directorate colleagues on all equality and diversity matters.

All employees are encouraged to have a Gaelic signature translation on their email and guidance is available on our internal intranet system on how to do this. See example below:



Employee Scots Gaelic Translated Signature

Sarah Ross | Neach-taic (Leasachadh Buidhne) | Seirbheisean Luchd-obrach is Luchd-ceannach | Prìomh Roinn
 Togalaichean Siorrachd | Sarah.Ross@south-ayrshire.gov.uk
 Tel: 01292 612875 | www.south-ayrshire.gov.uk

Gaelic and Partnership Arrangements

Core Commitments

The following actions will take forward key areas of focus for South Ayrshire Council by aligning with the Public Authority priority areas (where relevant) highlighted within the 2023-2028 national plan.

Gaelic Orthographic

The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.

Core Commitment Area:	Identity
<p>The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.</p> <p>South Ayrshire Council recognises the importance of extending the visibility of Gaelic and increasing it's status.</p> <p>BÒRD NA GÀIDHLIG CORPORATE SERVICE AIMS¹:</p> <ol style="list-style-type: none"> Logo and brand - render the corporate logo and branding in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal prominence for both languages. Signage - Signage will include Gaelic and English as part of any renewal process. 	
<p>SAC CURRENT PRACTICE:</p> <ol style="list-style-type: none"> Gaelic translation is included within our corporate logo. Gaelic translation is included within town and road signage throughout the local authority area and will continue to be updated as part of renewal process. 	

¹ Corporate service aims as directed by Statutory Guidance on the development of the [Gaelic Language Plan](#) and GLP monitoring requirements



Core Commitment Area:		Communications
<p>The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.</p> <p>The use of Gaelic in interactions with the authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic only forms can also greatly enhance the visibility and prestige of the language.</p> <p>The preparation of Gaelic forms, applications and similar documents, can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.</p> <p>South Ayrshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.</p>		
<p>BÒRD NA Gàidhlig Corporate Service Aims:</p> <ol style="list-style-type: none"> Promotion - Positive messages that communication from the public in Gaelic is always welcome are regularly repeated. Written Communication - Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy. Reception and phone - Where Gaelic speaking staff are capable of providing this service, they are supported to do so and the service is promoted to the public. If there are not staff available to deliver this service, capacity will be built through training and recruitment. Public meeting - Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted. In those geographical locations in which the percentages or numbers of Gaelic speakers is greater, working towards this will be expected as standard. 		
<p>SAC CURRENT PRACTICE</p> <p>All employees are encouraged to have a bilingual email signature, instructions on how to do this are available on our internal site with step-by-step instructions.</p>		
NEW ACTIONS	Lead Officer	Timescale
We will develop a communication plan including topics such as email and social media incorporating aims one and two, promotion and written communication advising Gaelic users within South Ayrshire of these opportunities.	Community Planning & Equalities team with support from Communications Team	Reviewed annually
At present, we are unable to provide a Gaelic reception and telephone service within the local authority. However, we are committed to supporting staff who are interested in developing their Gaelic language skills and will actively explore opportunities to build internal capacity to enable future service provision.	Community Planning & Equalities team	Reviewed annually
Where requests are received, we will endeavour to host public meetings bilingually or in Gaelic.	Community Planning & Equalities team	Reviewed annually

Core Commitment Area:		Information
<p>The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.</p> <p>South Ayrshire Council is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.</p>		
<p>BÒRD NA Gàidhlig Corporate Service Aims:</p> <ol style="list-style-type: none"> News releases - High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English. Social Media - Gaelic content distributed regularly through social media, working towards fully bilingual social media. Website - Gaelic content available on the public authority's website, with emphasis given to the pages with the highest potential reach; working towards fully bilingual website in those geographical locations in which the percentages or numbers of Gaelic speakers are greater in the community, this will be expected as standard. Corporate Publications - Produced in Gaelic and English, with priority given to those with the highest potential reach and impact. Language - A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high. Exhibitions - Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact. 		
<p>SAC CURRENT PRACTICE</p> <p>If a request is received for information to be translated for news release/social media/website/corporate publications, then the appropriate steps would be taken.</p> <p>South Ayrshire Council uses the Bloomberg Connect app for translation purposes within Rozelle Museum Galleries and McKechnie Institute.</p>		
NEW ACTIONS	Lead Officer	Timescale
As part of the communication plan we include engagement with relevant departments to ensure wider Gaelic content is shared where appropriate. Explore sections within our corporate website where Gaelic could be incorporated, beginning with Gaelic related content such as the Gaelic language plan webpage and the webpage on Gaelic education.	Community Planning & Equalities team with support from Communications Team and Digital Services Team	Reviewed annually
Corporate publications will be considered for production in Gaelic and English where there is demand.	Community Planning & Equalities team and other council services where appropriate	Reviewed annually
Further exploration to deliver public exhibitions, this will be dependent on demand and availability of budget.	Co-ordinator Culture	Reviewed annually

Core Commitment Area:	Staffing	
<p>In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.</p> <p>The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority.</p> <p>Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.</p> <p>South Ayrshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. South Ayrshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so.</p>		
<p>BÒRD NA Gàidhlig CORPORATE SERVICE AIMS:</p> <ol style="list-style-type: none"> Internal audit - Conduct an internal audit of Gaelic skills and training needs through the life of each edition of the plan. Induction - Knowledge of the public authority’s Gaelic language plan and training opportunities are embedded in new staff inductions. Language - Gaelic language skills training and development, delivered to staff, particularly in relation to implementing the public authority’s Gaelic language plan. Using Gaelic - Staff are encouraged to use Gaelic in their work. Awareness - Gaelic awareness training delivered, with priority given to senior staff, other key decision makers and staff dealing directly with the public. Recruitment - Gaelic language skills are recognised and respected within the recruitment process throughout the public authority. Gaelic named - As an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice. Bilingual or Gaelic only - Job adverts for all posts where Gaelic is an essential skill. 		
<p>SAC CURRENT PRACTICE</p> <ol style="list-style-type: none"> An internal Gaelic language skills audit was carried out in May 2025, results are within this plan. Within our SAC resource library (available on our internal learnPro site) we direct staff to a few resources including: A Gaelic Online dictionary, Information on Gaelic education, the Digital Archive of Scottish Gaelic and Learn Gaelic. 		
NEW ACTIONS	Lead Officer	Timescale
(1-5) Carry out an internal communications campaign to promote the use of Gaelic and signpost staff to available resources.	Community Planning & Equalities team	Reviewed annually
South Ayrshire Council will promote Gaelic training opportunities on a bi-annual basis.	Community Planning & Equalities team	Bi-annually
(6-8) As and when the need arises, we will ensure that these processes will be taken into consideration.	Human Resources and Education	As and when required

Implementation and Monitoring

Following approval by Cabinet, the Gaelic Language Plan will be available on our website in English and Gaelic. The plan will be made known to the public and employees through our communications team.

This iterative plan will be reviewed annually, and actions will be added where appropriate. Overall progress of the Plan will be monitored by the Service and Partnerships Performance Panel.

Regular updates will be provided to the Equality & Diversity Forum.



This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یہ معلومات نابینا افراد کے لئے اُبھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اسکا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

本信息可应要求提供盲文，大字印刷或音频格式，以及可翻译成多种语言。以下是详细联系方式。

本信息可慮應要求提供盲文，大字印刷或音频格式，以及可翻譯成多种語言。以下是詳細聯系方式。

ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੋਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸਣਨ ਵਾਲੇ ਰਪ ਵਿਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆਂ ਵਿਚ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾਂ ਦਿੱਤੀ ਗਈ ਹੈ।

Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.

South Ayrshire Council
Contact Centre
0300123 0900

South Ayrshire Council

Gaelic Language plan

2025-30

Appendix 1



Appendix 1

South Ayrshire Council Gaelic Language Plan Public Consultation Report

In 2005, the Scottish Government passed the Gaelic Language (Scotland) Act 2005. Under this legislation, Bòrd na Gàidhlig, the national organisation responsible for promoting and supporting the Gaelic language issued a statutory requirement for all Scottish public bodies to develop a Gaelic Language Plan.

In response, South Ayrshire Council has created its Gaelic Language Plan covering the years 2025 to 2030.

To promote openness and community engagement, any new plans or policies that could impact residents of South Ayrshire are subject to public consultation. This process allows the Council to gather input and take community views into account before implementing any such measures.

Consultation Overview

The main method of consultation was an online questionnaire, which was accessible through the South Ayrshire Council website. It was open to the public from 18 August 2025 to 12 September 2025.

To encourage wider participation, the consultation was actively promoted to the public and key stakeholders through the following channels:

- South Ayrshire Council’s official social media platforms
- The Community Planning Participation and Engagement Group
- Prestwick Gaelic Group
- Education Update distributed to all schools
- Clann Gàidhlig, an organisation dedicated to promoting Gaelic language and culture in the West of Scotland
- Internal communications to staff via Viva Engage
- Health and Social Care Partnership Locality Planning Groups

Additionally, posters featuring a QR code linking to the questionnaire were displayed in all public libraries. Paper versions of the questionnaire were also provided for individuals who preferred to complete and return a hard copy.

A dedicated focus group session was held on 30 August 2025 with the Prestwick-based Gaelic Group. During this session, participants engaged in a general discussion regarding the presence and future of Gaelic in South Ayrshire, offering suggestions for advancing the Gaelic Language Plan (see page 9).

Furthermore, Council officers met with representatives from the Broadway Cinema in Prestwick, who expressed a strong interest in incorporating Gaelic language into their venue. This initiative is being supported by Bòrd na Gàidhlig.

Results of the consultation

Demographics of the individuals completing the form:

A total of 190 individuals participated in the online survey. Only 184 respondents chose to tell us about their gender. Of these respondents 123 identified as female, 49 as male, and 12 chose not to disclose their gender

Likewise, only 188 of the respondents chose to tell us about their age. The age of the individuals completing the survey were as follows:

16-25	5
25-34	16
35-44	50
45-54	33
55-64	32
65-74	30
75 and over	11
Prefer not to say	11

Questions regarding the use of the Gaelic Language

- Of the individuals completing the questionnaire 32% (61) knew South Ayrshire Council had a Gaelic Language Plan and 68% (128) did not with one respondent choosing not to answer.
- 59% (111) respondents were not a speaker or a learner of Gaelic, 16% (30) wanted to become a learner, 14% (26) considered themselves to be a beginner learner, 10% (18) are intermediate learners and 2% (4) are fluent speakers, one respondent chose not to answer.
- Most people (168) do not use Gaelic in their daily lives with 21 people stating that they did, one respondent chose not to answer.
- At home the 21 people, 52% (11) use it daily, 19% (4) use it weekly, 19% (4) stated it would depend on the situation and 10% (2) don’t use it at home.
- Of the 21 people who use Gaelic in their daily lives 1 person uses Gaelic at work daily, 3 people use it weekly, one uses it monthly, 3 use it depending on the situation and 12 do not use it at work.
- Within an education setting, 2 people use Gaelic daily, 8 use it weekly, 3 use it depending on the situation and 8 do not use it in an educational setting.
- 11 of the respondents use Gaelic in some social situations, 1 uses it monthly, 4 uses it weekly and 2 use it on a daily basis.
- Of the Gaelic speakers 14 note that they used the language on holiday, some of the reasons for this are:
 - Depending on where they are holiday i.e Scottish Highland and Islands
 - Because it is part of who I am
 - To practice and improve their skills
 - To use it when I can i.e. at the shops or in a social context
 - I try to engage speakers in conversation
 - They want to use the language
 - For cultural reasons



Wider use of Gaelic within Local Communities

181 people responded when asked where people see/ hear Gaelic being used in the community. Of the 179 31% (56) said they hadn't. From the respondents who had heard/see Gaelic being used:

- 34% (62) said that they had seen it used in signage or on public sector vehicles such as Ambulances or Police cars or on correspondence from the Council.
- 9% (17) had heard or seen this in another local authority including the Highlands and Islands of Scotland
- 6% (11) had heard or seen it used on TV including BBC Alba, the radio or other media sources.
- 8% (16) had heard or seen it used at Gaelic Clubs or Groups (including a children's group)
- 1 person said that they heard and saw it everywhere
- 5% (9) use it at home or with family members
- 2% (4) are aware of it being used in school with one respondent's children attending a Gaelic Medium Education setting
- 1% (2) are aware of Gaelic in their workplace
- 3% (6) hear Gaelic being used by other speakers or learners
- 3% (6) are aware of Gaelic being used at Events or Music Venues.

178 people responded to what Gaelic services or activities you use or take part in.

Of the 177 61% (108) said none, of the participants who did respond they answered that:

- 19 people used online courses
- 14 attended Gaelic Groups
- 1 was part of a national organisation
- 11 took part in Gaelic Education
- 2 attended Gaelic Events
- 2 attended Gaelic toddler groups
- 3 accessed Gaelic through television or radio
- 1 used it as part of their work signature
- 1 listened to Gaelic Music

6 people noted that they would be interested in attending local Gaelic Education classes.



Extremely Important	68 (36%)
Somewhat Important	21 (11%)
Neutral	10 (5%)
Somewhat not Important	7 (4%)
Extremely not Important	81 (43%)

When asked how important it was to promote and protect Gaelic in the local area 185 people answered the responses were as follows:

When asked to tell us about any Gaelic Initiatives, events or resources they were aware of in the area, 63 of the 155 respondents said none. Other responses included:

- Knowledge of the Gaelic Group meeting in Prestwick Library
- Gaelic Bookbug Bags/ books available on request
- Signage
- Books in Libraries
- Initiatives funded by Creative Scotland and Scottish Government
- Gaelic Forum in East Ayrshire
- School Gaelic Choir with Ayrshire Fiddle Orchestra
- Gaelic Performances in the Cutty Sark and at other local festivals
- Gaelic in Primary Schools
- Concern for it being taught in schools especially for dyslexic children

5 respondents highlighted that they didn't think promoting the Gaelic Language was important in South Ayrshire.

105 people responded to the question regarding what Gaelic Support would be most useful for you or your community. The results were as follows:

Classes for Adults	84
Gaelic in Schools	86
Bilingual signage	40
Events / Arts in Gaelic	46
Digital / Media Content	49

When asked what other suggestions would be useful, 30 people responded by saying that they did not think that in this financial climate, Gaelic should be promoted, and any money committed could be used for other purposes.

Other suggestions that were made included:

- Gaelic lessons both in person and online for adults and children
- Support for native speakers
- Gaelic writing competition
- Promotion of the history of Gaelic in South Ayrshire
- Taught in nurseries
- Have a Gaelic phrase of the week on social media channels
- Scottish Government should make it compulsory in schools
- Promotion of Gaelic speaking opportunities



151 people responded to tell us what they thought the main barriers to learning or using Gaelic locally. The main themes coming through were as follows:

- Lack of Gaelic presence in the community
- Limited access to Learning Opportunities
- Shortage of speakers and practice opportunities
- Negative attitudes

67 respondents told us that nothing would encourage them to them learning Gaelic, generally this was because of a lack of interest or that they could not see the relevance to their day-to-day life. Of the 94 respondents who made suggestions about what would encourage them to learn Gaelic, the following themes were clear:

- Improved access to Gaelic Learning
- Educational system support
- Community Engagement & Promotion
- More resources

71 respondents told us that they did not have any suggestions for specific Gaelic Programmes or initiatives. Of the 54 who responded their answers included:

- Gaelic Language learning opportunities
- Integration of Gaelic into community activities
- Culture events & celebrations of the language
- Workplace support for those with Gaelic skills to discuss initiatives
- Visibility & Promotion

Of the 134 who told us which places a Gaelic presence would be most helpful, 56 told us that there would be no places where this would be the case, with 8 expressing that they don't think this would be a good use of resources. Of the other responds the helpful places stated were mainly schools, libraries and community centres but in addition some mentioned it would be good to have it at big events such as the Air Show, on internal communications within the council and in Early Years Centres.

Gaelic Language Plan 2025-2030

When asked to comment on South Ayrshires 4 key commitments in the Gaelic Language Plan 118 people responded. 30% (36) felt strongly that implementing the Plan would be an inefficient use of funds and 20% (24) did not have any comments. Of the comments made, the key points are:

- Gaelic is more than a language – it's part of our identity, wellbeing, and has wider economic and cultural value.
- If the government is serious, invest in Gaelic through education, not superficial efforts.
- Gaelic feels redundant – few speak it and fewer want to.
- There's value in Gaelic, but little active promotion. A dedicated Gaelic officer and local GME provision could help long-term growth.
- Combat negativity by promoting the benefits of bilingualism.
- Follow-through matters – I was once given Gaelic tapes with no translation or support.
- Core commitments are good, but boosting learner numbers is vital.
- Gaelic learning should be optional and paid for by those interested.
- Too costly – staffing and delivery require significant resources.
- Extra cost to the council – if encouraged, Gaelic would need funding for tuition and staff time.
- Gaelic is deeply tied to identity, especially for children. But raising Gaelic-speaking kids can be isolating. The emotional impact is real and complex.

- Small steps like bilingual greetings by staff could help normalise Gaelic, similar to “Hello, Bonjour” in Canada.
- These initiatives lack impact – focus should shift to more meaningful priorities for South Ayrshire.
- Older people could benefit from Gaelic classes to stay mentally active and socially connected.

When asked if the respondents had any further comments to make the majority of comments echoed the answers already provided in the rest of the questionnaire, with many stating that they felt the plan should not be a priority over other council services. Of the other responses many wanted to see the promotion of the language in the area through events and education accessible at all stages of life

Gaelic Language Plan Consultation	Focus Group - Prestwick Gaelic Club
30th August 2025	9 Members of the Gaelic Club Present
<p>Discussed the use of Gaelic in South Ayrshire and that there are number of Gaelic speakers spread across the locality with one member of the group attending from Girvan.</p> <p>The key discussion points:</p> <ul style="list-style-type: none"> • Beyond this group and informal networks, there are no real opportunities to speak or learn Gaelic in South Ayrshire. • No adult learning options exist locally; one member had to travel to Stranraer College. The group suggested Thriving Communities could pilot beginner classes. • Parents of nursery-aged children may be interested in learning Gaelic; a group could be offered to gauge demand. • Libraries lack Gaelic books beyond beginner level. • The group wants Gaelic to be promoted like Scots, given it's historical roots in the area. • A Gaelic education base is requested in South Ayrshire, similar to those in East and North Ayrshire. • The Council should review how the Gaelic budget is spent, not just on signage. • More investment is needed in Gaelic teaching resources for schools. • The group asked for clarity on Gaelic training available for teachers. • Learning Gaelic is seen as beneficial for keeping the brain active later in life. • Further education in Gaelic exists but not locally; the closest is Kelvin College in Glasgow. • The group asked is transport funding could help residents access learning outside the area, as costs are a barrier. • Suggested local research into interest in learning Gaelic, possibly in partnership with Glasgow University. • Noted that many use apps like Duolingo, but real progress requires opportunities for spoken practice. 	
Policy Officer Community Engagement	

South Ayrshire Council

Gaelic Language plan

2025-30

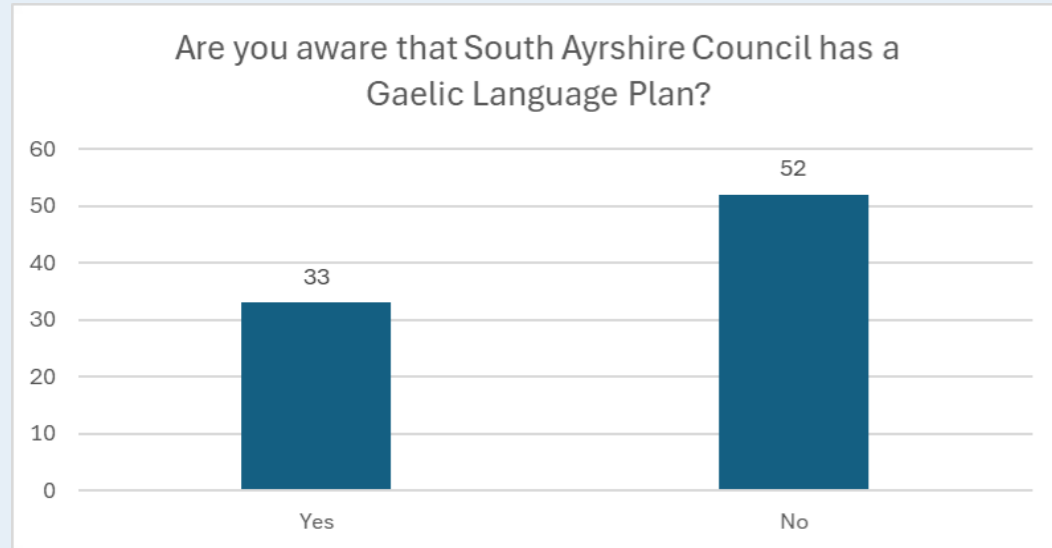
Appendix 2



Appendix 2 - South Ayrshire Council Staff Gaelic Language Skills Audit

The following responses were received in response to our Language Skills audit in May 2025.

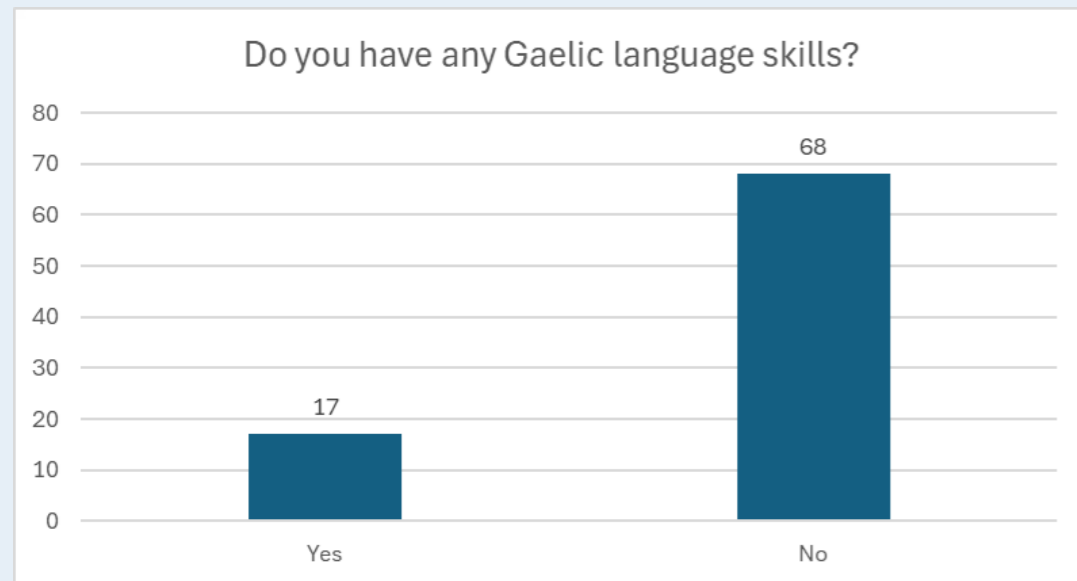
Are you aware that South Ayrshire Council has a Gaelic Language Plan?



When staff were asked if they were aware that South Ayrshire Council had a Gaelic Language Plan, 52 (61%) staff members said 'No', and 33 (39%) said 'Yes'.

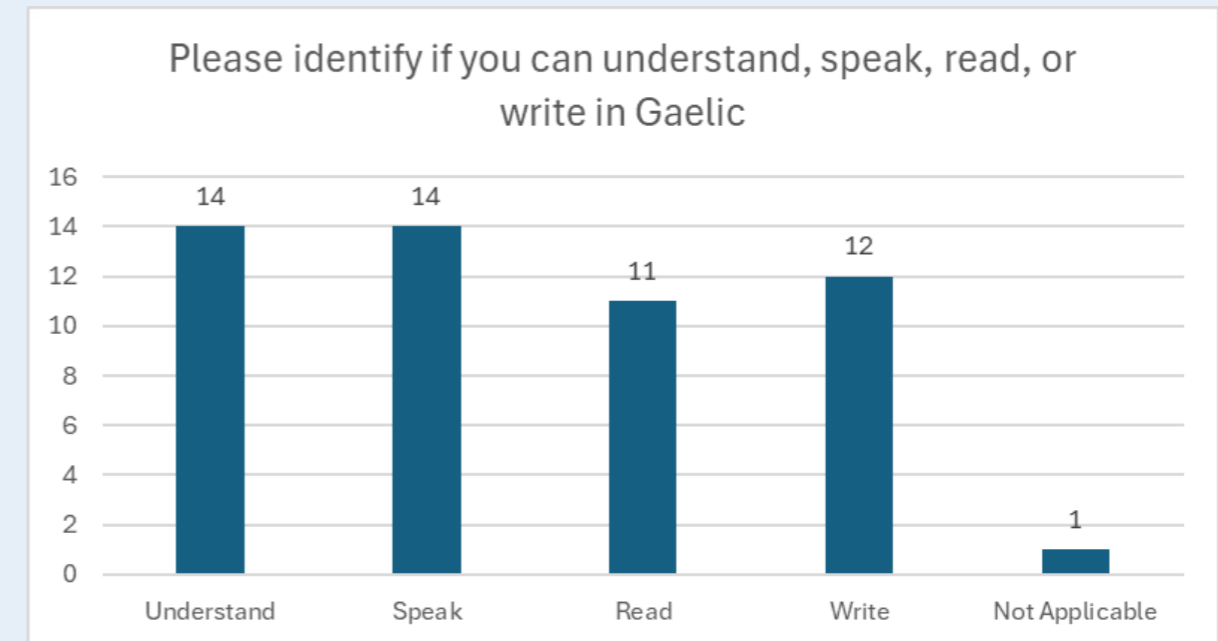
The next section of the survey asked staff members around their Gaelic language skills. For staff members that selected 'No' they were branched to Question 5, for those who selected 'Yes' they were asked two further questions.

Do you have any Gaelic Language Skills?



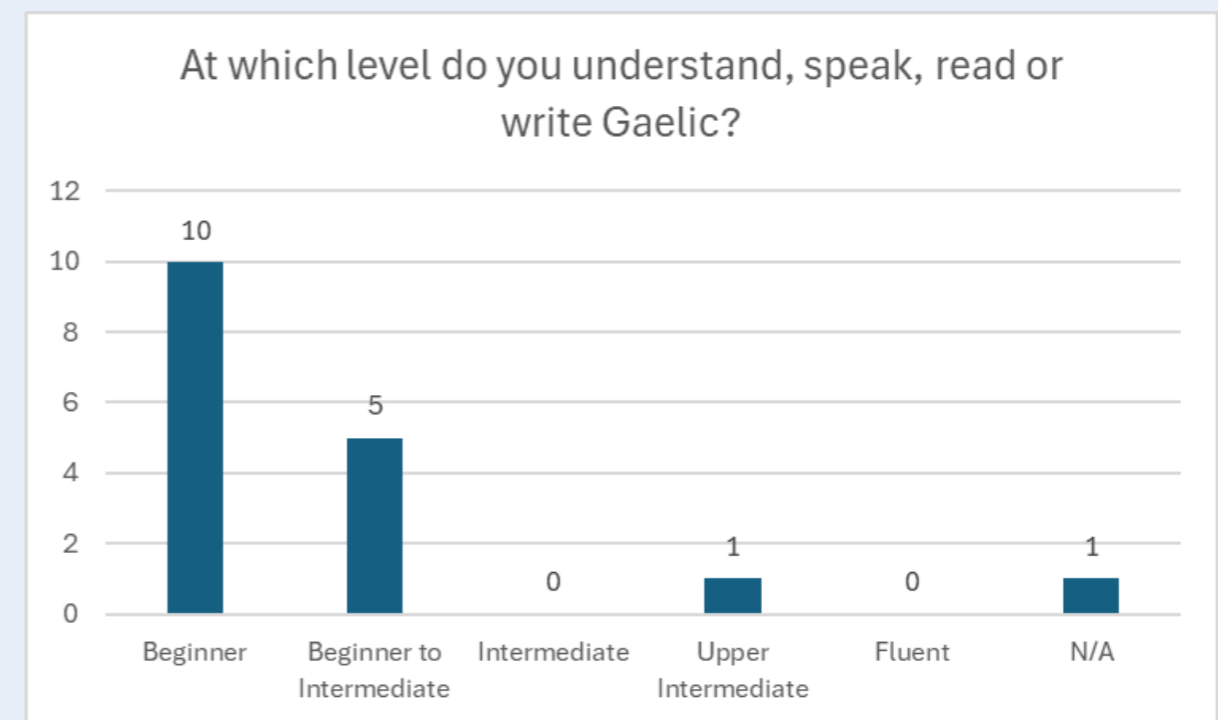
When asked if staff members have any Gaelic language skills, 68 (80%) of staff members said 'No', and 17 (20%) said 'Yes'.

Next, of those staff members who selected 'Yes' to having Gaelic language skills, staff were asked if they could understand, speak, read or write in Gaelic. Each respondent was asked to select all that applied to them.



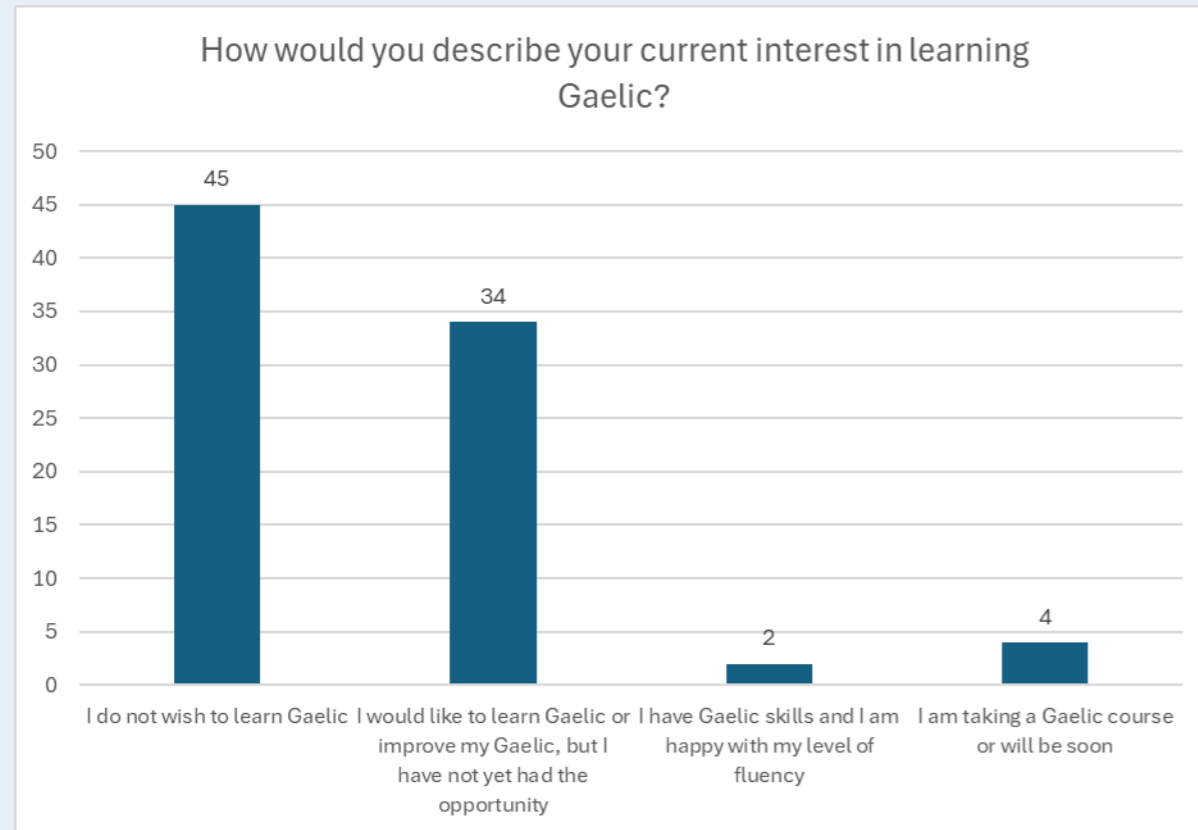
14 out of the 17 (82%) staff members selected that they could both speak and understand Gaelic. 11 staff members (65%) selected they could read Gaelic, and 12 (71%) selected they could write in Gaelic. One individual (6%) chose to select 'Not Applicable'.

Lastly, staff members who selected 'Yes' were asked at which level they believe they spoke Gaelic.



10 staff members (59%) stated that they believe their level of Gaelic was at 'Beginner' level. 5 (29%) staff members stated they believe they were between 'Beginner to Intermediate' level. 1 (6%) staff member believes their Gaelic language skill is at an 'Upper Intermediate' level. One individual (6%) chose to select 'Not Applicable'.

How Would You Describe Your Current Interest in Learning Gaelic?



When asked about current interest in learning Gaelic 45 out of 85 (53%) staff members selected ‘I do not wish to learn Gaelic’. 34 (40%) staff members selected ‘I would like to learn Gaelic, but I have not yet had the opportunity’. 2 (2%) staff members stated, ‘I have Gaelic skills and I am happy with my level of fluency’. Finally, 4 (5%) staff members selected ‘I am taking a Gaelic course or will be soon’.

If Gaelic training opportunities were available, would you consider learning or improving your Gaelic skills?



If given the opportunity, 43 (51%) staff members said, ‘Yes’ they would consider learning Gaelic, with 42 (49%) saying ‘No’.

Next, staff members were asked about potential barriers to them learning or improving their Gaelic skills. This question allowed staff members to comment using a comment box, a summary of comments included but are not limited to:

- Distance of classes, rural areas miss out.
- Time and resources to be released from work.
- There are no barriers as I do not wish to learn it.
- Costing
- As it is not a widely spoken language, learning and practicing would be hard in a day-to-day context.
- Childcare

To what extent do you feel that the use of Gaelic should be increased within South Ayrshire Council?

This question allowed staff members to comment using a comment box, a summary of responses are included below but are not limited to:

- Schools should promote Gaelic Language Education more and should trained staff members to facilitate it.
- I do not believe Gaelic should be promoted any more than it already is.
- Gaelic Medium Education needs to be improved as it is not delivered in South Ayrshire.
- Dependent on the communities we support, if there is a need to increase the usage we should, and if there isn't there shouldn't be an increase.
- Within communities and areas of work other languages are much more prevalent and so more work should focus on those areas.
- I believe Gaelic language learning is not relevant to me, and I have never met a Gaelic speaker in/from South Ayrshire.
- Basic Gaelic sessions for staff members who wish to learn it.
- Language acquisition is important and has its benefits, and so due to Scottish heritage Gaelic and Scots should both be promoted more.
- Basic awareness of Gaelic and its historic roots may be beneficial.

Do you have comments/suggestions on how to increase the use of Gaelic in our work?

This question allowed staff members to comment using a comment box, a summary of comments included but are not limited to:

- We should increase awareness of Gaelic, and they do not need to be at any or major costs, posting on social media etc.
- There is no need to increase the use of Gaelic.
- It is one of our national languages, we should promote it as much as it is appropriate for South Ayrshire to better understand our culture and heritage.
- Gaelic Champions within South Ayrshire Council.
- Ensure the usage of Gaelic is correct, i.e. signage etc.
- Courses should be offered to those who want to learn.

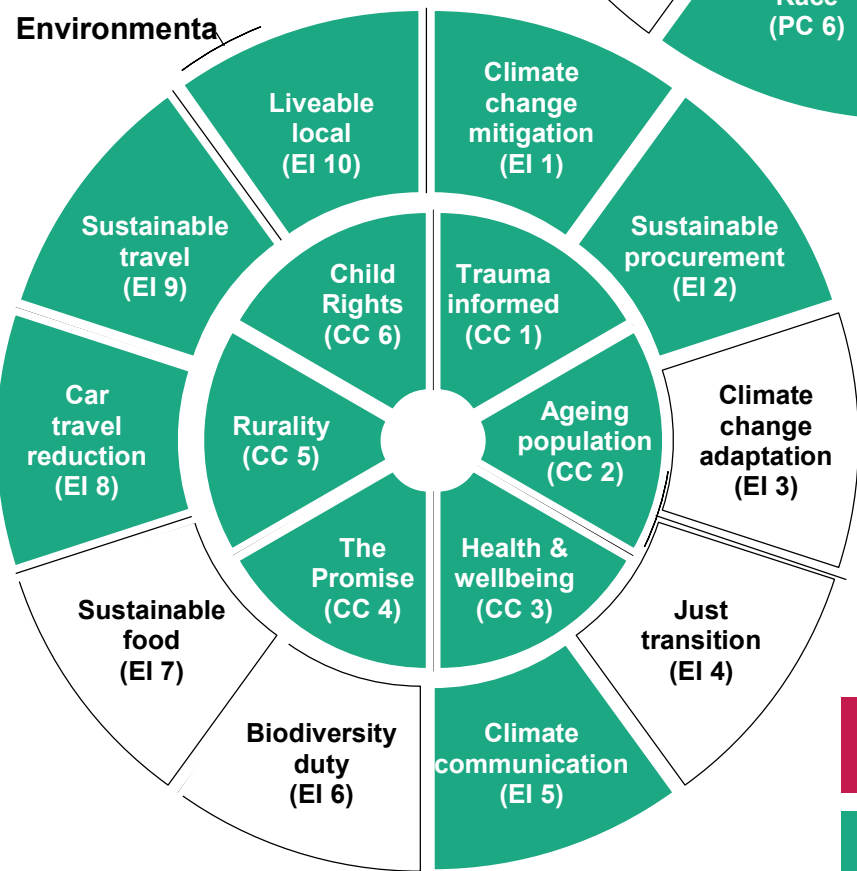
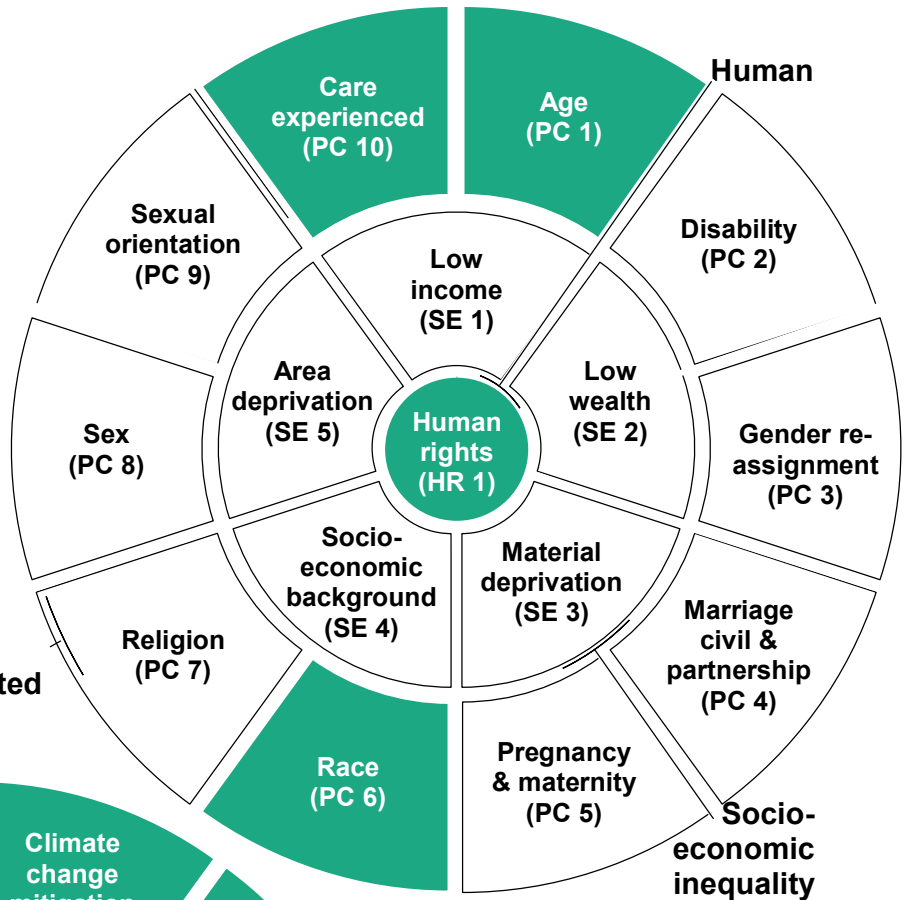
Integrated Impact Assessment Summary Report

The Gaelic Language Plan 2025-2030



Completed by:
 Elizabeth Dougall,
 Senior Policy Officer,
 Deputy Chief Executive

Date started 06/09/25



To be implemented on:
 October 2025
 Review date:
 Annually
 Oversight Panel:
 Cabinet (then Service and Partnerships Performance Panel)

negative impact	uncertain / not clear
positive impact	no impact / not applicable

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

The Gaelic Language Plan 2025-2030 aims to eliminate discrimination, harassment, and victimisation of people who use the Gaelic Language or those who wish to learn it by providing actions that raise Gaelic's status and profile as well as creating practical opportunities for its use.

Advancing equality of opportunity?

The Gaelic Language Plan 2025-2030 aims to advance equality of opportunity for those who wish to use/do use the Gaelic language within South Ayrshire. South Ayrshire Council provides opportunities for Gaelic Language Training, translation and transcription (on request), as well as raising Gaelic's status and profile through actions such as creating signage in Gaelic.

Fostering good relations?

The Gaelic Language Plan 2025-2030 aims to raise Gaelic's status and profile within South Ayrshire to promote better understanding of the language and culture of those who choose to use it/learn it.

Consultation declaration

We confirm consultation has been carried out as part of this process.

Child Rights & Wellbeing Impact Assessment (CRWIA) summary

CRWIA for a non-legislative policy/measure

CRWIA title:

The Gaelic Language Plan 2025-2030

Publication date:

26th October 2025

Summary of policy aims and desired outcomes

The South Ayrshire Council Gaelic Language Plan has been prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use, facilitate and communicate with the public and key partners.

Executive summary

Development of new Gaelic Language Plan 2025-2030 replacing previous Gaelic Language Plan .

Background:

The Gaelic Language Plan 2025-2030 sets to improve the status of Gaelic and encourage Gaelic Language learning. This may affect individuals, groups, families, organisations or communities.

Scope of the CRWIA, identifying the children and young people affected by the policy, and summarising the evidence base:

The Plan has a number of core commitments that sets out how the Council will use, and facilitate Gaelic in relation to our main business functions, this includes learning in schools.

Children and young people's views and experiences:

During the public consultation young people had the opportunity to have their voice heard. A total of 5 young people 16-24 answered the consultation.

Key Findings, including an assessment of the impact on children's rights, and how the measure will contribute to children's wellbeing:

Through the implementation of the Plan, which are intrinsically linked to the rights of the child through improving outcomes in Gaelic and reducing inequalities and contributing to children's wellbeing with the Gaelic language.

Monitoring and review:

Monitoring and review will take place annually.

CRWIA Declaration Authorisation

Policy lead:

Elizabeth Dougall, Senior Policy Officer, Community Planning and Equalities

Date:

30/09/25

Deputy Director or Equivalent:

Kevin Anderson, Assistant Director - Corporate Policy, Strategy and Performance

South Ayrshire Council

**Report by Chief Executive
to Cabinet
of 28th October 2025**

Subject: Collaborative Working in Ayrshire

1. Purpose

- 1.1 To provide an update on progress of collaborative working across Ayrshire and outline the recommended next steps.

2. Recommendation

2.1 It is recommended that Cabinet:

- 2.1.1 *Notes the progress to date and approves further development of collaborative opportunities across Ayrshire.***

3. Background

- 3.1 The Accounts Commission [‘Transformation in Councils’](#) report was presented to the Council’s Audit and Governance Panel on 29 January 2025. The report highlighted the need for Councils to urgently transform how they deliver services as the financial and service demand challenges continue to deepen. Reform is required at scale and pace to ensure vital public services continue to be sustainably delivered.
- 3.2 A sector led Transformation Programme has been put in place by the Society of Local Authority Chief Executives (SOLACE) and the Improvement Service, focussed on developing improvement initiatives and pathways for Councils.
- 3.3 The three Ayrshire Councils are facing significant financial pressures with a combined revenue budget gap estimated to be in the region of £75m over the next two financial years. Further, the population demographic for the region projects a continuing trend of a reducing overall population, combined with a growing older population. This trend is particularly pronounced in South Ayrshire where the dependency ratio is predicted to reach over 90% by 2043. Under the current local government funding arrangements, this will negatively impact on South Ayrshire’s proportion of national funding.
- 3.4 There are two shared services currently in operation in Ayrshire, the Ayrshire Roads Alliance (detailed below) and the Ayrshire Civil Contingencies Team (ACCT). The collaboration on civil contingencies has led to benefits including:
- Greater resilience due to having more trained staff with trans-boundary responsibility.

- Streamlined ICT
- Reduced duplication
- Training and staff development.

3.5 In June this year the Scottish Government published its [Public Service Reform Strategy](#). The Strategy aims to instigate fundamental change in how public services are delivered and is organised around three key pillars:

- Prevention.
- Joined-up Services.
- Efficiency.

Using this reform lens, it is prudent that opportunities for increased collaboration across Ayrshire are explored further.

4. Detail

4.1 Several opportunities for collaboration in the short-term have been identified and are currently being explored:

Roads

4.2 South Ayrshire and East Ayrshire have successfully collaborated on the Ayrshire Roads Alliance for over a decade. This shared service has provided benefits through the removal of duplication, the sharing of best practice, the establishment of integrated systems and procedures, and increased value for money due to economies of scale. North Ayrshire are currently considering the feasibility of formally joining the Ayrshire Roads Alliance.

Education

4.3 Another area identified for consideration is that of Education Senior Phase. The three Chief Executives, together with the Principal of Ayrshire College have been considering opportunities to expand digital learning and skills across Ayrshire.

4.4 It was agreed that further exploratory work would be required to understand the true cost of delivery for the current Senior Phase across Ayrshire and to complete a modelling exercise of anticipated future demographic changes, with a view to maximising learning opportunities across the region within a Best Value context.

4.5 This work builds on the success of the Regional Improvement Collaborative (RIC) shared activity – following the withdrawal of the funding support for the RICs by the Scottish Government the formal collaborative arrangements are no longer in place however more informal joint work has continued.

Economic Development

4.6 Building on particular services where regional collaboration is already in place, the three councils have continued to work together on the delivery of the Regional Economic Strategy. It is becoming increasingly clear that both UK and Scottish Governments consider Ayrshire as an Economic Development/Growth region particularly in terms of future funding streams including, but not limited to, the next iteration of the Shared Prosperity Fund and the follow on to the Ayrshire Growth

Deal that concludes in 2029/30. The Regional Economic Strategy will be at the centre of the future economic plans for Ayrshire overseen by the Regional Economic Partnership ensuring a joined-up approach across all partners including national agencies, local organisations and the private sector.

Further Opportunities

- 4.7 Following recent meetings between the Chief Executives of the three councils and in recognition of the increasingly difficult financial context, it is proposed that a range of future joint working or shared service opportunities is identified and assessed. Officers will continue to explore collaboration opportunities where not only financial savings can be made, but also where increased resilience can be obtained through a shared approach. A recent successful example of this has been the Ayrshire Civil Contingencies Team as noted above.
- 4.8 Officers wished to ensure that elected members are aware of and endorse these investigative discussions noting that all proposals would be brought back for Cabinet approval before any agreement is entered into.

Governance

- 4.9 The three authorities set up the Shared Services Joint Committee in 2014 and the Ayrshire Roads Alliance partnership has been governed through this structure since that time. Colleagues in East Ayrshire who administer the Joint Committee have agreed to review and update the terms of reference for the Joint Committee to ensure it is fit for purpose to govern any future partnership arrangements entered into by the authorities.
- 4.10 Internally the investigative work will come under the governance of the Transformation Board and be reported to the Cabinet as appropriate.

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 Any financial implications will be considered through the Council's existing transformation governance process.

7. Human Resources Implications

- 7.1 There are no direct HR implications from this paper.

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 may increase the financial burden on the Council.

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 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 relate to all the priorities and outcomes in the Council Plan

13. **Link to Shaping Our Future Council** **Yes**

13.1 The matters referred to in this report contribute to all the Council's transformation priority areas.

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, Policy Lead for Corporate and Strategic and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

- 15.1 Any proposals to progress further collaboration will be considered by future Cabinet meetings.

Background Papers **Audit Scotland - [Transformation in Councils](#)**
[Scotland's Public Service Reform Strategy](#)

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

Date: 2/10/25

South Ayrshire Council

Report by Director of Communities and Transformation
to Cabinet
of 28th October 2025

Subject: Shaping Our Future Council

1. Purpose

- 1.1 The purpose of the report is to update Members on ‘*Shaping Our Future Council*’ transformation activity and; to seek approval to extend the scope and timescales of the transformation programme until 31st March 2029.

2. Recommendation

2.1 It is recommended that the Cabinet:

- 2.1.1 notes the updated ‘*Shaping Our Future Council*’ transformation programme on a page at Appendix 1 and the actions being progressed through the Transformation Board at 3.3 to refresh the transformation programme to focus on initiatives that realise significant savings/ income generation and support the Council’s short to medium term budget strategy and;**
- 2.1.2 notes the update on Transformation Fund spend at section 6 and the most recent Dashboard Report and Portfolio Risk Register at Appendix 2 and Benefits Report at Appendix 3; and;**
- 2.1.3 agrees that all activity of a transformational nature (i.e. change activity that supports the future financial sustainability of the Council), where agreed by the Transformation Board, is included within the transformation governance arrangements, as recommended at 3.5 and;**
- 2.1.4 agrees the recommendation of the Transformation Board and Service, Partnerships and Performance Panel (SPPP) that the transformation programme be extended from 3 to 5 years to 31st March 2029 and;**
- 2.1.5 notes the update on the Business Support Model project and agrees the final Business Case for Business Support be subject to Cabinet approval in January 2026.**

3. Background

- 3.1 The Transformation Board and 'Shaping Our Future Council' (SOFC) 3-year programme of work were established in June 2024. The projects reflect the Council's agreed priority areas for transformation (our workforce; our technology; our assets and; our delivery model). Each transformation project has a Senior Responsible Officer (SRO) with the relevant delegated authority from the Council to oversee project activity who is supported day-to-day by a Business Lead (usually a service manager). Each project has an assigned project support lead from the Transformation Service to assist with project development, management and implementation. The Council's Programme Management Office (PMO) monitor and report on transformation activity across the portfolio and Council.
- 3.2 In March 2025, Audit Scotland published the Best Value thematic audit report on Transformation in South Ayrshire Council. All improvement actions following the audit are either complete or on track.
- 3.3 Auditors highlighted a requirement for the Council to prioritise transformation projects that support the Council's financial sustainability, and officers are reviewing opportunities to refresh the transformation programme to focus on initiatives that realise significant cashable benefits (savings/ income generation) and support the Council's short to medium term budget strategy, in line with the Audit Scotland recommendations, including:
- Increased engagement with the Improvement Service, APSE and SOLACE transformation programme to identify further improvement and transformation opportunities as well as joint and shared working arrangements.
 - A re-prioritisation of transformation projects – A focus on projects that generate savings and income generation, reducing the number of transformation projects to 19 and removing/ transferring those initiatives that do not realise cashable benefits. The updated Programme approved by the Transformation Board on 28 August 2025 and reflecting the changes is provided at Appendix 1.
 - Increased capability to identify and deliver change - In July 2025, EY completed an 8 week Discovery Phase of work to highlight potential savings and efficiencies options to support the Council's transformation. A final (commercially sensitive) report has been provided and shared with the Directors and interim Chief Executive for consideration.
 - Greater strategic input to the transformation programme – refresh of the role of the Transformation Board and clarification on the requirement to focus on initiatives that will support the budget deficit, as well as reviewing further potential for investment projects.
 - New feasibility activity; including asset reviews; leisure developments and energy projects.
 - Additionally, a maturity assessment of Oracle Fusion and transformational opportunities and efficiencies achievable is being instigated.
- 3.4 In August 2025, the Transformation Board considered the requirement for greater strategic input to the programme and the identification of high value projects that will drive future savings and income generation. Some of the proposals involve complex organisational change and include medium to longer term cashable benefits. On 16th September 2025, Service, Partnerships and Performance Panel (SPPP) agreed with the recommendation of the Transformation Board that the transformation

portfolio should be extended from 3 to 5 years to allow for the sufficient time required to develop and implement change projects and to reflect benefits realisation timelines, with a proposed revised programme end date of 31st March 2029.

- 3.5 Whilst the number of projects currently on the transformation programme has reduced to focus on initiatives that will realise significant cashable benefits, the initiatives now in scope, such as the Customer Contact project, will deliver the larger, more wide-scale changes required to meet the Council's transformation objectives. Going forward, it is recommended that **all** activity of a transformational nature that helps to support the future financial sustainability of the Council come under the auspices of the transformation governance arrangements, to drive its successful implementation.

4. Detail

- 4.1 Cabinet are asked to note the updated '*Shaping Our Future Council*' transformation programme on a page at Appendix 1 and the actions being progressed through the Transformation Board at 3.3 to refresh the transformation programme to focus on initiatives that realise significant savings and income generation and support the Council's short to medium term budget strategy.
- 4.2 Cabinet are asked to note the update on Transformation Fund spend at section 6 and the most recent Dashboard Report and Portfolio Risk Register at Appendix 2 and Benefits Report at Appendix 3.
- 4.3 Cabinet are asked to agree that all activity of a transformational nature (i.e. change activity that supports the future financial sustainability of the Council), where agreed by the Transformation Board, is included within the transformation governance arrangements, as recommended at 3.5.
- 4.4 Cabinet are asked to agree the recommendation of the Transformation Board and Service, Partnerships and Performance Panel (SPPP) that the transformation programme be extended from 3 to 5 years until 31st March 2029.
- 4.5 Work is progressing at pace to design the new Customer Contact and Business Support model, including making improvements for customers and stakeholders through increased utilisation and implementation of new technology. Benchmarking against comparator Local Authorities is being undertaken as well as engagement with Scotland's Digital Office to highlight different ways of working that will help the Council meet its Best Value obligations and support its financial sustainability and offer an improved customer experience. Discussions are ongoing with staff and Trade Unions to confirm the organisational changes required to implement the preferred Business Support option agreed by the Transformation Board in July 2025. Work on the Business Case, which will include a proposal on the roll out of a digital skills programme, is expected to conclude by the end of 2025. Cabinet are asked to agree the Business Case for Business Support be subject to Cabinet approval in January 2026.

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 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £980,565 has been committed from the Fund, with the following projects having funding in place:
- Early Payment Discount Scheme;
 - Property Maintenance Process Improvement;
 - Talentlink (Recruitment Process Improvement);
 - Shared Drive to SharePoint (Records Management);
 - Digital Training Suite;
 - Data Analytics and Data Maturity
 - Solar Farm (Phase 2)
 - Process Automation
 - Scotland Excel Procurement Review
- 6.2 This also incorporates funding of the Transformation Partner Discovery Phase 1 work and tranche 1 of South Ayrshire Council's contribution towards the Solace Transformation Programme.
- 6.3 The current cashable benefits value of the SOFC portfolio is projected at £36,427,866, with 8 transformation projects still to confirm benefits, and further feasibility activity progressing which will realise cashable benefits. £36,014,645 is from transformation projects and £413,221 from wider Council change initiatives. This includes the Solar Farm which proposes £35,100,000 in income generation over a 25 year period. £850,542 (savings and income generation) have been realised as of 25 August 2025.
- 6.4 As the majority of benefits will not be realised for a number of years, the Council will need to take urgent action in the short term to deliver a balanced budget.

7. Human Resources Implications

- 7.1 Discussions are ongoing with staff and Trade Unions on the Business Support project, including a review of any organisational changes required as a result of implementation of the preferred option. This will be confirmed within the final Business Case.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 A Risk Register is in place for the Transformation Portfolio with Risk Registers in place for all transformation projects. Risks are managed in accordance with the Risk Management Strategy.
- 8.1.2 A strategic risk has been added in the Corporate Risk Register for Transformation. Reporting is provided quarterly via the established CRR process

8.2 **Risk Implications of Rejecting the Recommendations**

- 8.2.1 Not agreeing the recommendation of the Transformation Board and SPPP that the transformation programme be extended from 3 to 5 years until 31st March 2029 will jeopardise the Councils ability to deliver the complexity of change required across the organisation to support its financial sustainability.
- 8.2.2 If the Business Case for Business Support is not subject to scrutiny and Cabinet approval, there may be resistance from staff or services to implement the changes which will impact the Council's ability to meet Best Value requirements, realise savings and support the budget deficit.
- 8.2.3 Rejecting the recommendations may negatively affect the reputation of the Council.

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

- 9.1 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.
- 9.2 Where proposals for change are brought forward by transformation projects, each project will carry out an individual Integrated Impact Assessment where applicable.

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 following table summarises which options were considered and their ranking of preference:

Option	Description	Ranking
1. No change	Status quo - End date of the transformation programme is 31 st March 2027	2
2. Revised end date	End date of the transformation programme is changed to 31st March 2029	1

Option 2 has been selected as it provides the Council and officers with the time required to develop and implement the breadth of transformational change required, and reflects extended benefits realisation timescales for transformation projects.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 1, 2 and 3 of the Council Plan: Spaces and Place; Live/ Work/ Learn; Civic and Community Pride.

13. Link to Shaping Our Future Council Yes No

13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our technology; our assets; our delivery model 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 Brian Connolly, Portfolio Holder for Economy and Strategy, and Councillor Ian Davis, Portfolio Holder for Finance and Corporate Services 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 – Communities and Transformation will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Update 'Shaping Our Future Council' programme artefacts to reflect new programme end date	31 st October 2025	Service Lead – Transformation
Consider all activity of a transformational nature for inclusion within the transformation governance arrangements	28 th November 2025	Transformation Board (All Chief Officers)
Business Support Business Case to Cabinet for approval	20 th January 2026	Service Lead – Transformation
Update report 'Shaping Our Future Council' to Service, Partnerships and Performance Panel	10 th March 2026	Assistant Director – Transformation

Background Papers **Report to South Ayrshire Council of 6 March 2024 – Shaping Our Future Council**

Report to Cabinet of 29 October 2024 – Shaping Our Future Council Update

**Report to Audit and Governance Panel of 26 March 2025
Transformation - Best Value Thematic Work in South Ayrshire Council 2024/25**

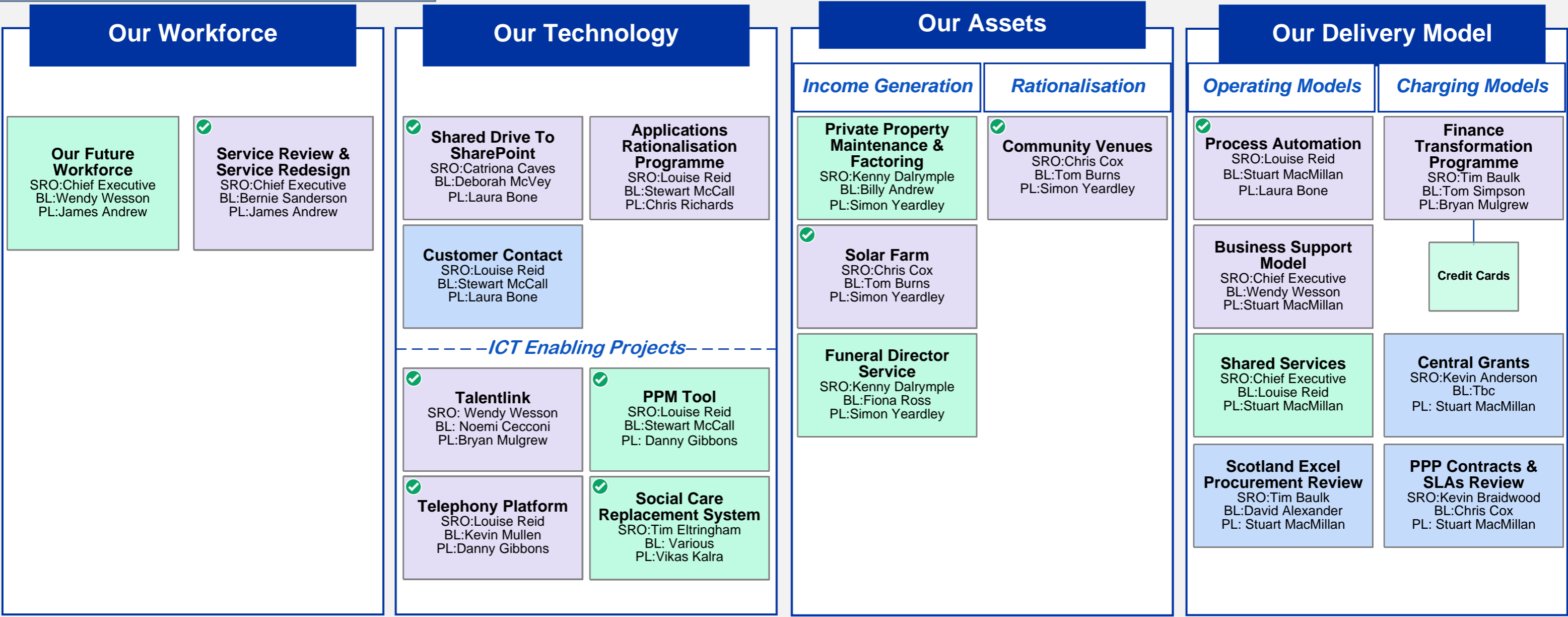
Report to Service, Partnerships and Performance Panel
https://www.south-ayrshire.gov.uk/media/16239/Agenda-Item-No-6-Shaping-Our-Future-Council/pdf/item_6_combined_file.pdf?m=1757410406283

Person to Contact **Louise Reid, Assistant Director - Transformation**
County Buildings, Wellington Square, Ayr KA7 1DR
Phone 01292 612032
E-mail louise.reid@south-ayrshire.gov.uk

Date: 29th September 2025

Year 1 Priority (24/25)	Year 2 Priority (25/26)	Year 3 Priority (26/27)
Business Case Approved	Benefits Realisation	

Shaping Our Future Council Transformation Portfolio 2024 - 2029



- Feasibility Activity**
- Income Generation: Advertising [TBC]
 - Fleet Management & Maintenance [Kenny Dalrymple]
 - Community Venues – Phase 2 [Chris Cox]
 - Asset Challenge & Review [Chris Cox]
 - Overtime Review [Wendy Wesson]
 - New Leisure Developments [George Hunter]
 - Renewable Energy Generation [Chris Cox]
 - Review of Capital Spend & Projected Loan funds [Tim Baulk/Kevin Braidwood]
 - Spend to Save on Energy Plant [Chris Cox]
 - ASN Transport [Scott Mulholland]

- Completed/Benefits Realisation**
- Digital Training Suite [Louise Reid]
 - Netcall Upgrade [Louise Reid]
 - Technology Roadmap & ICT Investment [Louise Reid]
 - Property Maintenance Process Improvement [Kenny Dalrymple]
 - Pop-Up Licence Scheme [Chris Cox]
 - Early Payment Discount Scheme [Tim Baulk]
 - HRA/CRA Recharging [Tim Baulk]

Quarterly Portfolio Dashboard Report

Portfolio Dashboard – Transformation Portfolio

Service Lead: Stewart McCall

Reporting period: May 2025 – August 2025

Portfolio health

Time

Costs

Quality

Benefits

Highlights this period

- Supported the activities of the Transformation Partner.
- Phase 1 of Talentlink project now live.
- Concluded the public engagement on Visitor Levy and presented findings/recommendations to Council.
- Digital Training Suite project completed and facility now operational.
- Leadership sessions held in May (HSCP) and June (Council) on Our Future Workforce and workforce planning.
- Options Appraisal with preferred option for the Business Support project has been developed and approved.
- Chatbot successfully deployed to Council website as part of Customer Assistance project.
- Procurement carried out on the Solar Farm project for Phase 2 Consultancy Support (Auchincruive and Cockhill) and Phase 1 Greenan.
- Policy on Generative AI completed and approved by Council.
- Delivery of a series of learning and development sessions for Service Leads/Coordinators on Options and Appraisals and Benefits.
- Temporary resource now appointed to Information Governance and work now underway on records management and document retention policies.
- Good progress being made in the Community Venues project with some transfers nearing completion.

Key activity next period

- Progress draft Workforce Plan.
- Progress approved Directorate model in the Business Support project.
- Continue the development of further project briefs and business cases for Board approval.
- Project and programme delivery.
- Support Solar Farm working group.
- Commence first phase of automation projects.

Issues and risks

- Risk: Process Automation - rather than explore automation opportunities, Services recruit into posts where elements could instead be automated.
- Other issues and risks, including mitigations are now included in the Portfolio Risk Register.

Programme plan

- One issue to report on the overall programme plan – resourcing on M365/SharePoint project with mitigating activities now underway.
- The majority of projects are continuing on track within accepted tolerances.
- **Amber:** Early Payment Discount Scheme. Supplier sign up is less than anticipated meaning approved benefits may not be achieved.
- **Amber:** Process Automation. Procurement delays may impact timescale for benefits realisation.
- **Amber:** Service Re -design project. Clarity required on post -implementation ownership and support without which Service (Re)Design will not become embedded corporately.
- **Amber:** Telephony Platform. A number of technical issues may impact project timeline.

Transformation Fund

See following page in report for more detail.

Opening Balance of Fund:	£5,028,000	Total Budget Committed from Fund:	£882,065	Remaining/Uncommitted:	£4,145,935
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Transformation Board considerations

- Changes to the Transformation Portfolio, reducing the number of projects, with a greater focus on the delivery of cashable benefits.



Shaping Our Future Council

Transformation Portfolio

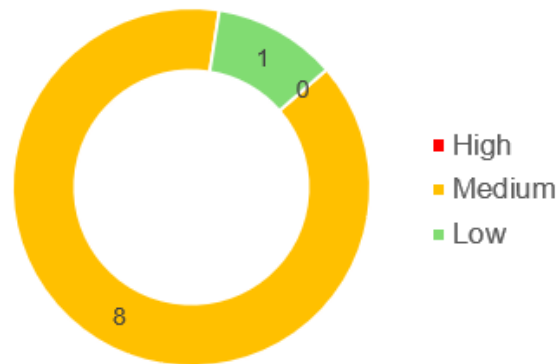
Risk Register



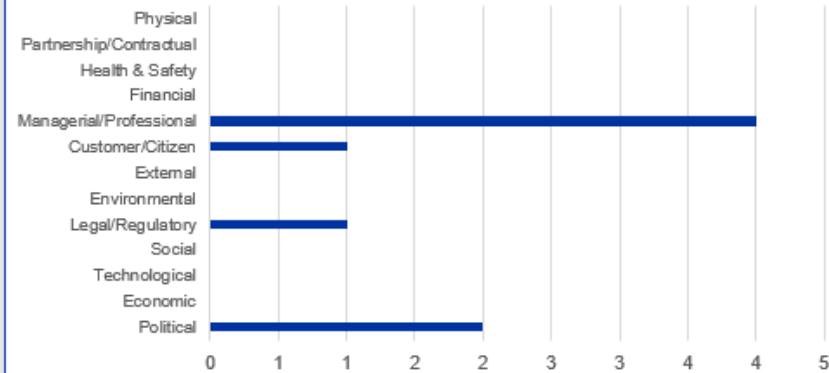
No. of Open Risks
8

No. of Closed Risks
5

Open Risks by Severity



Open Risks by Category



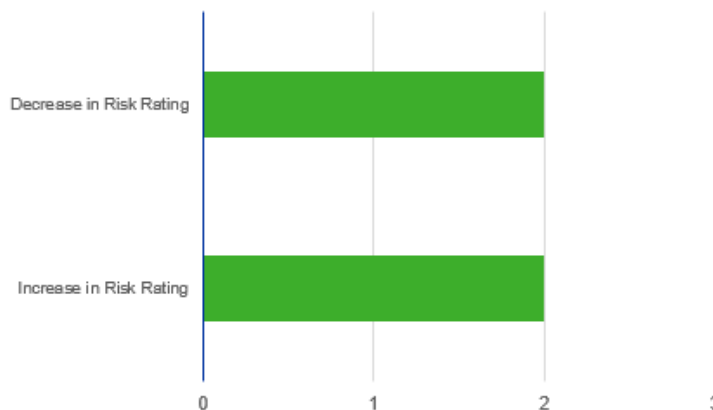
This Quarter

New Risks
0

No Change
4

Closed Risks
5

Risk Rating Movement



PMO Summary

Since the previous report, the number of risks at a portfolio level has decreased by 3 as these risks have been closed and no new risks have been identified, or escalated from the project level. The average risk rating across the portfolio is currently 8.0, a decrease by -0.4. The overall risk remains as medium.

2 risks have increased in severity due to their likelihood increasing. This is in relation to elongated process timescales and capacity issues in other Services, causing potential delays to project delivery, but are not specific to the transformation portfolio and work to mitigate is underway.

RAG	Scoring	Risk Rating
Red	12-26	High
Amber	4-10	Med
Green	1-3	Low

Description of likelihood
1 Unlikely - Unlikely or virtually impossible
2 Possible - Only fairly likely to occur
3 Likely - More likely to occur than not
4 Very Likely - Almost certainly will occur
5 Almost Certain - Becomes 100%, move to

Description of Impact
1 Minor - Undesirable loss, but no threat to strategic objectives or delivery
2 Moderate - Localised impact on strategic objectives or operation
3 Major - Impact on some elements of overall objectives or operations
4 Critical - Widespread or highly disruptive impact on the delivery of the portfolio and its expected benefits.

DC-MM-YY: Use dropdown - is this a portfolio level risk or has this been escalated from a project?
 Who raised this risk?
 Who is accountable for managing this risk?
 Use dropdown - what category does this risk fall in to?
 Succinct title of the risk
 Description of the identified risk.
 What would cause the risk to occur?
 How would the portfolio be affected if the risk were to materialise?
 Use Dropdown
 Use Dropdown
 Auto populates
 What is the agreed risk management approach?
 If the risk management option is to Treat the risk, what action(s) will be taken to reduce the risk rating?
 Who will manage the mitigation action(s)?
 DC-MM-YY: Include the latest update on actions taken or whether the risk rating has changed due to external factors
 DC-MM-YY: When the risk was last reviewed by the TB
 DC-MM-YY: How has the risk rating changed since previous review date
 If the risk has become an issue, link to issue log
 DC-MM-YY

Risk ID	Date Raised	Risk Source	Risk Author	Risk Owner	Risk Category	Title (Short heading)	Risk Description ("There is a risk that...")	Risk Cause ("This is due to...")	Risk Impact ("This may result in...")	Labour	Invest	Quality	Risk Management (dropdown)	Mitigating Action(s)	Actionee	Last Update (Please include date/summary: ahead of update)	Last Review Date	Target Risk Closure Date	Movement since last review	Issue ID	Actual Date Closed
R001	02-Jul-24	Portfolio	Louise Reid	Chief Executive	Political	Transformation for the Council is not seen as a priority by Officers or Elected Members.	There is a risk that the Council will fail to deliver its vision for transformation 'Shaping Our Future Council' set out in the four priority transformation areas (our workforce; our assets; our technology; our delivery model).	This is due to a potential lack of clarity of the scope and breadth of change required to meet the 'Shaping Our Future Council' aspirations.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	4	4	Treat	Ongoing, planned, managed and sustained communication and engagement with officers, elected members, customers and stakeholders.	Chief Executive and Corporate Leadership Team	09/08/25 Most of the actions from the Audit Scotland Transformation audit are complete (workforce planning incorporation into MTFP is ongoing). Cabinet agreed in April 2025 to more regular reporting to the Councils Service, Partnerships & Performance Panel on progress of Shaping Our Future Council. Ongoing engagement with Portfolio Holders is in place. Transformation Board continue to meet as scheduled.	28-Aug-25	31-Mar-27	No Change		
R002	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of staff engagement or buy-in	There is a risk that staff will not engage with the Council's transformation approach or develop 'change fatigue'	This is due to a lack of communication with staff on the transformation requirements. Staff not being informed or engaged with change proposals. Changes are not what staff require to deliver more effectively. Staff do not see the value in changes being made or proposed. There is no incentive for staff to make changes to ways of working.	This may result in a lack of business change activity required by Services, which will lead to benefits not being realised.	2	4	8	Treat	Regular communications and sessions for staff and Service Leads incl. "lunch and learn" sessions on aspects of transformation i.e. Benefits Realisation, Risk Management, project planning etc. Transformation Network to be established. Trade Unions engagement. Risk and issues escalation to Transformation Board and where appropriate, elected members.	Chief Executive and Corporate Leadership Team	09/08/25 A Service Leads forum has been established by Service Leads. Issues on lack of Future Operating Model and expectations from management raised which is challenging service re-design requirements. Inconsistent messaging on expectations including financial impact of Service Re-design is impacting progress. This has been raised at the Transformation Board and requires to be addressed by the Chief Executive. Discussions must be progressed on the development of a Council FOM blueprint.	28-Aug-25	31-Mar-27	Increase		
R003	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of capacity within Council services to deliver transformation	There is a risk that operational and corporate enabling services do not have the capacity to deliver transformation objectives.	This is due to Services currently working at full capacity and do not have the capacity to lead or take on project work.	This may result in a lack of traction. The portfolio would fail to deliver and benefits would fail to be realised.	3	3	9	Treat	CLT to ensure that services are implementing change alongside their usual work practices. Where additional temp resource is required to deliver the Transformation Fund can provide access.	Chief Executive and Corporate Leadership Team	09/08/25 Issues identified with elongated timescales for procurement and DPIA process which is impacting on BAU and transformation projects. PMO is exploring opportunity for transformation projects to trigger procurement intervention at an earlier stage.	28-Aug-25	31-Mar-27	Increase		
R004	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Customer/Citizen	Non-adoption of change	There is a risk that customers cannot adopt or adapt to changes brought about by transformation	This is due to the inability to adapt to new technology or processes, lack of clarity or understanding on changes to service delivery or new services, or inability to enable or accept these changes.	This may result in identified benefits not being realised.	1	3	3	Treat	Good provision of comms support where required from services to update customers on changes. Services to engage with customers in development of Business Cases.	Chief Executive and Corporate Leadership Team	09/08/25 Use of Viva Engage and Transformation forum keeps staff up to date with any planned or actual service changes. Regular engagement with TU's ongoing. Regular Service Leads session to share information on digital strategies and priorities. Transformation Delivery Group is attended by wide range of services and stakeholders. Digital Training Suite is now open to support digital skills development.	28-Aug-25	31-Mar-27	Decrease		
R005	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Council lacks the necessary capability to deliver breadth of change required	There is a risk the Council do not have the required capability to identify or deliver the transformation required across its services and four priority areas.	This is due to a lack of suitable experience or capability to propose new ways of working or large-scale changes, e.g., Development and implementation of new operating models, new income generation projects, and undertaking of complex reviews requiring specialist advice.	This may result in the portfolio not delivering the change outputs required, and ultimately failing to provide agreed strategic objectives and desired benefits.	1	4	4	Treat	A tendering exercise to appoint a Transformation partner to enhance the Councils capability has recently concluded. A further update will be provided upon any contract award.	Assistant Director - Transformation	09/08/25 Phase 1 of the Transformation Partner work has concluded and a final report produced has been shared with the Chief Executive for consideration. Partner proposals taken to the Transformation Board in July. AD Transformation has contacted Chief Officers to provide benchmarking data for services. Further information to be shared with CLT at appropriate time (as decided by CEO).	28-Aug-25	31-Mar-27	No Change		
R006	02-Jul-24	Portfolio	Louise Reid	Council Leader/ Administration	Political	Lack of political buy-in	There is a risk that Officer proposals for transformation, or those identified via an audit or external review, do not have the political support required to deliver.	This is due to potentially conflicting priorities or lack of political support for proposals.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	5	5	Treat	Ongoing engagement with all Elected Members, including Members Briefings. Regular reporting to Cabinet and Panels.	Council Leader and Portfolio Holders/ CLT	09/08/25 Transformation activity is progressing in line with Council and Cabinet commitments and approvals. Regular meetings with portfolio holders ongoing.	28-Aug-25	31-Mar-27	No Change		
R008	18-Mar-25	Portfolio	Stewart McCall	Transformation Board	Legal/Regulatory	Delay in project DPIA approval	There is a risk that the time to approve a DPIA will impact the delivery of transformation projects.	This is due to the backlog of existing requests that are being handled by Information Governance	This may result in a delay in implementation and benefit realisation.	2	4	8	Treat	Consider what additional resource can be used to support Information Governance to minimise impact on project delivery and benefit realisation.	Service Lead - Transformation	09/08/25 Engagement with HERESTIS, a non-for-profit organisation that supports public bodies, on reducing the backlog and reviewing initial assessment process to streamline the DPIA process.	28-Aug-25	12-Dec-25	Decrease		
R009	21-Jul-25	Portfolio	Louise Reid	Council Leader/ Administration	Managerial/Professional	Transformation leadership	There is a risk that turnover in senior officer positions and change in Council leadership impacts sponsorship, decision making and delivery pace of transformation projects	This due to a change in Council Leader, Deputy Leader, Chief Exec and Deputy Chief Exec (and reverts)	This may result in delays to delivery of transformation projects and realisation of benefits	2	4	8	Treat	Liaison with new Council leaders and senior officers to seek critical decision making on transformation projects and Council approach	Chief Executive/ Assistant Director - Transformation	15/08/25 Meetings held with new Council Leader and Portfolio Holder to brief on transformation progress and activity. Ongoing engagement underway. Interim Chief Executive on-boarded. Transformation Board on 28th August to be chaired by new Chief Exec. TDG updated on likely portfolio re-prioritization exercise.	28-Aug-25	31-Dec-25	No Change		



SHAPING OUR FUTURE COUNCIL

Benefits Realisation Report

28th August 2025



Report Contents

Page 1 Shaping our Future Council Benefits Approach

Page 2 Cashable Benefit Dashboard Report

Page 3 Transformation Portfolio Projects

Page 7 Wider Council Initiatives

Page 8 Community Benefits

Prepared By: Portfolio Management Office

Prepared On: 6th August 2025

Shaping our Future Council Benefits Report

Benefits Realisation Approach

A **benefit** is *"the measureable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives"*

To assist with reporting, defining and measuring, the Transformation Board agreed to the benefit types and categories described below:

Benefit Types and Categories

Cashable Benefits (Financial)

Income Generation: This is a **direct** cashable benefit which contributes to the revenue income of the Council and include new income streams, an increase in existing income streams, or capital return through sale or rental of an asset.

Rationalisation: This is a **direct** cashable benefit which reduces revenue budget requirement or commitments. This includes cost savings, removals or reductions.

Productivity Gain: This is an indirect cashable benefit related to an increase in efficiency through improved processes.

Cost Avoidance: This is an indirect cashable benefit relating to preventative measures which prevent future costs or expenses, as opposed to reducing existing spend.

Non-Cashable Benefits (Non-Financial)

Qualitative: These benefits are subjective and are more difficult to measure, such as, improved customer satisfaction, staff morale or reputation.

Quantitative: These benefits can be assigned a numerical value and can be objectively measured, i.e. increase in service delivery or decrease in complaints.

Benefit Management Process

There is a 4 stage iterative process which is carried out throughout projects to ensure each potential benefit is identified and realised.

Stage 1: Identification and definition

This stage begins as soon as a project or initiative begins to be defined. Benefits are identified based on the outcomes the initiative plans to achieve. They are then categorised and benefit owners are assigned. Enablers (value drivers) are defined i.e. what needs to happen or be in place in order for realisation to begin.

Stage 2: Baseline and Planning

Benefits are quantified. Baseline (as is) data is populated, and achievable target values and dates are agreed.

Stage 3: Project Delivery and Benefits Tracking

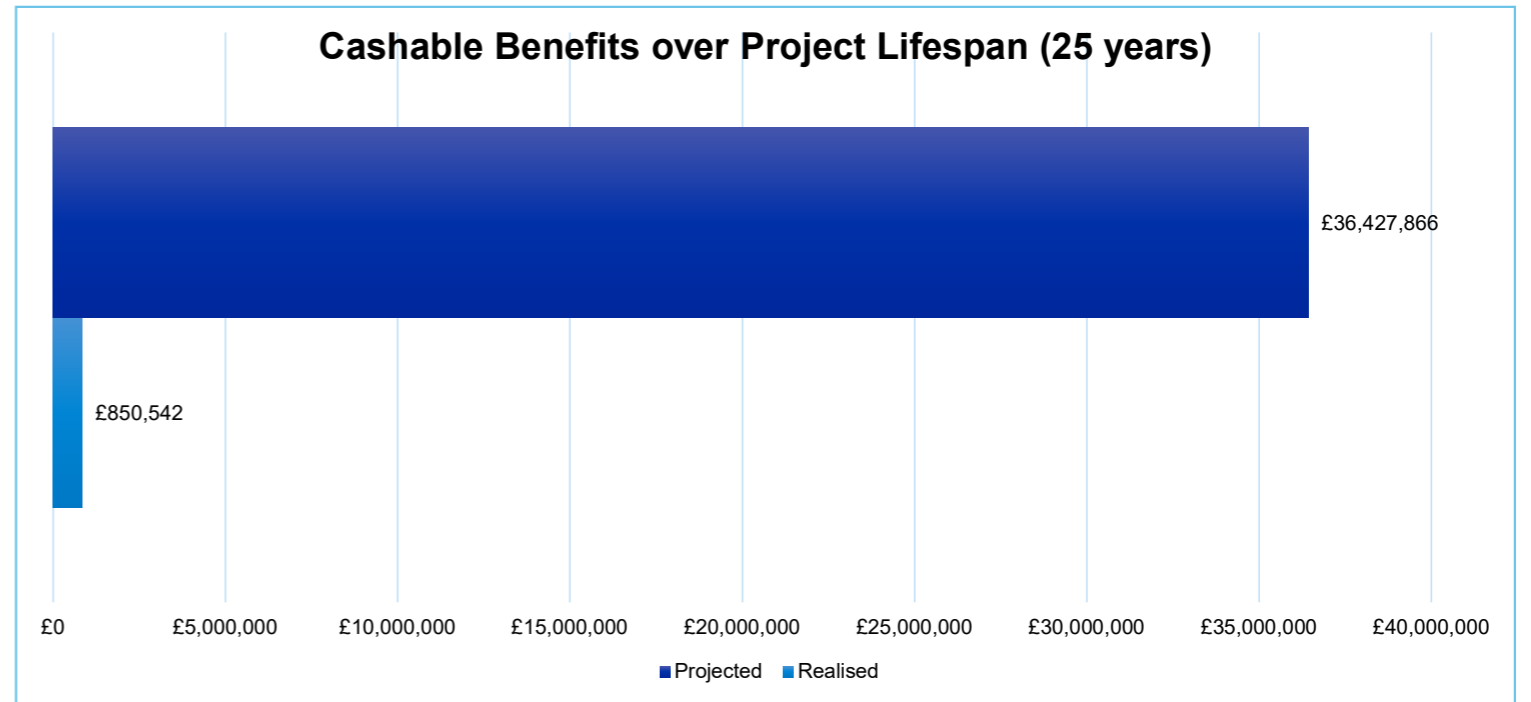
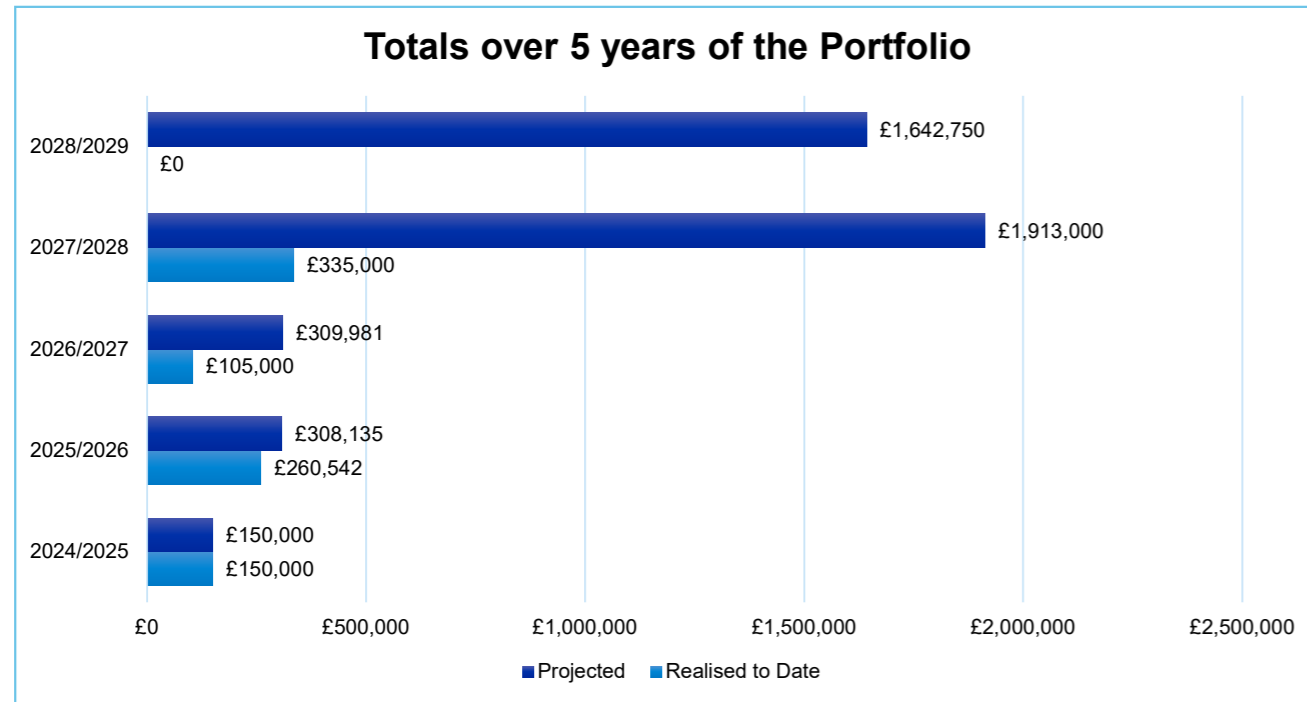
The work to realise the benefits begins and change begins being implemented. Some short term benefits, such as rationalisation (savings) may be tracked and monitored, or even realised at this point, other benefits may not be measured and realised until stage 4.

Stage 4: Benefits Realisation and Evaluation

Any business change element should be embedded, and it may then take some time before any initial benefits measurements can be taken.

Shaping our Future Council Benefits Report

Cashable Benefit Dashboard Report

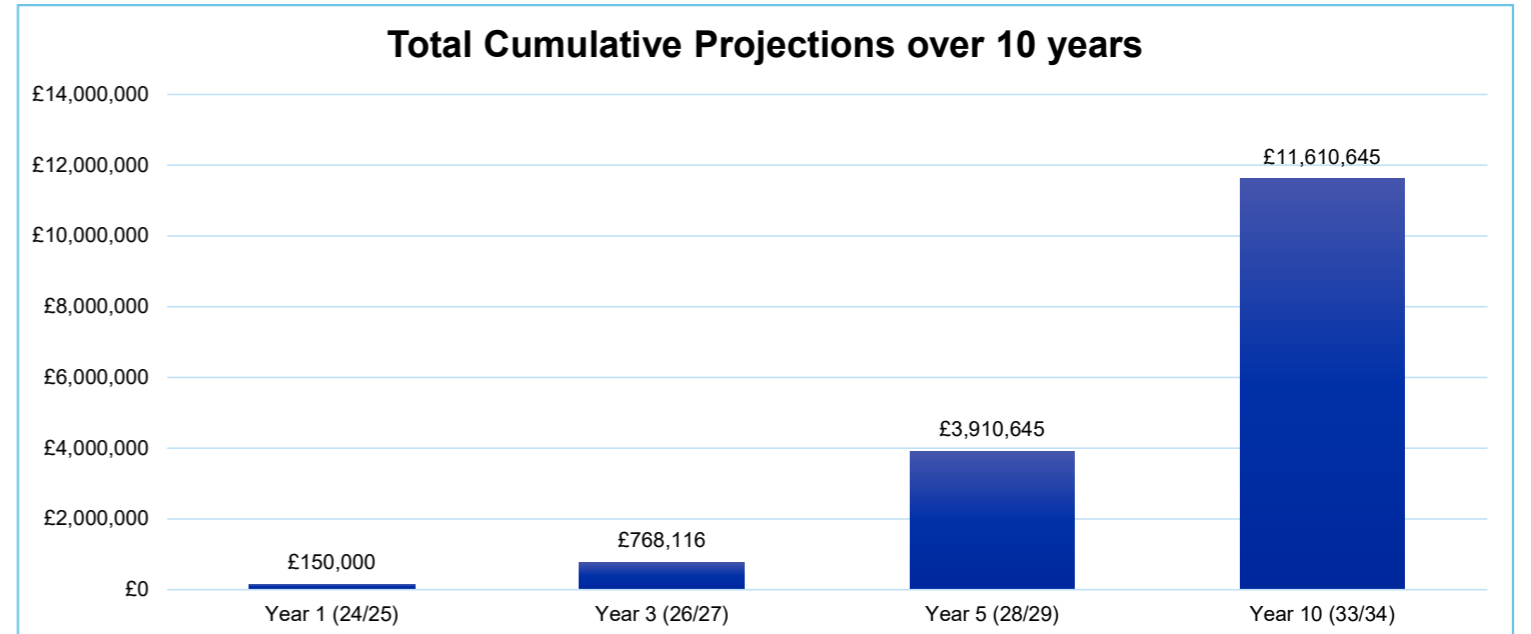


Since the last Benefits report was presented in February 2025, Community Venues, Solar Farm, and HRA/CRA Recharging project Business Cases have been approved with all contributing to the financial sustainability of the organisation. Service budgets are adjusted to reflect savings/ income generated from transformation projects. This is the only way financial benefits are reflected in the delivery of transformation projects.

The total projected cashable benefits over a 25 year period is £36,427,866, with £3,910,645 expected by 2028/2029. A total of £850,542 has been realised to date through project delivery, or as a direct saving taken as per the Administration's Budget, approved in February 2025, which is a significant increase from the £50,000 realisation value from the February 2025 Benefits Report.

Currently, the Solar Farm project is projected to deliver the greatest financial value to the organisation. It significantly contributes to the Council's long-term financial sustainability, with projections estimated over 25 years, and is currently due to start harvesting benefits in 2027/2028.

The majority of the projected benefits will not begin harvesting until project delivery is complete and change is being embedded, as per the 4-stage benefits realisation process



Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Assets	Simon Yeardey	Community Venues	In Delivery	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model with a specific	Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2025-2026 for Ivy cottage .	£16,293	Reduction of all utilities costs across identified community venues	31/03/2026	£0	Realisation not started	Delay to target realisation date - change request pending approval for date and profile to be amended.
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2025-2026 for Ivy cottage .	£2,054	Reduction of all CRA costs across identified community venues	31/03/2026	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2026-2027 for Loudon Hall .	£3,246	Reduction of all utilities costs across identified community venues	31/03/2026	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2026-2027 for Loudon Hall .	£13,136	Reduction of all CRA costs across identified community venues	31/03/2027	£0	Realisation not started	
						Cashable	Rationalisation	Budget reduction for a reduction of Facilities Management costs costs for the period 2026-2027 Loudon Hall	£3,205	Reduction of all FM costs across identified community venues	31/03/2027	£0	Realisation not started	
						Cashable	Rationalisation	Reductions of utilities costs for the period 2026-2027 for Dailly community centre	£31,821	Reduction of all utilities costs across identified community venues	31/03/2027	£0	Realisation not started	
						Cashable	Rationalisation	Reduction of Asset management CRA costs for the period 2026-2027 for Dailly community centre	£9,098	Reduction of all CRA costs across identified community venues	31/03/2027	£0	Realisation not started	
						Cashable	Rationalisation	Reduction of Facilities Management costs costs for the period 2026-2027 for Dailly community centre	£29,742	Reduction of all FM costs across identified community venues	31/03/2027	£0	Realisation not started	
Our Delivery Model	Stuart MacMillan	Credit Cards	Mobilisation	Tim Baulk	Introduction of a virtual credit card payment scheme in order to receive rebates from the bank when paying suppliers.	Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£35,000	Target rebate based on 50% of suppliers signing up in year 1 with an implementation date of 1/4/26	31/03/2027	£35,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Our Delivery Model	Stuart MacMillan	Credit Cards	Mobilisation	Tim Baulk	Introduction of a virtual credit card payment scheme in order to receive rebates from the bank when paying suppliers.	Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£50,000	Target rebate based on 75% of suppliers signing up in year 2 with an implementation date of 1/4/26	31/03/2028	£0	Realisation not started	
Our Delivery Model	Stuart MacMillan	Credit Cards	Mobilisation	Tim Baulk	Introduction of a virtual credit card payment scheme in order to receive rebates from the bank when paying suppliers.	Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£64,750	Target rebate based on 100% of suppliers signing up in year 3 with an implementation date of 1/4/26	31/03/2029	£0	Realisation not started	
Our Delivery Model	Stuart MacMillan	Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have	Cashable	Income Generation	Income from Early Payment Scheme - Year 1	£15,000	Income generated from paying invoices early	31/03/2026	£15,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Our Delivery Model	Stuart MacMillan	Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have	Cashable	Income Generation	Income from Early Payment Scheme - Year 2	£30,000	Income generated from paying invoices early	31/03/2027	£30,000	Fully Realised	
Our Delivery Model	Stuart MacMillan	Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have	Cashable	Income Generation	Income from Early Payment Scheme - Year 3	£40,000	Income generated from paying invoices early	31/03/2028	£40,000	Fully Realised	
Our Delivery Model	Stuart MacMillan	Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have	Cashable	Income Generation	Income from Early Payment Scheme - Year 4	£50,000	Income generated from paying invoices early	31/03/2029	£0	Realisation not started	
Our Delivery Model	Stuart MacMillan	Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have	Cashable	Income Generation	Income from Early Payment Scheme - Year 5	£60,000	Income generated from paying invoices early	31/03/2030	£0	Realisation not started	
Our Delivery Model	Stuart MacMillan	HRA/CRA Recharging	Mobilisation	Tim Baulk	Review and implementation of a new HRA/CRA Recharging model	Cashable	Rationalisation	Following the data analysis, this benefit will reflect the additional sum recharged to HRA and therefore reduce costs against the CRA	£200,000	This is the additional amount that will be recharged to HRA	31/03/2028	£200,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Our Assets	Simon Yeardey	Pop-Up Licence Scheme	In Delivery	Chris Cox	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors	Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 1 (2025 - 2026)	£2,000	Expected Income generation as per market value rates for vendor type.	31/03/2026	£2,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Our Assets	Simon Yeardey	Pop-Up Licence Scheme	In Delivery	Chris Cox	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors	Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 2 (2026 - 2027)	£6,000	Expected Income generation as per market value rates for vendor type.	31/03/2027	£0	Realisation not started	

Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note	
Our Assets	Simon Yeardeley	Private Property Maintenance & Factoring	Definition	Kenny Dalrymple	Provision of a provide a comprehensive property maintenance services to private homeowners within mixed tenures of the Housing Revenue Account assets across South Ayrshire.	Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 1	£55,000	Expected income generation from year 1 of new scheme	31/03/2026	£55,000	Fully Realised		
Our Assets	Simon Yeardeley	Private Property Maintenance & Factoring	Definition	Kenny Dalrymple	Provision of a provide a comprehensive property maintenance services to private homeowners within mixed tenures of the Housing Revenue Account assets across South Ayrshire.	Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 2	£40,000	Expected income generation from year 2 of new scheme	31/03/2027	£40,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.	
Our Assets	Simon Yeardeley	Private Property Maintenance & Factoring	Definition	Kenny Dalrymple	Provision of a provide a comprehensive property maintenance services to private homeowners within mixed tenures of the Housing Revenue Account assets across South Ayrshire.	Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 3	£95,000	Expected income generation from year 3 of new scheme	31/03/2028	£95,000	Fully Realised		
Our Assets	Simon Yeardeley	Property Maintenance Process Improvement	Complete - benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Cashable	Rationalisation	Reduction in FTE count due to improved process efficiency	£50,000	Reduction of one level 4 administrator and one level 3 finance administrator, which will be reported as part of the service restructure for Cabinet approved in January 2025.	31/03/2025	£50,000	Fully Realised		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2028	£0	Realisation not started	Dependent on output from current phase 2 consultancy project whereby final costs and returns will be finalised. Returns are wholly dependant on the uptake and engagement of offtakers.	
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2029	£0	Realisation not started		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2030	£0	Realisation not started		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2031	£0	Realisation not started		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2032	£0	Realisation not started		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2033	£0	Realisation not started		
Our Assets	Simon Yeardeley	Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2034	£0	Realisation not started		
Our Technology (ICT enabling project)	Chris Richards	Technology Roadmap & ICT Investment	Initiation	Tim Baulk	Development and implementation of a technology roadmap (2025-2028) and aligned ICT capital investment.	Cashable	Rationalisation	Related to reduction in capital borrowing and subsequent interest charges.	£13,300	Target saving in borrowing charges	31/03/2026	£13,300	Fully Realised		Saving included in approved Administration Budget in Feb 2025.
Our Workforce	James Andrew	Digital Training Suite	Complete - in benefits realisation	Louise Reid	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Non-Cashable	Qualitative	Increase number of employees upskilling through the utilisation of the facility.	120	Number of bookings anticipated to be made, demonstrating the number of employees upskilling through the use of the facility.	30-Jun-26	15 Bookings over 41 days	Partly Realised		
Our Workforce	James Andrew	Digital Training Suite	Complete - in benefits realisation	Louise Reid	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Non-Cashable	Quantitative	Improve employee satisfaction through the provision of the training suite.	90%	% of users of the facility reporting high satisfaction rates in its use and provisions. Users will be surveyed after using the facility.	01-May-26	66%	Partly Realised		

Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Technology	Chris Richards	Netcall Upgrade	Complete - in benefits realisation	Louise Reid	To upgrade our current customer contact platform, Netcall Liberty, to a current supported version, enabling Omni-Channel modules and the ability to trial new customer communication features.	Non-Cashable	Qualitative	Improvement to system performance measured by reduction in Netcall support calls.	2	25% reduction in the average number of monthly calls logged	10-Dec-25	1	Partly Realised	
Our Assets	Simon Yeardeley	Property Maintenance Process Improvement	Complete - benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Non-Cashable	Quantitative	Removal of risk of errors due to removal of manual double-keying of information.	100%	As double-keying will be completely removed, 100% reduction in risk of errors.	31-Mar-25	100%	Fully Realised	
Our Workforce	James Andrew	Service Review and Service Redesign	Close & Sustain	Chief Executive	Creation and implementation of a Service (Re)Design Framework and programme	Non-Cashable	Quantitative	Increase in the number of Services undertaking Service redesigns	20	Number of services that undertake Service (Re)Design.	01-Jun-26	11	Partly Realised	Benefits identified from individual Service Reviews will be captured and monitored in future reports.

Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Technology	Chris Richards	Shared Drive to SharePoint (Records Management Resource)	In Delivery	Catriona Caves	To employ a temporary resource to assist in the classification and application of data labeling and retention of electronic records.	Non-Cashable	Qualitative	Improved data and records management compliance.	Not Defined	Creation and successful application of data retention labels to user's files.	30-Nov-26	0	Realisation not started	
Our Workforce	James Andrew	Talentlink (Recruitment Process Improvement)	In Delivery	Wendy Wesson	To improve the efficiency and effectiveness of the end-to-end recruitment process and the team that deliver this core function.	Non-Cashable	Qualitative	Reduction in lead time for the completion of the Vacancy Management Process.	-530hrs	Average lead time reduced by 106 mins approx per advertised job across a year. There are approx. 300 jobs advertised per year, 106 x 300hrs / 60	31-May-26	0	Realisation not started	System went live in May 2025 and measurements will be taken quarterly.
Our Workforce	James Andrew	Talentlink (Recruitment Process Improvement)	In Delivery	Wendy Wesson	To improve the efficiency and effectiveness of the end-to-end recruitment process and the team that deliver this core function.	Non-Cashable	Qualitative	Reduction in time taken for the creation of weekly reporting.	0	Reporting should be automated, reducing the time required for staff to run reports by approximately 65 minutes per week.	31-Aug-26	0	Realisation not started	
Our Workforce	James Andrew	Talentlink (Recruitment Process Improvement)	In Delivery	Wendy Wesson	To improve the efficiency and effectiveness of the end-to-end recruitment process and the team that deliver this core function.	Non-Cashable	Qualitative	Improvement in hiring manager (user) satisfaction/experience.	Not Defined	Satisfaction Survey to be issued post-go live to measure and capture user feedback.	31-May-26	0	Realisation not started	

Shaping our Future Council Wider Service-Led Initiatives

The following initiatives have been approved by Cabinet/Council, align with the strategic objectives of Shaping our Future Council and contribute to the long-term financial sustainability of our Council.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Description	Target Realisation Date	Realised Value to Date	Benefit Status
Our Assets	Barr Community Centre Asset Transfer	Tom Burns	Transfer of ownership of Barr Community Centre to Barr Community SCIO as part of a community asset transfer agreement.	Cashable	Rationalisation	Removal of running costs through transfer/disposal of the asset	£27,000	Reduction in maintenance and revenue costs through transfer of liability/ownership	01-Sep-26	£0	Realisation not started
				Cashable	Income Generation	Capital income as a result of the transfer.	£1	The income generated from the sale of the asset.	01-Sep-26	£0	Realisation not started
	Motorhome Parking Scheme 2024 2025	Jane Corrie	To improve and expand the current provision of motorhome parking, following previous year's success	Cashable	Income Generation	Anticipated increase in revenue by 35% through transactions via barrier system and increased usage due to reduction in "boy racers".	£12,000	Anticipated increase in revenue by 35%	01-Aug-26	£0	Realisation not started
				Cashable	Income Generation	Anticipated increase in revenue by 15% through transactions via Pay and Display Machines (in addition to existing phone payments).	£30,000	Anticipated increase in revenue by 15%	31-Mar-27	£0	Realisation not started
				Cashable	Income Generation	Introduce the offering of permanent year round facilities, as opposed to seasonal, and increase revenue by 35%.	£20,000	Anticipated increase in revenue by 35%	31-Mar-26	£19,000	Fully Realised
	Pavement Parking Enforcement	Jane Corrie	To implement and enforce the issuing of penalty notices due to the new pavement parking ban as introduced by the Scottish Government.	Cashable	Income Generation	Generation of income from the issuing of £50 - £100 penalty notices for vehicles parked on pavements	£25,000	Increase in revenue through the issuing of penalty notices to enforce new pavement parking ban.	31-Mar-26	£0	Realisation not started
	Property Maintenance Multiskilling and Structure Implementation	Billy Andrew	To create a more efficient Property Maintenance service through upskilling and multiskilling staff, and reducing the reliance on external contractors.	Cashable	Rationalisation	Saving generated from restructure	£39,678	Saving generated from restructure and staff upskilling	01-Apr-26	£0	Realisation not started
	Sale of St Cuthbert's Primary School	Tom Burns	Transfer of ownership and relinquishment of liability for St Cuthbert's PS.	Cashable	Income Generation	Income generated from sale of school	£100,000	Capital receipt - income generated from the sale of school	14-Feb-25	£100,000	Fully Realised
Coylton Tennis Club CAT	Tom Burns	Transfer of ownership of Coylton Tennis Club to Coylton LTC	Cashable	Income Generation	Income from sale of asset	£3,000	Expected income from the transfer of ownership	31-Jul-26	£0	Realisation not started	
			Cashable	Rationalisation	Revenue saving through removal of maintenance costs.	£300	Removal of annual maintenance cost.	31-Jul-26	£0	Realisation not started	
Our Workforce	Benefits Service Service Review	Nicola Gemmell	To contribute towards a more efficient and effective Benefits Service.	Cashable	Rationalisation	Reduction of 4.4 FTE	£156,242	Anticipated saving due to reduction of 4.4 FTEs	31-Mar-26	£156,242	Fully Realised

Shaping our Future Council Transformation Portfolio

Community Benefits

Community benefits are the potential impact on individuals, groups or our local communities that may incur through the delivery of the Transformation initiatives listed below. These initiatives have completed Integrated Impact Assessments, which call out the potential impact, and this is summarised below. The outcomes will be reassessed as part of the project closure and evaluation stage and included in any project closure report.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Project Status	Category	Community Benefit/Outcome	Potential Impact	Description/Justification	Actual Impact
Our Assets	Community Venues	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Daily Community Centre and Loudon Hall.	In Delivery	Public Sector Duty	Fostering Good Relations	Uncertain / not clear		Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Transfer/disposal of assets allows these venues to continue operating in the community, which are well utilised by older people, particularly in Ivy Cottage.	Currently Unknown
					Cross-Cutting	Health and Wellbeing	Increase positive health outcomes	Properties will continue to provide health and wellbeing activities under community ownership.	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Uncertain / not clear	Daily will be impacted by this change as it is in a rural community, however it is unknown at this stage what the positive and negative impact will be.	Currently Unknown
					Environmental	Sustainable Food (Glasgow Declaration)	Positive Impact	As the project will see the transfer in ownership as opposed to closure of Daily CC, who currently run a Food Pantry, this work should continue and officers will assist where possible.	Currently Unknown
Our Delivery Model	Process Automation	Louise Reid	Implementation of software which automates suitable and identified processes and tasks, generating efficiencies and productivity gains across the organisation.	Mobilisation	Equalities	Protected Characteristics - Age	Positive Impact	The project is likely to have a positive impact on particular age groups, as the processes being targeted for improvement will be predominantly used by specific age groups.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	Automation can improve access and streamline online processes making it more simple for vulnerable people and ensuring they receive timely assistance.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Positive Impact	It is likely the project can deliver improvements within the Waste Management Service. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
Our Assets	Solar Farm - phase 2 <i>(IA to be updated pending completion of this phase)</i>	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	In Delivery	Equalities	Protected Characteristics - Age	Positive Impact	Process automation will enable Services to become more efficient and productive in how they operate. Therefore, if demand for support increases, the technology will be able to cope with the demands and offer flexibility to respond to changing circumstances.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Equalities	Fairer Scotland Duty - Material Deprivation	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Socio-economic background	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Equalities	Fairer Scotland Duty -Area Deprivation	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Environmental	Climate Change Mitigation - Greenhouse gas emissions	Positive Impact	It is likely the project can deliver improvements within the Waste Management Service. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Negative Impact	The project is not targeting this area, however, where processes can be improved for all residents, those in rural communities will likely benefit.	Currently Unknown
					Environmental	Climate Change Adaptation	Uncertain / not clear	Individual process which are to be automated will be appraised for their impact on this area.	Currently Unknown
					Environmental	Just Transition, Green Jobs and Skills	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which children, young people and the older generation rely.	Currently Unknown
					Environmental	Climate literacy, climate conversations and positive environmental behaviours	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services relied upon by those with a disability.	Currently Unknown
					Environmental	Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)	Negative Impact	Reduction of budget deficit will reduce impact on council services for low income or income poverty.	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with low or no wealth.	Currently Unknown
Cross-Cutting	Health and Wellbeing	Uncertain / not clear	Reduction of budget deficit will reduce impact on council services for those with material deprivation	Currently Unknown					

South Ayrshire Council

Report by Director of Housing, Operations and Development to Cabinet of 28th October 2025

Subject: Girvan Conservation Area Management Plan

1. Purpose

- 1.1 The purpose of this report is to feedback the outcomes of public consultation on the draft Girvan Conservation Area Management Plan and to seek approval to adopt the finalised Girvan Conservation Area Management Plan.

2. Recommendation

2.1 It is recommended that the Cabinet:

2.1.1 notes the outcomes of the consultation on the draft Girvan Conservation Area Management Plan, as set out in Appendix 1 and Appendix 2; and

2.1.2 agrees to adopt the Girvan Conservation Area Appraisal Management Plan, as set out in Appendix 3, and that delegation be given to make appropriate typographical changes, if required.

3. Background

- 3.1 Conservation areas are defined by the Scottish Government as ‘areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.’ Section 61 of the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 requires planning authorities to determine the parts of an area which are of special architectural or historic interest, the character or appearance which it is desirable to preserve or enhance, and designate such areas as conservation areas. Girvan Conservation Area was designated in July 1988.

- 3.2 Following the adoption of a Conservation Area Appraisal for Girvan and its recommended amendments and extensions to the conservation area boundaries in June 2024, a draft Conservation Area Management Plan for Girvan was approved for public consultation by full Council on 26th June 2025.

- 3.3 The purpose of preparing a Conservation Area Management Plan is to support the implementation of priorities outlined in the Appraisal and also to support the Girvan’s Story funding application. In particular, it is intended to help define priority buildings for funding and repairs and make recommendations for any training and

learning opportunities necessary to sustain a conservation-led approach to managing the area over a longer term.

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

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

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

3.5 Key aspects of the CAMP include:

3.5.1 A Conservation Strategy, which sets out a range of conservation objectives, including a list of priority repairs to buildings around the town centre. These are designed to align with the intended work of the Girvan's Story project to direct the allocation of the funding being sought, and include repairs and restoration work to Stumpy Tower, McKechnie Institute and 14- 18 Dalrymple Street. Other potential areas noted for improvement include public lighting, signage and public realm.

3.5.2 A Maintenance Plan, to ensure the successful ongoing management and maintenance of properties in the conservation area. The Plan highlights areas for focus, for example maintenance of roofs, gutters, use of appropriate, sympathetic materials and products for repairs and alterations. It also sets out steps to work with and raise awareness within the local community, residents, retailers and property owners. Suggestions for small grant schemes and further advice and guidance to owners are set out; again, to align with the 5-year programme of Traditional Skills Training and Heritage Activities also being developed as part of the Girvan's Story project.

3.6 A public consultation exercise was conducted between 5th and 30th September 2025. This was primarily via an online questionnaire available on the Council's website, with email and postal submissions also being accepted. The Council wrote to Girvan Community Council and other community organisations that have been involved in the Girvan's Story Project to date, informing them of the proposals and the opportunity to make comments.

3.7 A total of 52 responses were received, all via the online questionnaire. A summary of responses is set out in Appendix 1, with the full list of responses also attached as Appendix 2 to this report.

3.8 Most of the respondents (75%) agreed that the Management Plan accurately identifies the risks and opportunities in the conservation area and most responses are supportive of the proposals set out. It is clear that there is strong support for improving the condition of buildings and heritage within Girvan, which emerged as the primary issue identified as facing the area. The most popular solution in terms of management and supporting building owners was to put in place stronger enforcement measures with regards to building maintenance. Other popular suggestions included accessing grants/funding to maintain/improve buildings, or offering incentives or simplifying rules and regulations.

4. Details

- 4.1 Having assessed the submitted comments and suggestions, it is considered that there is overall strong support for the proposals contained in the draft Conservation Area Management Plan and that most of the issues, risks and opportunities raised by the respondents are already captured within the Management Plan. As such it is not considered that further changes are required to the document and that the Conservation Area Management Plan set out in Appendix 3 should be adopted as guidance to be used in the ongoing management of the conservation area.
- 4.2 The feedback received has also been shared with the Girvan's Story team as many comments may have relevance for the proposed Girvan's Story regeneration project work.

5. Legal and Procurement Implications

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

6. Financial Implications

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

7. Human Resources Implications

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

8. Risk

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

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

8.2 **Risk Implications of Rejecting the Recommendations**

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

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

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

10. **Sustainable Development Implications**

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

11. **Options Appraisal**

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report. This is because the only alternative to the proposals is to not take forward a Conservation Area Management Plan, which would risk the failure of the Girvan's Story project funding application.

12. **Link to Council Plan**

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

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

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

14. **Results of Consultation**

- 14.1 There has public consultation on the contents of this report. The results of the consultation are as set out in Appendix 1 and 2.
- 14.2 Consultation has taken place with Councillor Alec Clark, Policy Lead for Commercial and Operational Services; and Councillor Bob Shields, Policy Lead for Planning and Regulatory Services, 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 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>
Publish the adopted Conservation Area Management Plan on the Council’s website	Autumn 2025	Craig Iles, Service Lead – Planning and Building Standards

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

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

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

Date: 07/10/2025

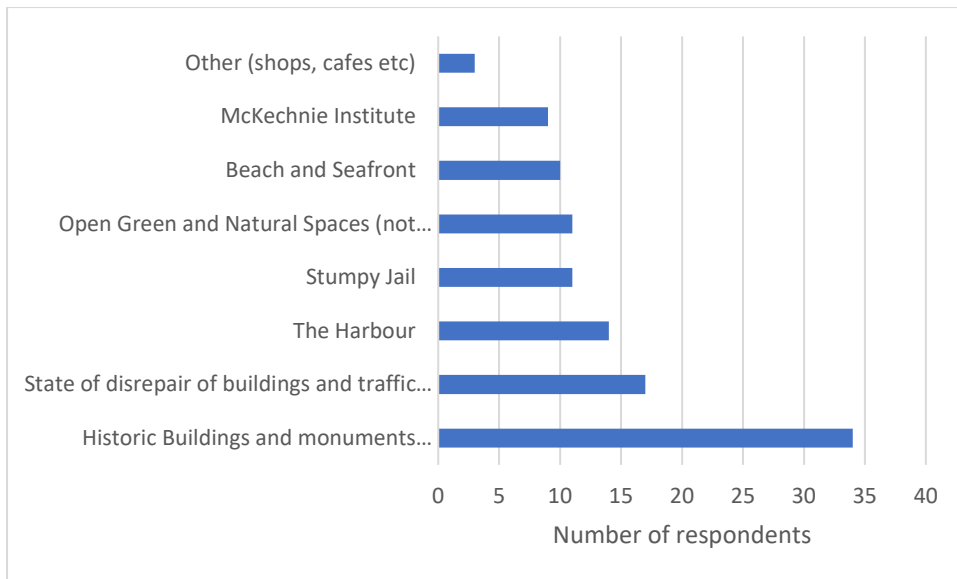
**Girvan Conservation Area Management Plan:
Summary of Consultation Responses**

Below is a summary of responses to the Consultation. There were a total of 52 respondents. The tables for each question groups responses into general themes, with the number of respondents whose response falls within each theme. The responses from each respondent may fall under more than one theme, such that the number of respondents in the table may appear to be greater than the total number of respondents to the Consultation. Some responses were not relevant to the questions and have not been included in the tables.

Question 1: What are the most important or noteworthy things about Girvan, particularly in its conservation area?

A majority of respondents replied that historic buildings and monuments were the most important and noteworthy things, this included old bank buildings, churches and residential dwellings. Many highlighted specific buildings or areas such as the harbour, Stumpy Jail, McKechnie Institute and the Beach and seafront, as well as open green space more generally. Many also noted the state of disrepair of many buildings and traffic.

Response Themes	Number of Respondents (out of total 52)
Historic Buildings and monuments (including banks, post offices, churches, residential dwellings, fountains etc not included as separate individual categories)	34
State of disrepair of buildings and traffic issues	17
The Harbour	14
Stumpy Jail	11
Open Green and Natural Spaces (not included as separate individual categories)	11
Beach and Seafront	10
McKechnie Institute	9
Other (shops, cafes etc)	3

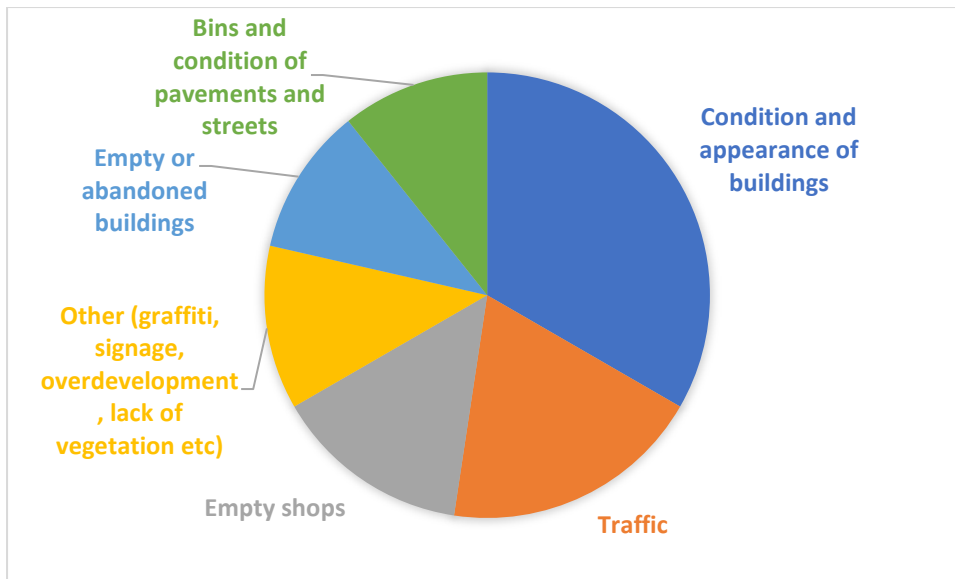


Graph 1: What are the most important or noteworthy things about Girvan, particularly in its conservation area?

Question 2: Is there anything that you think detracts from the conservation area?

A Majority of respondents found that the condition and appearance of buildings was a considerable detraction. Many also highlighted traffic issues, in particular the number of HGVs and ferry traffic along the A77 through town. Other main points raised were the empty shops, abandoned buildings along with bin problems and the condition of pavements and streets.

Response Themes	Number of Respondents (out of total 52)
Condition and appearance of buildings	28
Traffic	16
Empty shops	12
Other (graffiti, signage, overdevelopment, lack of vegetation etc)	10
Empty or abandoned buildings	9
Bins and condition of pavements and streets	9

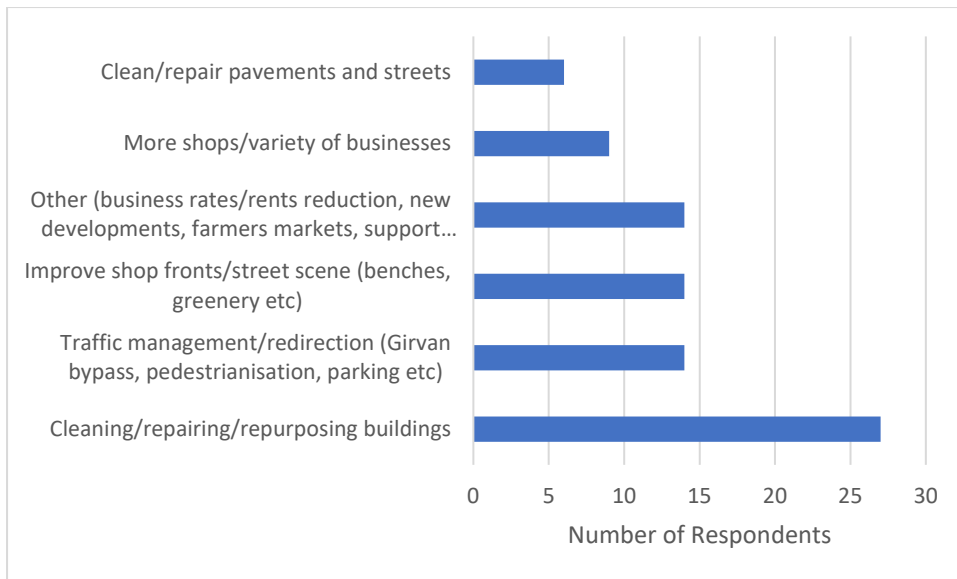


Graph 2: Is there anything that you think detracts from the conservation area?

Question 3: What improvements can you suggest to make the town centre more appealing?

A majority of respondents stated that cleaning, repairing or repurposing buildings would make the town centre more appealing. Traffic management/redirection was also a popular solution to improving the town, along with repairing pavements and improvements to the street scene more generally (benches, greenery etc). Improving shop fronts and increasing the number and variety of shops was also proposed.

Response Themes	Number of Respondents (out of total 52)
Cleaning/repairing/repurposing buildings	27
Traffic management/redirection (Girvan bypass, pedestrianisation, parking etc)	14
Improve shop fronts/street scene (benches, greenery etc)	14
Other (business rates/rents reduction, new developments, farmers markets, support for volunteer groups etc)	14
More shops/variety of businesses	9
Clean/repair pavements and streets	6

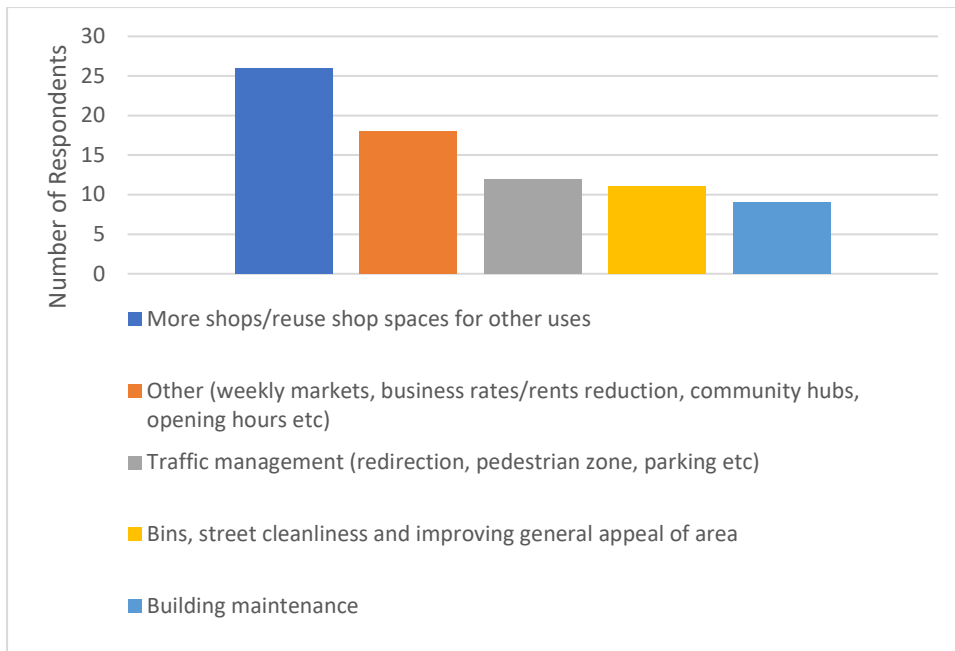


Graph 3: What improvements can you suggest to make the town centre more appealing?

Question 4: How could the town centre serve the community better?

A popular response to this question was to increase the number of shops or reuse shop spaces for other uses linked with the community, such as community hubs. Traffic Management was also a popular response with proposal including redirecting traffic and creating a pedestrian zone, with increased parking provision. Other proposals included setting up a weekly market, and improved shop opening hours.

Response Themes	Number of Respondents (out of total 52)
More shops/reuse shop spaces for other uses	26
Other (weekly markets, business rates/rents reduction, community hubs, opening hours etc)	18
Traffic management (redirection, pedestrian zone, parking etc)	12
Bins, street cleanliness and improving general appeal of area	11
Building maintenance	9

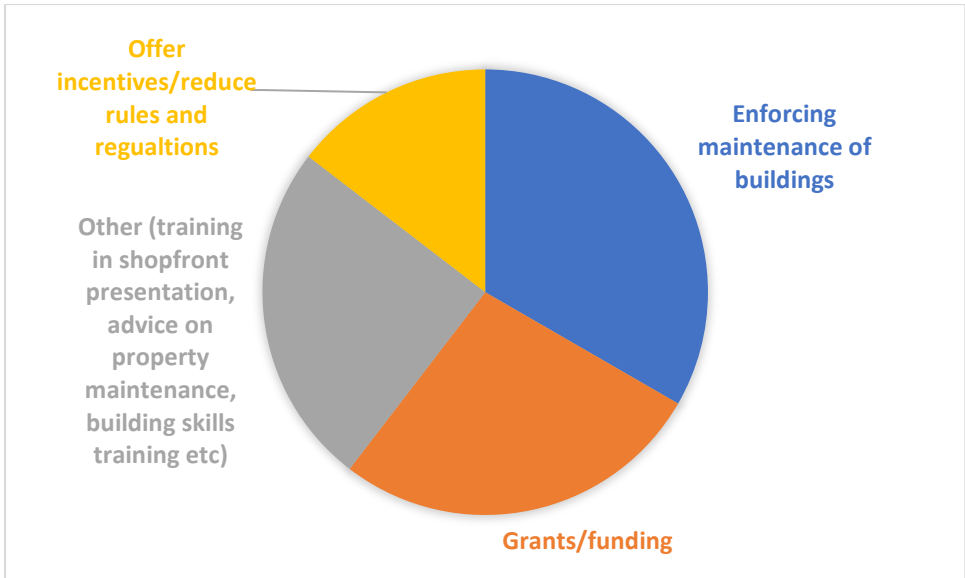


Graph 4: How could the town centre serve the community better?

Question 5: Girvan's Story aims to improve the built environment; how can we support building owners to do this?

The most popular solution to supporting building owners was to put in place enforcement measures with regards to building maintenance. Other popular solutions put forward were grants/funding to maintain/improve buildings, or offering incentives or simplifying rules and regulations. Other solutions included training in shopfront presentation/marketing, offering advice on property maintenance and increasing building trades training.

Response Themes	Number of Respondents (out of total 52)
Enforcing maintenance of buildings	16
Grants/funding	13
Other (training in shopfront presentation, advice on property maintenance, building skills training etc)	12
Offer incentives/reduce rules and regulations	7

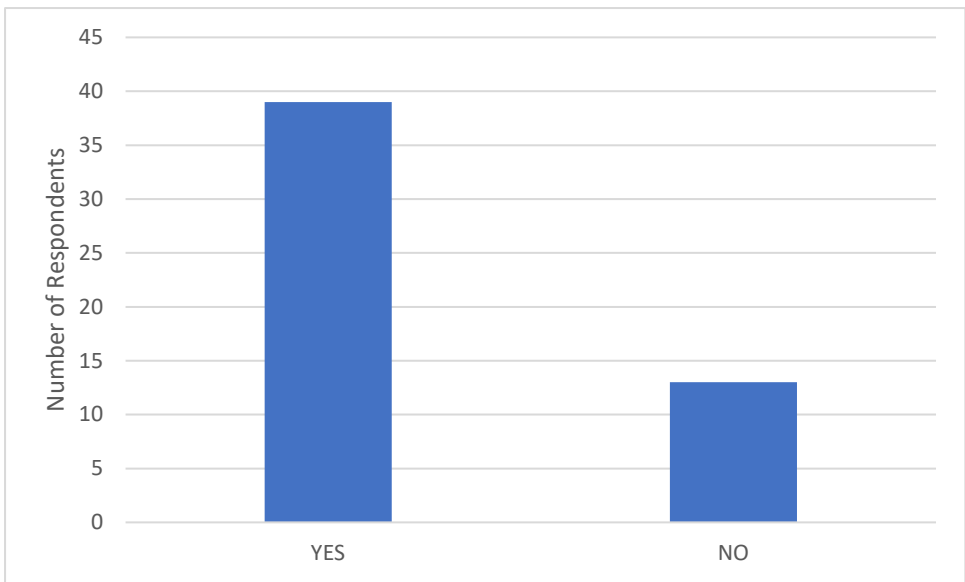


Graph 5: Girvan's Story aims to improve the built environment; how can we support building owners to do this?

Question 6: Do you think that the proposed Management Plan accurately captures the risks and opportunities posed to the Girvan Conservation Area?

A majority of 39 respondents replied 'yes' to this question with 13 stating 'no'.

YES	39
NO	13



Graph 6: Do you think that the proposed Management Plan accurately captures the risks and opportunities posed to the Girvan Conservation Area?

Question 7: As you have answered "no", can you provide details/reasons for your answer?

13 respondents replied 'no' to question 6: Do you think that the proposed management plan accurately captures the risks and opportunities posed to the Girvan conservation area?

While there was no clear consensus as to why the management plan was inadequate, some respondents replied they were unclear as to what the plan was; there were concerns with regards to timescales, with action being required urgently; concerns with traffic; the need for extra consultation of locals; and broadening the scope of heritage work beyond buildings.

Question 8: Are you able to suggest any additional measures that could support building custodians in maintaining and restoring buildings within the Conservation Area?

A majority of respondents (31) replied 'no', while 21 replied 'yes'.

YES	21
NO	31

Question 9: As you have answered "yes", can you provide details/reasons for your answer?

21 respondents stated 'yes' to question 8: Are you able to suggest any additional measures that could support building custodians in maintaining and restoring buildings within the conservation area?

The most popular solution put forward was enforcing building maintenance and restoration, with fines used to incentivise custodians should they fail to do so. Other solutions included developing skills and training in the built sector and maintaining a list of approved trades people. Another solution put forward was to reduce business rates/council tax or rents.

Question 10: Do you have any other comments that you wish to make regarding the proposed Management Plan for the Girvan Conservation Area?

A Majority of 40 respondents replied 'no' to this question, while 12 replied 'yes'.

YES	12
NO	40

Question 11: As you have answered "yes", can you provide details/reasons for your answer?

12 respondents replied 'yes' to Question 10: Do you have any other comments that you wish to make regarding the proposed Management Plan for the Girvan Conservation Area?

There was no consensus among comments made. Most common comment related to lack of economic input in the plan, and that if the proposals did not make a profit that they should not go ahead. Other comments suggested that the plan should be managed locally by various groups (community council, heritage groups etc) and that there should be follow up information on the progress of the plan with more transparency in regard to costs etc. Other comments highlighted further areas/buildings that require attention. Finally, some comments found that traffic issues were not suitably addressed in the plan.

Girvan Conservation Area Management Plan Full Consultation Responses

Total no. of Respondents: 52

Responses

Question 1: What are the most important or noteworthy things about Girvan, particularly in its conservation area?

- The harbour and sea front
- The Harbour and surrounding buildings, Stumpy, McKechnie, weaver's cottages in Greenside and Wilson St, Terraced houses Louisa Drive, detached houses in lower part of the Avenue, North Parish and South Parish Churches.
- I would say the harbour, the beach and prom, Stumpy Jail and McKechnie Institute.
- To clean up the buildings frontage and attract more businesses to the town
- Stumpy Tower, and the Knockcushan Stone.
- The harbour and beach.
- McKechnie Institute, Donaldson hospital, other historic buildings in Dalrymple Street
- Ailsa Craig Beach Sites if geological interest
- The most important thing and fact about the town of Girvan is that it is the only large town between Ayr and Stranraer that visitors and tourists can drive through and potentially eat and drink taking in some sight-seeing and most importantly spending their money at local businesses. Girvan is the "main" pass through town on the A77 to most destinations e.g. Ireland, caravan parks, port Patrick Dumfries etc. Sadly, Girvan is also the most run down and is very unappealing to the eye, especially as you first drive into the town and sit at the traffic lights but then all the way through the main route of Dalrymple Street. As much as the historic buildings need upkeep and tlc I can tell you from experience and word of mouth that a high percentage of visitors and tourists drive in and drive straight back out again, the trees and plants growing out of buildings, the empty shop fronts left to ruin, broken or missing shop signs , and the lack of facilities such as proper fishing town pubs that serve lunches, make the town with the Most potential equate to the town with the most disappointing initial impression., SAC needs to sit up and pay attention to the locals and start to improve the things that matter first because no one will visit the conservation areas and historic buildings if the rest of the town is unattractive . Thankyou
- The need to address the Main Street it is terrible and does not encourage visitors to the town

- The architecture of the buildings
- Nothing really
- The buildings and surrounds are mostly in a state of disrepair
- Open green spaces. Aesthetically pleasing buildings. Our beautiful harbour
- Stumpy Tower, the McKechnie, The Royal Bank of Scotland , and the old Bank of Scotland building.
- Stumpy, Knockcushan House, McKechnie Institute, New Library Building, Boating Lake and The Harbour.
- The harbour
- ?
- All of it, But mainly the McKechnie and Stumpy
- Not sure
- Buildings, Stumpy and McKechnie
- Lovely Beach with some nice cafes
- Buildings of historical significance or noteworthy architectural design, e.g. Stumpy, Old Post Office. McKechnie, Bank of Scotland building, The Town House etc Also general ornate features such as fountains, signage, ironwork
- The very bad state of The Old Post Office Building especially the frontageIt is easy to see the buildings that need the frontage renovation most of them have been Identified in the survey. What a difference to what was Semi ChemNow a new photograph shop looks fab ...The remaining frontages which have been neglected need urgent action. Also the Old Woolworths building not open as yet but makes the Main Street look prosperous.
- Stumpy and the harbour area.
- Beach, stair park and bandstand
- The appearance of the buildings on the main street are vitally important to both residents and visitors. They currently give the town an appearance of overall neglect.
- Clean neat buildings
- The most noteworthy thing is the number of empty shops and poorly maintained buildings
- We need traffic calming in the Town, and hopefully a bypass
- Stumpy, Aviary, Community Garden, Stair Park and the Harbour.
- The A77. The noise, vibration, pollution of traffic through the conservation area is the single thing that is preventing the development of Girvan and will lead to the continued decline of the town.

There is no desire for economic development in this environment. People will find more attractive places to invest.

- Historical holiday village, historic architecture
- Where is the conservation area?
- The historic nature of the coastal town. Feel it is important to restore keep the character of the town
- Buildings in town centre need a face lift ie get rid of unsightly weeds growing from roofs, gutters and buildings and paint walls etc.
- The original sandstone feature buildings, the Institute should be a priority given its unique construction and community use
- I live in a beautiful, detached house in Vicarton Street, my home was built in 1893, and I feel my street should be included in the conservation plans for Girvan, as our street is part of the historical growth of this town and our properties are as of as much importance as Hamilton Street. Both of our streets are unfortunately under threat because of the A77, and all of our homes need protecting from HGV's and the weight and speed that they drive at! We need speed cameras and ultimately a bypass, so that our town can thrive like Prestwick has, until we get a bypass no retail outlets with any savvy would want to come here because of the ferry traffic etc. The people of Girvan get ignored and we pay through the nose a lot of council tax and get very little in return!
- Harbour and seashore.
- More vegetarianism more cafes
- Hills, sea, history, fountains, buildings, parks, shops
- Girvan has a unique history with its heritage managed by a variety of community groups and schemes. The conservation area must capture Girvan's link to rural life and the fishing industry which is still active and maintaining traditional skills locally. The Main Street needs attention and some consideration needs to be given to traffic management and the impact of ferry traffic on its buildings and the environment.
- The conservation area is plagued by heavy traffic and standing, queued traffic with fumes
- Dalrymple street with the buildings that have trees growing out of them if sac could get owner to do something about this the main street would as it was years ago a lovely place to visit with seating to relax on and chat with friends. It's so sad to see my hometown just going to rack and ruin. We could also make use of the stunning views Girvan has to offer. E.g. the hills the sea. the rose gardens had a run-down sitting place but has no seats now it just looks a mess as a youngsters we loved sitting there on a summers day. It would be a shame to lose this.
- Dalrymple street shops. Stumpy. The harbour.
- Harbour. The junction at Hamilton St, Bridge Street, Knockcushan St

- Dalrymple Street, Bridge Street, Hamilton Street, the harbour area and shorefront / green spaces. Dalrymple Street has some lovely buildings that are now in a state with weeds/plants growing from the gutters and roofs. The owners should be held accountable for not maintaining their buildings.
- The condition of the buildings and general appearance of the area
- It's open spaces and natural beauty
- The historic buildings and monuments need to maintain and promote the caricature of the area
- Its harbour and beach. Some of the old buildings that are looked after. The people that still have respect and look out for each other.
- The preservation of the structure of the buildings

Question 2: Is there anything that you think detracts from the conservation area?

- Unkempt & empty buildings
- Heavy traffic, poor maintenance, vegetation on external facings, empty shops.
- Yes, the plants growing out of buildings on Dalrymple Street. I worry that these will cause masonry to fall on pedestrians. Also, the condition of some abandoned buildings on Dalrymple Street, these look bad and I think they put off people taking on shops next to them.
- Empty shops and buildings with foliage growing
- The heavy lorries passing Dalrymple Street in the A77, and empty shops.
- Lack of council action on the state of buildings.
- State of Dalrymple Street, buddleia on rooftops (risk of masonry coming down), poor maintenance of McKechnie institute,,,,,building needs sand blasted to bring back to former glory. Dirty bins, dirty street, buildings abandoned.
- Bins on shorefront always overflowing
- The entire town makes the history of Girvan irrelevant
- The proposed plan for the south parish church
- Foliage growing out of the buildings, general upkeep of the buildings. Weeds growing on the pavements, upkeep of the pavements
- Amount of Signage
- It's not aesthetically pleasing to the eye in some areas and dangerous in others
- Traffic. Overdevelopment on seafront. Main Street.
- The poorly maintained buildings in Dalrymple Street, Hamilton Street, the missing grates in Dalrymple Street, the shoddy state of the pavements with sunken areas which trip people up and the boarded-up buildings.

- General lack of maintenance of buildings, state of pavements and roads.
- Graffiti
- Dalrymple St being used for hgvs and other vehicles heading south.
- Empty shops, trees!! Growing in gutters etc. The sad state of the buildings plus the huge lorries, at times you do not feel safe
- The fact the streets are a mess cars parked everywhere
- State of the main street
- Dilapidated buildings with weeds growing out of them, filthy shopfronts
- Vegetation on buildings, general dilapidation of some buildings, empty shops that have fallen into disrepair, and a general appearance of neglect
- The Main Street is and should be The First PriorityStumpy looks greatThe Harbour is Beautiful.....The Seafront AmazingThe Hills fantasticthe main street neglected shop fronts is the priority it is now the only thing that blights the town.
- The state of Dalrymple Street and area at lights in Bridge Street.
- No
- The growth of weeds and in some cases trees from buildings and gutters needs to be addressed.
- Poor conditions of roads empty shops too many trucks travelling through the town
- Same answer as question 1, also vegetation growing from the gutters on many of the buildings.
- Speeding Heavy goods vehicles, killing the roads and polluting the air
- The town in a whole need a re-vamp. Buildings and grassed areas look unkept and not appealing to the eye.
- Apart from the A77, the poor condition of the pavements and the lack of trees and planting create a street scape of decline and depression.
- Buildings that have come into disrepair, shop fronts with signage that detracts from the architecture and aesthetic of the town
- Again where?
- Yes the town has a number of tawdry property renovations and shop fronts. The condition of a number of buildings is poor and this coupled with derelict buildings detracts from what could be a lovely coastal town. The volume of traffic through the town centre also detracts from the ambience of the town making it less attractive than towns which have a bypass. Less traffic would create a better environment for people to enjoy visiting the town
- Unsightly buildings ie the old Ailsa Hotel is absolutely a disgrace and one of the first buildings greeting visitors to our town.

- Yes, the empty and neglected shops and dwellings in private ownership, the weeds on the roofline,
- Yes unless you address the speeding traffic and give us a bypass all the work you do will be damaged.
- Yes empty shops.
- More shops
- Buddleia growing out of all the buildings, dirty, empty buildings
- Poor approach to traffic management/speed limits etc. Within the town boundaries and the safety of pedestrians and visitors at ferry times.
- Heavy traffic. Queued, standing traffic with fumes
- Dalrymple street
- Vacant shops. Heavy traffic flow.
- Dalrymple Street shops condition and shop signage. Heavy traffic. Detracts from enjoying surroundings and architecture.
- The poor state of repair of a number of properties within the conservation area. There is a proposal for a mini golf to be installed at the north end of the putting green, I think this will look out of place. The wind and salt sea spray will mean the plastic will wear quickly and look a state in a short space of time. Re-instate the putting green using the grass already there rather than a mini golf construction that will require a lot more maintenance than a putting green.
- Empty and poorly maintained buildings and the poor conditions of the foot paths
- The advertisement posters on the harbour fencing. The cleanliness of some of the buildings. The money was spent on the internal of new library but the green Verdigris on the outside detracts from the building.
- The large volume of hgv's driving through the town on roads not built for such large vehicles, often shaking foundations of buildings causing structural damage
- Buildings that are run down and look terrible with plants growing out of roofs etc. People don't seem to care.
- That large trucks are allowed to travel through the town centre at all already endangers the infrastructure of the buildings in Dalrymple Street.

If it is not possible to stop them travelling through the town centre, there should be an absolute maximum speed limit of 20mph supported by speed cameras and a strict application of fines for owners/drivers of vehicles breaking the speed limit. Currently trucks, particularly throughout the night, travel at speeds of up to around 50mph, creating huge vibrations in the buildings, particularly where the road width is restricted.

Question 3: What improvements can you suggest to make the town centre more appealing?

- Lower rates more varied shops, restriction on amount "vape shops/convenience stores" barbers
- Repurposing empty shops, forcing owners to upkeep buildings, Girvan bypass, fixing the fishermen's store roof and viewpoint.
- Remove the plants growing out of certain buildings, i understand that these are private buildings but a gardeners lance could at least cut them back without affecting the building. Even weed killer sprayed on them might work. Work with some shops to improve shop fronts and shop signs.
- More small businesses and restaurants
- Pedestrianise it, with ample free parking nearby. :)
- Improve the pavement, and put temporary displays in empty shop windows, or convert them to residences (not short let)."
- Spend the money.
- Clean up buildings, remove buddies from rooftops, clean street, change bins. Encourage owners to clean up and improve properties or face fines as their neglect impacts local economy. Remove rates to encourage business to open. Properties to be rented to third sector organisations for peppercorn rents. Need for third sector to have visible walk- in services.
- Owners of empty shops should be made to keep them clean and painted.
- Plants growing out of buildings should be removed
- Make shop landlords and property owners upkeep their property or they are fined. Why should the landlords owners etc who are outsiders and do not care about locals or their empty shops get away with it. We need to live here. Remove the trees and plants from the building fronts and tidy up the empty shops. Introduce incentives and start up schemes for businesses to attract new pubs restaurants etc
- Clean all the foliage from the gutters etc and fill the shops
- Absentee owners being made to upkeep their buildings before they become unsafe. Regular upkeep of pavements
- Allow people to improve properties with less bureaucracy.
- Owners held to account for the maintenance and upkeep of their property
- A wee farmers market like Ayr
- Clean the streets, repair the pavements, and help repair the buildings in Dalrymple Street (removing all vegetation in the roofs and gutters would be a good start).

- Clean up buildings on Dalrymple Street, redirection of heavy traffic away from Dalrymple Street, incentive for small business start-ups, cleaning up and repairing harbour area.
- We need more shops to be open but how this is done i don't know.
- Traffic heading south being directed away from Dalrymple St. Making it a street for our community not for hgvs and ferry traffic.
- Encourage new shops or make them into homes. A dream would be no traffic!
- Shop fronts painted and the roofs weeded. Empty buildings used.
- Benches on main street, pavements sorted, buildings tidied up
- Clean it up
- Tidy up buildings (vegetation/repairs), have a creative plan for reoccupying empty shops or finding a new use for the spaces, add an interesting heritage-related sculpture or mural trail, and encourage regular use of underused spaces like stumpy corner - local buskers, puppet shows, markets which would encourage people from the harbour towards the town centre, add fairy lights or creative lighting in empty spaces.
- Provide more support for volunteer groups already working to improve the town centre with specific grants or funding for community improvement projects. Some of the volunteer projects have been a big hit with locals, visitors and businesses, e.g tag and their litter picking, crocheted hanging baskets, community bunting - encourage more of these projects with financial and practical support and let the community play a part in leading improvement and taking ownership of their town centre.
- Other ideas could include recycled community artworks, painted benches, flower displays, etc - you get the idea! Fund a project officer to co-ordinate a community-led town centre regeneration project, which would take some of the burden off already stretched volunteers who are doing their bit to improve the town centre."
- Every neglected building should have its frontage upgraded as an urgent priority.
- This would encourage more people to open for business . The old post office
- Kyle be turned into housing ?
- Removal of weeds from buildings and paint work of buildings. Streets could be cleaner.
- Fix pavements, clean up shops and remove weeds etc from buildings
- Brightly coloured benches like we have along the front at Ainslie park would help. They really make that walkway stand out.
- By pass for large trucks to stop using the main streets to get south to Cairnryan
- Encourage proper maintenance of all buildings and shopfronts, possibly hire a contractor with a cherry picker to clear all the gutters
- Make Dalrymple street vehicle free, pedestrian zone.

- Get the shops filled again selling clothing, shoes, etc like it used to be. We don't need another take-away shop/vape shop/hairdressers/beauticians.
- We need the shops filled with goods that bring people to the town, like it did many years ago.
- Remove the a77.
- Close Dalrymple street to traffic.
- Develop a plan for Girvan that takes advantage of the beach and harbour for visitors and recreational activities.
- Allow new areas of high quality and second home housing to bring visitors to Girvan.
- Plant trees along the beach front green space.
- Improve the pavements and street scape.
- Encourage homeowners to plant shrubs and flowering plants in their front gardens and remove the concrete and gravel."
- Repair buildings, supporting shop front improvements, conservation area signage that tries to keep to a theme that contributes to a holistic aesthetic
- Get owners of buildings to maintain them e.g. Remove all plants
- Less traffic /pedestrian centre. Buildings and shop front improvements. The new area around stumpy looks great however not pleasant to sit there due to large lorries thundering by.
- I gave already stated.
- Demolish buildings which are beyond economic repair and encourage a mix of modern higher performing buildings,
- We need speed cameras and ultimately a bypass, so that our town can thrive like Prestwick has, until we get a bypass no retail outlets with any savvy would want to come here because of the ferry traffic etc. The people of Girvan get ignored and we pay through the nose a lot of council tax and get very little in return!
- Cut rates for small businesses.
- More shops
- Clean up buildings and force owners to take responsibility for their properties.
- Setting a minimum standard for the condition of building and finding a funding route for businesses to improve and maintain store fronts etc.
- Make Dalrymple street local traffic only.
- Fix the run down buildings or insist the owners do it

- Free up traffic congestion by having no right turn on to Dalrymple street from knock Ushan street and have permanent left turn on to bridge street. Encourage new businesses by having payable rates removed until business income exceeds £60k.
- Remove all the foliage from gutters.
- Hold a street market in the town centre car park every Saturday during the summer, focussing on arts and crafts, artisans."
- Empty shops need temporary window enhancements. Improvements to street furniture.
- Sort the windows of charity shops on Dalrymple street.
- Empty shops not for sale/to let should pay double the business rates."
- Removal of the weed growth (large and small) from the building gutters / roofs. Owners should be held accountable.
- Removal of the overgrown vegetation on roofs, gutters and especially on the old council office building on the main Street
- Get rid of the containers at the quay zone hub and keep the leisure facilities within the area of the quay zone. As for the town centre it needs consultation with shopkeepers.
- Find an alternative traffic management to make using the town centre safer for all and help to encourage more shops / facilities to open
- Car parking monitored. Cars park where they like e.g. on pavements and in the disabled areas and loading bays. Shop owners should be made to keep the front of their shops looking tidy and well maintained. Dog wardens to keep the dog fouling off the pavements and prosecute owners who let their dog do it without picking it up.
- Ideally Dalrymple Street would be pedestrian as traffic currently travels at ridiculously fast speeds, creating danger for pedestrians as well as a danger to the infrastructure of the buildings.

Question 4: How could the town centre serve the community better?

- Clean & tidy - need more attention to bins & cleanliness from SAC
- If a by pass was in place, possibly pedestrian zone.
- I'm new to the town and i find the town centre to provide most of my needs, which i was surprised to find this out. It has encouraged me to shop local and the community facilities are very good such as the library, tourist info, local gardens. I think a weekly market in the stumpy square would be really good for the community and bring extra visitors to the town centre.
- Look at Stranraer and Prestwick for example as they are always busy
- Support proposals for the south, and continued use of the community centre, and the wave.

- Have designated reserved parking areas for deliveries.
- Get the quay zone up and running again, asap, so they is more to do (accessible for all, and with ample nearby free parking.
- More shops with lower rates.
- Third sector organisations could use empty properties to have walk-in services. Providing accessible service.....as not everyone can go to Ayr etc. Empty shops could be converted to artist workshop\studio etc, providing workshops to community, therefore change of use.
- Encouraging more shops that we actually need i.e. Clothes shop, shoe shop, book shop
- By having more in it.
- Make it a more appealing place to visit. It's a dump at the moment
- Encourage landlords to upkeep their buildings making it more appealing for independent shops to open. Get HGVs off Dalrymple street to make it less polluted and a more pleasant experience for the public/shop owners
- Visual improvements. Small improvements add up
- Being more pleasing to eye which will help instil a sense of pride and enjoyment for local residents and visitors alike
- Entice a variety of shops
- Small business needs to be encouraged into the areas and more seating would help people to enjoy the area.
- Shops which provide items that people want to buy without travelling out of town. Better opening hours for shops. Local facilities which we no longer have i.e. Housing office, registry office, etc.
- More shops being open
- It cant while it is the a77 which should be Henrietta st for north bound and south bound traffic
- Better shops. The museum open better hours ,.and used more for meeting etc, as it was
- More parking
- Fill empty shops, better parking
- More shops, cleaner
- I would like to see a better mix of businesses and spaces including a digital hub or co-shared working space. The number and appearance of empty shops is depressing, so I would like to see life brought back to the town centre in other ways and look at ways to address all the senses - sight (artwork), sound (local performers

in stumpy corner), touch (sensory garden in derelict spaces), taste (local food market in stumpy corner), smell (community planting projects - herbs, aromatic flowers etc) as examples

- Feel good factor.....when it looks good it feels good .
- First things first get the priorities right make the buildings look good
- Fill in the blankslook at the difference the new repair and paint job
- Has done to the new photography shop looks fab."
- It could attract more visitors if there were more attractive buildings and shops.
- Bring in more independent shops, not charity shops, make rents affordable
- Restrict the movement of large vehicles along and through the centre, obviously deliveries need to be made but the majority of large lorries could kept away by diversion .
- Support with speaking to landlords to improve conditions of buildings. A window cleaning squad to wash windows on unoccupied buildings. Remove organic growth on roofs
- More varied shops and businesses. I don't think we need as many Turkish barbers and vape shops.
- By tidying up the streets and buildings
- Have decent shops in the town, to save people having to travel to Ayr or Glasgow.
- Without improving the environment decline will continue.
- New development in and around Girvan can create the demand for better shops and activities which will provide the cash to carry out the improvement of the conservation area and the town."
- There are more shop spaces than demand in town, so it would be nice to investigate community needs and prioritise them. It would also be good to see accessible rates, possibly subsidised to see spaces being better utilised.
- Improve the general appearance by good property maintenance.
- Better selection of attractive shops, less traffic, buildings in better repair. It is unsafe ,noisy and unpleasant shopping in a street where large vehicles drive close to pavement . The pavements are also in poor repair with damaged drainage channels ,uneven surfaces. Privately owned derelict buildings also detract from towns appeal. An attractive town centre would attract more people and give a better atmosphere. This would have knock on affect -better environment .more people coming to town, more shops etc
- More variety of shops.
- By encouraging modern development and serving improvement orders on owners who do not maintain there buildings.

- Shops would be nice but until you address the a77 and get it out of our town we will all continue to suffer!
- Have markets at stumpy.
- More more more shops
- Reduce council tax for those owners who are running business' and charge balance to vacant property owners.
- Improved pedestrian safety, basic and regular maintenance of footways would have to be a priority.
- Wider pavement on Knockcushan street past the new library
- Bring it up to date instead of left to rot
- Identifying a central venue where a community gathering space can be established near car parking. Suggestion would be 19 Dalrymple street shop that has direct access from car park, or ex bank of Scotland, or across Dalrymple street in old post office building.
- Need to encourage more diversity in the type of shops. Need places to eat and drink outside.
- Girvan community has lots of different regeneration groups who are only doing good.
- Empty shops - could they be freshened up and offered to local people at a reduced rent cost?
- Incentives for lower cost rent for empty shops. If this is not possible then the option to convert these empty premises into housing
- Help the shopkeepers reduce rates to encourage new and more variety
- See previous answer to make the town centre more user friendly and safe
- Hold farmers markets and offer more pop up shops in the empty stores.
- By, at the very least, imposing a strict 20mph speed limit in Dalrymple street, and improving conditions for pedestrians, shop owners are more likely to be attracted to set up shops in the currently empty shops.

Question 5: Girvan's Story aims to improve the built environment; how can we support building owners to do this?

- Grants for shop fronts and for renovation, possible grants to encourage conversion to residential units, done sympathetically. Improve condition of iconic buildings, encourage use of empty shops, pubs and churches.
- I'm not sure if you have already done this, but do they have access to thi (townscape heritage initiative) funding or the heritage and place funding? These funds can help with repair and regeneration of town centres. I think also some businesses could do

with some help understanding window displays and the effect that a good window will draw in business, so maybe some training in regards to shop windows/marketing.

- In their contract if they do not keep their shop frontage presentable fine them.
- Use the money for practical improvements to building fronts, pavements, and seating (fix and reopen the seating above the fishermen's huts, this year).
- No flags nor expensive headline projects.
- Use the former cinema space for allotments."
- Do your bit and stop forcing the issue onto others.
- Impose double council tax and impose fines as they are impacting local economy. Encourage them to shape up or sell up.
- Offer incentives
- Fine them if they don't adhere to the rules that should be in place for building owners
- Subsidies rates etc to encourage young businesses to invest
- Offer grants to support renovations
- Keep it simple
- Sometimes the rules and regulations around older buildings are a barrier due to cost so less rules and regulations may be beneficial as well liaising with owners to see what the barriers are to maintenance. Also the local council is very poor at maintaining their property pavements and roads so allocation of prioritising funds for this is paramount to keep longer term costs down
- Sun shades , canopies, fresh paintwork.
- Help to repair the buildings through accessible grants or loans.
- Offer advice on how to improve their premises and encourage them to do so.
- I don't know
- There should be a law that they have to maintain their property. Money talks, but where from. Just trying to get the owners to have pride in the town.
- Help with rates
- Enforce owners to maintain buildings
- Find them and ask them to do something about it
- Offer grants towards repairs/improvements, provide reliable contractors
- "get them together and make it happen .
- Lower rates and help fund makeovers.
- Subsidies on supplies, paint, labour etc

- Grants to bring the external appearance up to acceptable standard.
- See, previous comment
- Have less restrictions on the improvements that building owners are allowed to make within the conservation area, for example, allowing them to fit double glazing and velux rooflights to replace old draughty single glazed units. Have less restrictions on the type of new buildings that can be constructed within the conservation area on empty plots.
- Help them clean the buildings
- You could contact local large companies for funding to help improve the look of the town.
- Create an environment for economic growth.
- Ensuring funds and work is accessible and make it easy for owners to utilise the resources available. Straightforward processes and support.
- Again encourage owners to maintain
- Grants, discussions, building standards enforcement where dangerous building -(lots of loose slates ,chimneys etc where damage that has positional to case injury. Communication and group repairs for economies of scale
- Use people doing community service to enhance the properties by painting them etc.
- By reminding them of there responsibilities under the building scotland act and fire scotland act
- Bypass our town so the buildings can be stable and we can all sleep in peace
- Stop driving business away from the town.
- More more more more shops
- Not sure where legally you sit.
- A funding scheme for business/building owners for the maintenance of properties and the creation of a set of minimum standards to be adhered to.
- Disagree with the aim - character is all girvan has
- Insist the clean the windows of empty shops its terrible looking also removed trees growing out of them
- Offer a reduced cost scheme for replacement windows and doors for shops. Enhance premises by having the street level doors to flats renewed with a standard design. Encourage businesses into the town by offering incentives.
- You could give grants to those shops occupied/trading to enhance shop frontages.
- Have they shown any interest all at in improving their buildings - i suspect no! Surely there is a legal requirement for building owners to maintain their buidlings in a conservation area. Sadly the owners probably won't be from girvan and won't be

caring. Money within sac is limited but perhaps an initial clean-up of the properties then the owners must be held accountable?

- Make grants available for necessary works which affect the safety and frontage of buildings
- Girvan has been neglected by sac look at the state of the golf club. It is closed at 3pm because the starters have to lock up the building
- Repairs to old buildings are costly and require skilled workers, building owners need financial support. Encourage people to look at training in related skills to have a local network of qualified trades person
- Ensure they keep them well maintained and people on community service could be helping to do this and also keep the streets clean.
- Insist that owners of the buildings in the town centre keep their properties up to strict minimum standards.

Question 6: Do you think that the proposed Management Plan accurately captures the risks and opportunities posed to the Girvan Conservation Area?

YES – 39 (75%)

NO – 13 (25%)

Question 7: As you have answered "no", can you provide details/reasons for your answer?

- Start and the bottom and work up. Talk to the locals and most importantly the tourists and visitors who are disappointed in the lack of facilities
- Typical big idea which always get watered down after vast costs
- Main street is awful, first priority
- It seems that beyond practical improvements to the buildings (which are badly needed), there are no creative legacies to celebrate Girvan's heritage or capitalise on the town's heritage for the future benefit of the town. I've mentioned many ideas previously, and I'm sure there are many more. If Girvan is to ever undergo a regeneration that makes a real difference to the community, maintaining some buildings is nowhere near enough. Heritage should be looked at in a much wider lens - provide a variety of opportunities for local people to learn about heritage, create a diverse range of heritage-related jobs, and attract visitors to the town with heritage-related events and attractions.
- Too slow in reaction and too many reports.. Just get it done
- Traffic needs sorting
- The time scale for saving many buildings is now,

- I live in a beautiful detached house in Vicarton street, my home was built in 1893, and i feel my street should be included in the conservation plans for Girvan, as our street is part of the historical growth of this town and our properties are as of as much importance as Hamilton street. Both of our streets are unfortunately under threat because of the a77 and all of our homes need protecting from hgv's and the weight and speed that they drive at! We need speed cameras and ultimately a bypass, so that our town can thrive like Prestwick has, until we get a bypass no retail outlets with any savvy would want to come here because of the ferry traffic etc. The people of Girvan get ignored and we pay through the nose a lot of council tax and get very little in return!
- Unsure of what the plan is
- Biggest problem is the lack of anything to draw in visitors other than the unwanted overnight camper vans that add little to the town
- No idea what this is currently
- See my comments above

Question 8: Are you able to suggest any additional measures that could support building custodians in maintaining and restoring buildings within the Conservation Area?

YES – 21 (40%)

NO – 31 (60%)

Question 9: As you have answered "yes", can you provide details/reasons for your answer?

- Fines if they don't maintain
- In their contract if its not kept presentable fine them
- Local apprenticeships or training opportunities and work for building restoration and maintenance, as there is a need for workers with their skills in the area.
- Fine them if they do not adhere
- Let them do things. A small improvement is better than nothing
- If you buy a property and can't afford the upkeep sell it in to someone that can . Or reach out to council for help. Perhaps the rates/ rent of shops could be brought to affordable prices as surely a property with low rent / rates is better than none
- Enforce landlords and owners to maintain their property.
- Find the owners and force them to maintain their property
- Provide training and paid positions at the end of it.
- The main street priority has been identified .

- Allow them to do the work without all the red tape and delays which just increases costs. Use appropriate suppliers and contractors based on the best tender not who your friends are.
- Fines or compulsory purchase of building
- Show pictures of what their property could look like if it conformed to the objectives of the plan,
- What the windows and doors would look like, etc."
- Ensure that owners carry out maintenance
- Rates/tax/rent incentives .
- Support and advice . Community employment of people from area to collectively carry out work at reasonable price .train young people within community to be employed in community regeneration/repair group .
- Give us a bypass none of us want to see Girvan end up with buildings collapsing like they did in Maybole.
- More more more more shops
- Lower council tax within the conservation area
- Approved list of trades people who are known to deliver quality fair priced work
- The area is large but consider other "custodians" out with the main street
- Perhaps a committee could be set up to manage the condition of the buildings, particularly in Dalrymple street, and to approach the owners of the buildings and shops to request that they bring the buildings up to agreed minimum standards.

Question 10: Do you have any other comments that you wish to make regarding the proposed Management Plan for the Girvan Conservation Area?

YES – 12 (23%)

NO – 40 (77%)

Question 11: As you have answered "yes", can you provide details/reasons for your answer?

- Take some lessons from Stranraer and Prestwick.
- Have it managed locally in Girvan, with formal input from local heritage groups and the town team and community council.
- Pointless as always council etc do whatever they decide is best
- The old Ailsa hotel at the north entrance to Girvan that is now a private residence is an absolute eye sore and owners should be held to account for the maintenance or

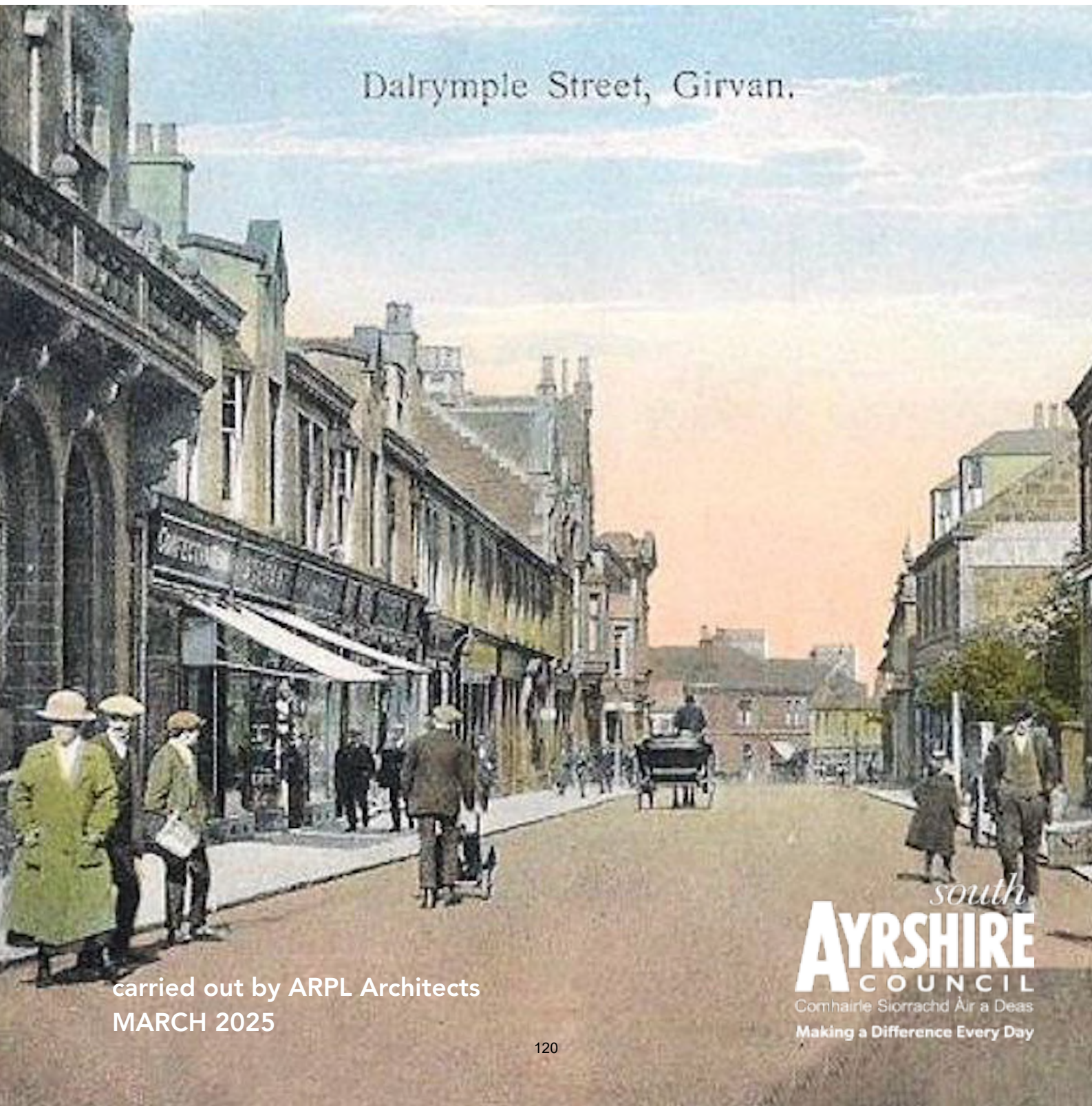
negotiate with council if they can't afford to do this. It should have been knocked down in the first place and not sold on.

- "be realistic with ideas. Site visits from councillors to appraise the ideas. Look carefully at costs. If it doesn't make money don't go ahead with the project.
- Remember Girvan is a seaside town, we do not have to compete with the bigger towns like Ayr.
- Let's not lose its charm."
- I am unsure if it is covered with this, but the viewing/seating area at the harbour needs to be sorted asap.
- You have not included a land economist or any economist in the development of this plan.
- Without increased economic activity in Girvan things will not change for the better."
- The plan would benefit from a map illustrating the buildings and area in question along with pictures of existing buildings.
- Strategies like this are always getting produced and very little do you see councils/authorities carrying out actions and recommendations. It would be great to see follow up from this and a tangible process to move forward. Keeping the community up to date with transparent metrics like money available, money spent, how buildings and works are being prioritised. Make it clear and simple so the community understand what is being done. "
- I live in a beautiful detached house in Vicarton Street, my home was built in 1893, and I feel my street should be included in the conservation plans for Girvan, as our street is part of the historical growth of this town and our properties are as of as much importance as Hamilton street. Both of our streets are unfortunately under threat because of the A77 and all of our homes need protecting from hgv's and the weight and speed that they drive at! We need speed cameras and ultimately a bypass, so that our town can thrive like Prestwick has, until we get a bypass no retail outlets with any savvy would want to come here because of the ferry traffic etc. The people of Girvan get ignored and we pay through the nose a lot of council tax and get very little in return!
- More, more, more, more shops
- The big problem is not addressed: traffic. No high street in the 21st century can thrive when it has heavy lorries passing through so regularly. And on still days, the fumes from the traffic waiting for the traffic lights are awful. If someone comes to "the seaside" they want to smell sea air, not car fumes. The council needs to be brave and address these problems.
- SAC is a business, treat it as such. If a project is not giving a return on investments don't proceed with it. Listen to the community, but won't.

GIRVAN CONSERVATION AREA MANAGEMENT PLAN

for South Ayrshire Council

Dalrymple Street, Girvan.



carried out by ARPL Architects
MARCH 2025

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1.0 INTRODUCTION



1.0 Introduction and Objectives

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

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

The programme has a number of key aims

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

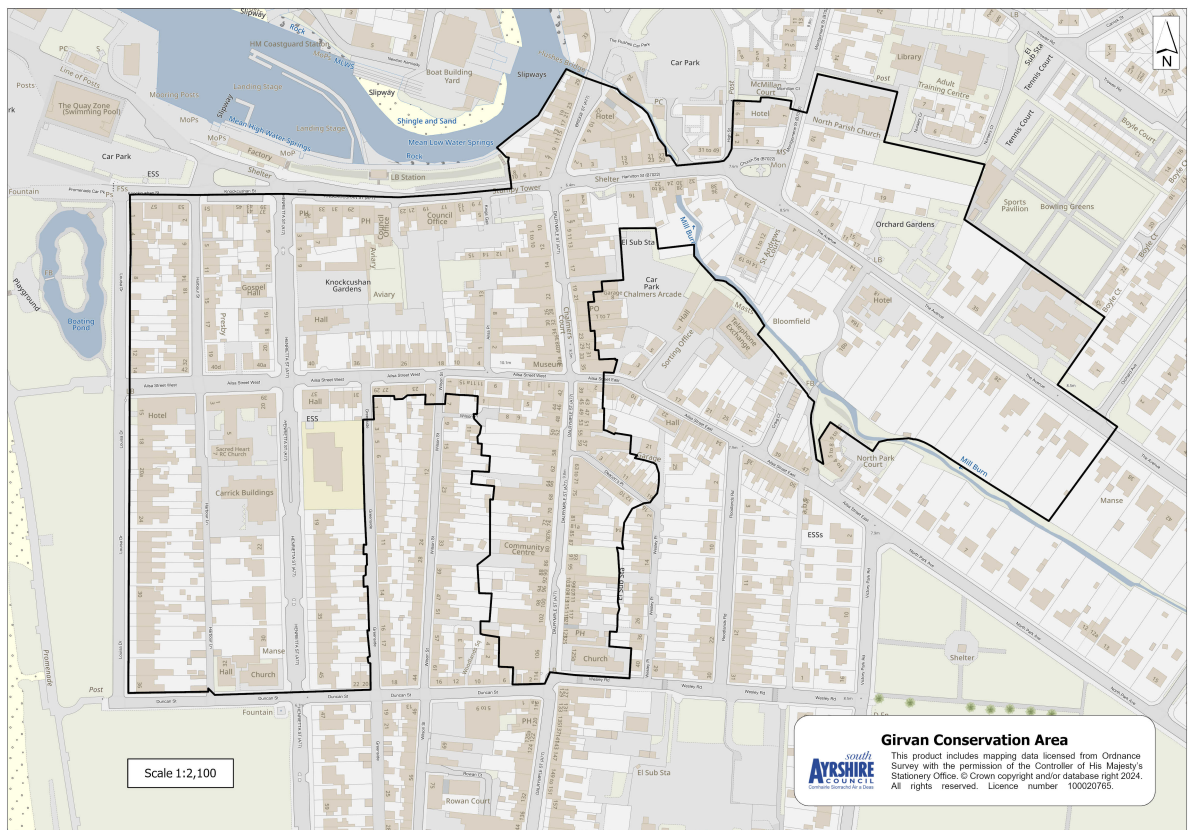


Fig.1 Conservation area

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

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

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

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

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

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

1.4 Conservation Philosophy

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

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

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

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

This will address the following points:-

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

1.5 Process

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

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

The aim of this is then to

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

2.0 METHODOLOGY

PAN
71



SCOTTISH EXECUTIVE
Development Department

preserve

enhance

appraisal

manage



Planning Advice Note

conservation

Area Management

2.0 Methodology

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

2.1 Review and Survey Work

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

Streetscape and building character

Architectural Characteristics

Public realm



Fig. 2 Survey photography

2.2 Review of current documentation and guidance

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

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

Planning Permission

Listed Building Consent

Article 4 Directive

The draft Conservation Area Appraisal was initially produced in 2022, before being developed and finalised in 2024. The findings of the appraisal included recommendations for a series of boundary amendments to the existing

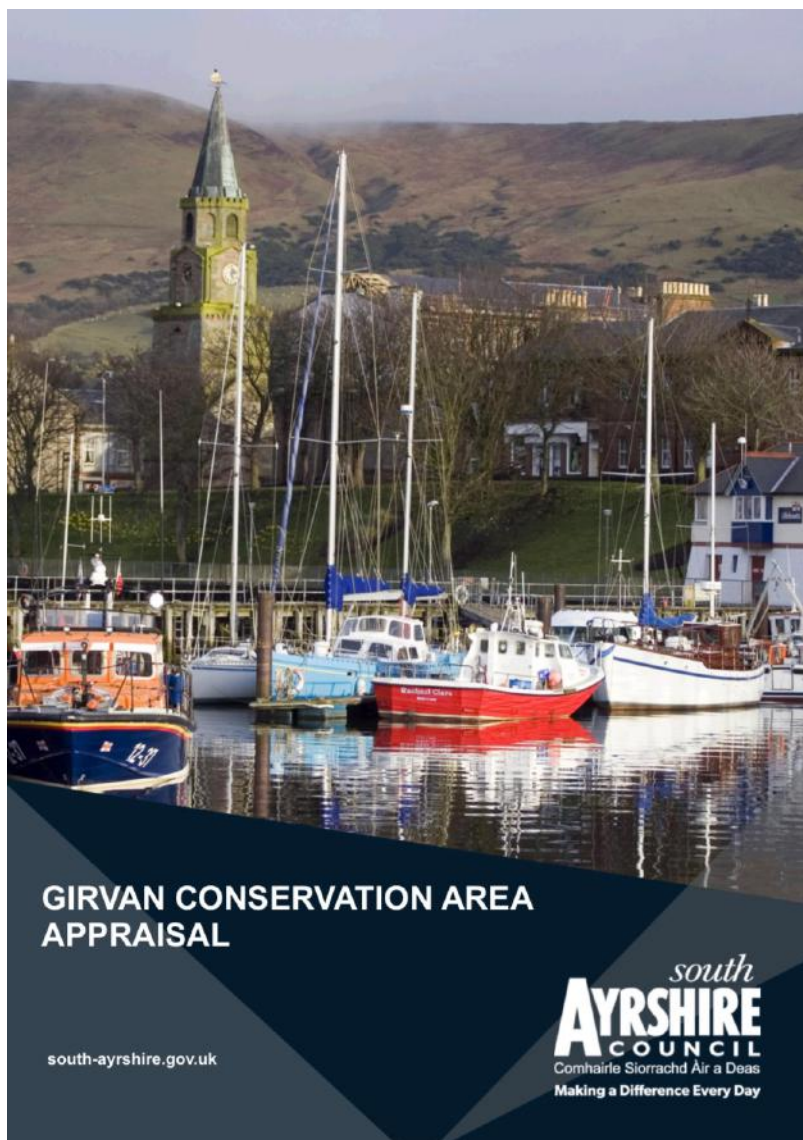


Fig. 3 Girvan CAA

boundary including extending along Dalrymple Street, Henrietta Street, High Street and Bridge Street.

A public consultation process was undertaken throughout April 2024, with members of the public invited to have their say using online feedback forms. A public event was then held on Saturday 27th April, with SAC Planning Officers in attendance to receive feedback and answer any queries. The consultation was well received, with high numbers of people engaged both online and in-person.

Following the public consultation and a review of the findings, the recommendation to approve the Girvan Conservation Area Appraisal, including proposed boundary amendments, was approved by Cabinet on 18th June 2024.

2.3 Assessment of Risks and Opportunities

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

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

2.4 Establishing of Management Strategy

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

The approach suggested involves engaging at three levels

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

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

3.0

UNDERSTANDING THE HERITAGE



3.0 Understanding the Heritage

3.1 Conservation Area boundary

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

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

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

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

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



Fig. 4 Dalrymple Street 19th C

3.2 History and development of Girvan

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

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



Fig. 5 George Taylor and Andrew Skinner 1776

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

The town is laid out predominately to the south of the river. This layout was primarily developed throughout the 19th Century with the Georgian gridded layout providing the foundation for what is still the current street pattern for the 19th and 20th century buildings.

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



Fig. 6 William Johnson 1802- 1840

3.3 Historic Development

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

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

Girvan remained a small village up until the end of the 18th Century, and start of the 19th Century, primarily based on its fishing, tanning, weaving and as a local market. The village at this time was based around the Flushes, between Old Street and High Street. The new superiors, the Dalrymples of Bargany, had plans to lay out a new town, on a broadly grid pattern, on the lands of Doune to the south of the old village. This substantial expansion of Girvan commenced in the last years of the 18th century.

The new town largely developed around the streets of what is now the conservation area, with Louisa Drive, Henrietta Street and Dalrymple Street the principal north-south streets; and Knockushan Street, Hamilton Street, Ailsa Street and Duncan Street running east-

west. Hamilton Street and Ailsa Street had eastward extensions at The Avenue and Ailsa Street East (formerly Plum Street) respectively.

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

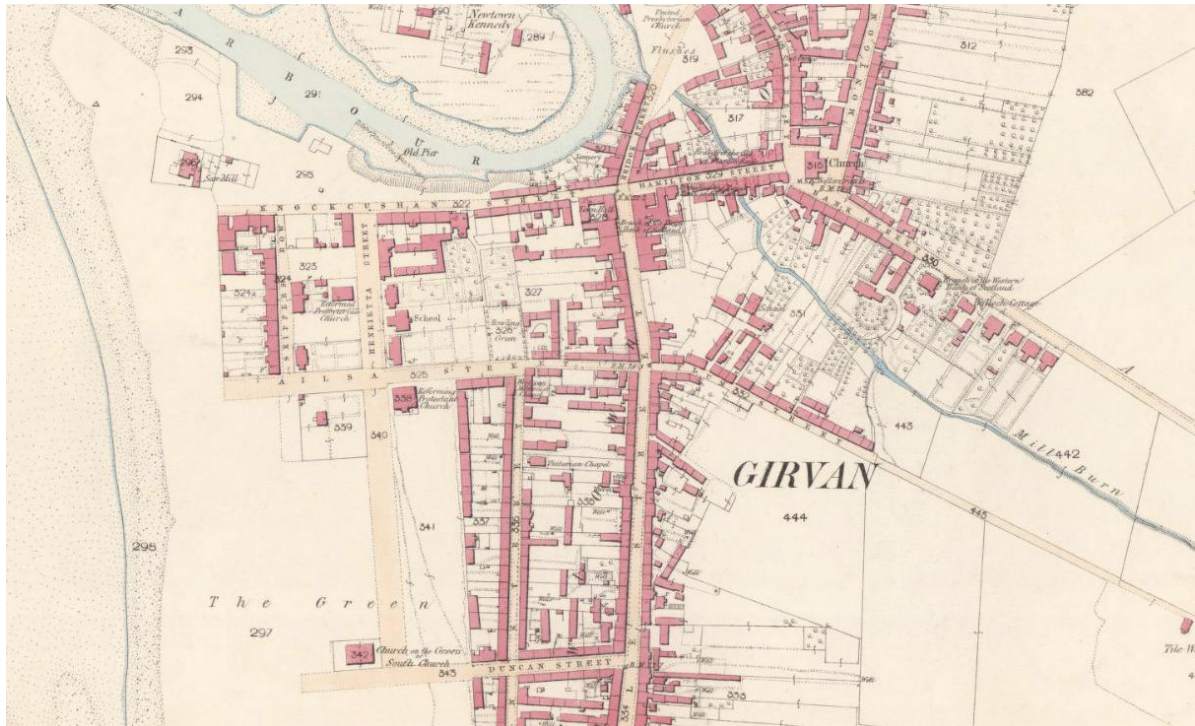


Fig. 7 Ordnance Survey 1856- 7

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

The coming of the railway to Girvan in 1860 marked the start of the town's new identity as a seaside resort. The original passenger terminus was situated adjacent to the goods station at Bridge Street but, as it was not possible to extend the line from the original station towards Stranraer, a second station was opened at the site of the current station in October 1877 by the Girvan and Portpatrick Junction Railway (G&PJR). Girvan was also connected to Glasgow by weekly steamer sailings.

The second half of the 19th century saw continued improvements to the town's community infrastructure with the formation of Stair Park, local merchant Thomas

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

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

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

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

There are no A listed buildings in Girvan.

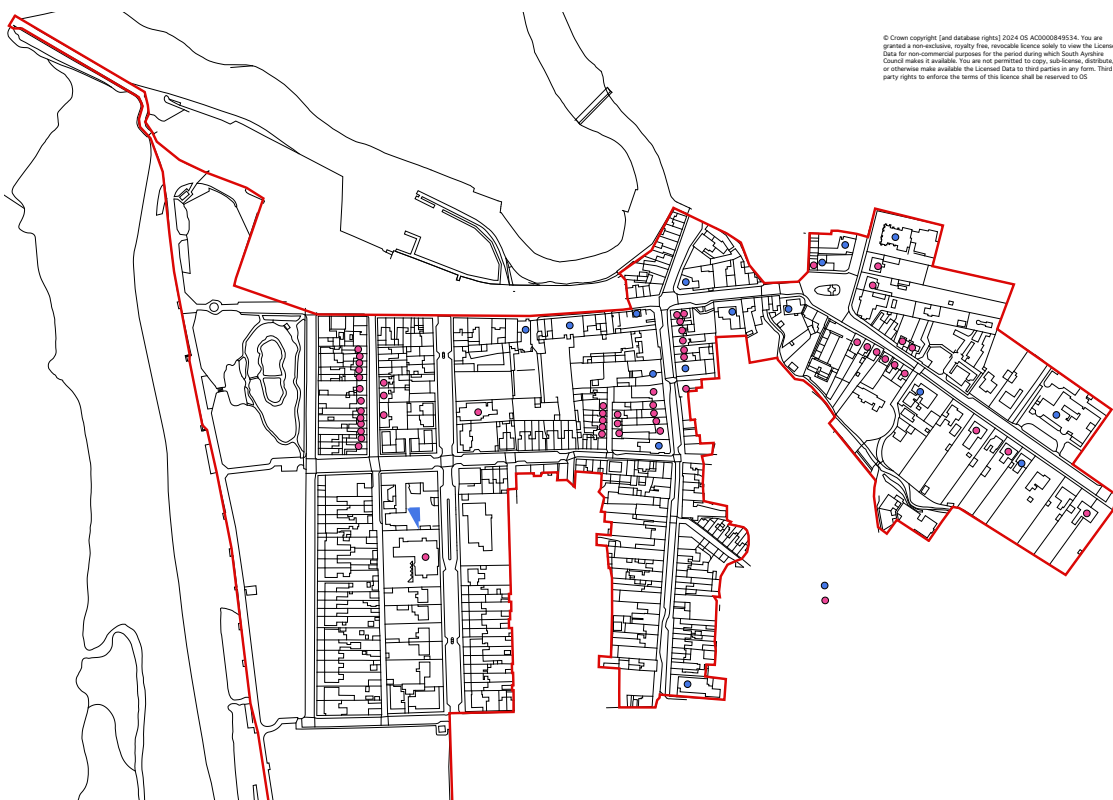


Fig. 8 Girvan listed buildings

3.4 Girvan Today

Girvan and the surrounding South Carrick area is now amongst the poorest parts of Scotland. The town has significant areas of deprivation, particularly in income and child poverty with some ranking among the poorest 10% in the country.

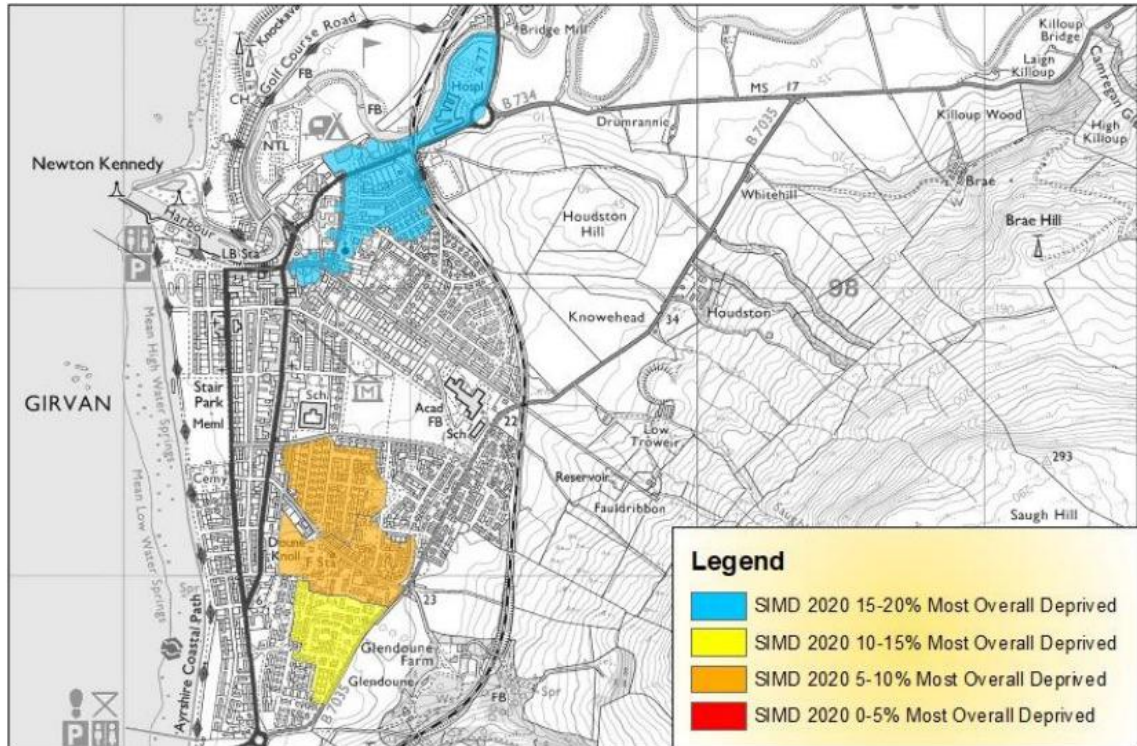


Fig. 9 Scottish MIMD 2020 mapping

Girvan's decline as a tourist destination and the reduction in traditional industries has left the town with shrinking economic activity. This lack of wealth impacts on the economic well being of the town as a whole and in particular the potential for a vibrant commercial town centre. The low level of economic activity leaves many of the commercial businesses in a marginal financial position which in turn leaves little scope for improvement to the town centre buildings.

The biggest areas of concern for the conservation area historic buildings lies in the lack of input from property owners to support the regular maintenance and improvement of the commercial zone structures.

The ambition of the Girvan Story project is therefore to develop the physical quality of the town centre and in turn encourage improvements to the economic well-being of the many businesses to the stage where the needed maintenance and repairs become an achievable and regular process.

4.0

STATEMENT OF SIGNIFICANCE



4.0 STATEMENT OF SIGNIFICANCE

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

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

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

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

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

4.1 Townscape and Street Pattern

The conservation area consists of three main character areas

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

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

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



fig. 10 Ordnance Survey map 1904

4.2 Architectural Features.

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

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

4.3 Open Space

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

4.4 Conservation Area Management Objectives

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

4.5 Priority Building and Core Area

The focus of the conservation area lies around the central portion of Dalrymple Street, the towns main high street and retail centre.

The development of Dalrymple Street was the first phase in the development of the new early 19th century phase of the town. As such it contains many of the finest Georgian buildings and a significant cluster of Listed Buildings. This is further reinforced by the presence of the key set piece buildings which have been identified as the priority projects in the Girvan Story Project.

- Stumpy Tower commands the main cross roads at the head of Dalrymple Street. This late 18th century landmark is a key structure in the town
- The McKechnie Institute, built in 1887-8 provides a counterpoint tower at the southern end of the main street.

Lying between these two landmark structures are the third priority building and two of the reserve buildings. 14- 18 Dalrymple Street, the former Royal Bank of Scotland, the former Post Office at 22 - 24 and the former Bank of Scotland at 17 Dalrymple Street.

The final reserve building the Town house lies on Knockcushan Street on the frontal shared with Stumpy Tower. These buildings are the highest quality buildings in Girvan and of great significance to the character and history of the town.



Fig. 11 Aerial Photo

● Priority buildings

● Reserves

5.0

STATUTORY GUIDANCE AND CONTROL



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

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

Thank you for completing this application form:

ONLINE REFERENCE

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

Type of Application

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

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

Description of Proposal

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

5.0 Statutory Guidance and Controls

5.1 Conservation Areas

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

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

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

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

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

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

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

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

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

“harm the character or appearance of the area. ”

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

5.2 Listed Buildings and Listed Building Consent

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

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

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

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

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

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

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

Refer to Appendix A for the locations of these buildings.

5.3 Article 4 Directions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5.4 Tree Preservation Orders

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

There are currently no Tree Preservation Orders applicable to Girvan

5.5 Planning Guidance

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

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

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

Planning Policy No.7 – Dormer Windows (1994)

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

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

Planning Policy No.14 – Velux Rooflights (1982)

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

Planning Policy No.24 – Shopfront Security (1994)

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

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

Design Guidelines for Advertisements and Commercial Signage (2014)

6.0 RISKS



6.0 Risks

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

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

6.1 Key Contributing factors

Within the Girvan Conservation Area there are key factors which contribute to the risks faced by the area. Many of these are common to all conservation areas however there are some unique factors at play in Girvan.

General risks lie with

- vacant properties lacking maintenance. There is a particular issue around vacant retail properties
- there is a lack of awareness around the conservation area and its value
- lack of signposting and information on historical setting

Girvan does however have specific risks which compound the issues surrounding deterioration of the area

- very poor property values undermining potential investment
- heavy traffic as a result of the trunk road route to Stranraer
- mixed specifications and maintenance as a result of trunk road authority responsibility
- effects of maritime atmosphere on building fabric

6.2 Buildings at Risk

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

- The Davidson Cottage Hospital , the Avenue, grade B listed from 1921

- Nos. 6- 8 High Street grade B listed early 19th century stables building
- Church Hall , Wilson Street an unlisted former Methodist Chapel from 1823



Fig. 12 Buildings at risk in Girvan

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

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

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

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



Fig. 13 Vulnerable buildings

6.3 Degradation through small scale alterations

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

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

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

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

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



Fig. 14 small scale interventions

6.4 Degradation through lack of maintenance

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

Typical elements of the building which are visually degrading are

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



Fig. 15 poor maintenance

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

6.5 Typical areas of concern

Key risks to the heritage were identified as:

- Loss of traditional features – particularly original windows and doors

- Deteriorating shop frontages

- Deteriorating stonework to facades

- Vacant shop units.

- Inappropriate commercial signage.

- Modern inappropriate shopfronts

- Low quality pavements in a poor state of repair.

- Lack of public / green spaces & outdoor seating.

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

7.0

MANAGEMENT STRATEGY



7.0 Management Strategy

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

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

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

The approach suggested involves engaging at three levels

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

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

7.1 Conservation strategy

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

STRATEGY 1 - PRIORITY BUILDINGS

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

STRATEGY 2 - STATUTORY CONTROLS

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

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

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

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

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

STRATEGY 3 - SMALL GRANTS SCHEME

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

STRATEGY 4 - OWNER ENGAGEMENT

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

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

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

STRATEGY 5 - CONSTRUCTION STANDARDS

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

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

STRATEGY 6 - PUBLIC REALM

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

STRATEGY 7 - PUBLIC LIGHTING

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

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

STRATEGY 8 - INFILL DEVELOPMENT

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

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

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

8.0 MANAGEMENT PLAN



8.0 Maintenance Plan

8.1 Management principles in Conservation

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

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

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

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

8.2 Approach

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

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

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

Opportunities to protect and enhance the heritage suggested are :

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

8.3 Conservation, Maintenance and development strategy

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

Heading 1 Priority buildings

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

Building currently identified as priority buildings are

Stumpy Tower
McKechnie Institute
14- 18 Dalrymple Street

with potential reserve buildings of

Former Post Office 22 - 24 Dalrymple Street
Former Bank 17 Dalrymple Street
Townhouse, formerly Knockcushan House, 25 Knockcushan Street

Heading 2 Small grants / shopfronts

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

Heading 3 Repair and Maintenance

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

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

8.4 Specific issues identified affecting condition of buildings

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

ROOF LEVEL PROBLEMS

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

LONG TERM NEGLECT AND DECAY

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

INAPPROPRIATE FABRIC REPAIRS AND MATERIALS

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

VACANCY OR MULTIPLE OCCUPANCY

Without occupants a building can quickly develop problems and no general maintenance is carried out, placing some Buildings at Risk. Co-ordinating multiple tenants and owners can make full repair difficult to achieve. Boarded up buildings attract further vandalism and theft of materials.

UNSYMPATHETIC TO CONSERVATION AREA

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

DEVELOPMENT WITHOUT PLANNING CONSENT

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

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

COMMERCIAL INFLUENCE TO IMPROVEMENT OF THE CONSERVATION AREA

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

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

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

8.5 Action

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

Heading	Action	lead party	
Timescale	Ongoing throughout period		
1 STATUTORY			
1.1	Local information exchange on Conservation Standards and statutory requirements.	SAC	
1.2	Development management review application against aims of Conservation Area management	SAC development management	
Timescale	Year 1 - Initial grant start up period		
2 GRANTS			
2.1	Inaugurate small grant scheme	grant officer	
2.2	Promote Grant scheme through <ul style="list-style-type: none"> - social media - local events - community group meetings - business groups - individual targeting 	grant officer, Girvan Story small grants steering group	
2.3	Exemplars/ Pilot Projects Identify key properties in core area which would benefit from intervention and seek to engage with owners to bring project forward. Promote exemplars as best practice	grant officer, Girvan Story small grants steering group	
2.4	Quick wins Identify properties where improvement works required are limited but impact would be significant. Engage with owners to seek early implementation of upgrade scheme.	grant officer, Girvan Story small grants steering group	
Timescale	Annual		
3 MANAGED REPAIRS			

3.1	<p>Work with local business groups to establish combined approach to maintenance. This is particularly applicable to high level repairs- chimneys and gutters</p> <p>1st visit to carry out gutter repairs and replacements- high level work.</p> <p>Ongoing visits to carry out annual gutter cleaning</p>	Local business group	
Timescale	Year 1		
4 GUIDANCE			
4.1	<p>Raise awareness of need for maintenance through local events/ talks</p> <p>Emphasise financial benefits of well maintained buildings</p>	grant officer	
4.2	<p>Experts Roadshow</p> <p>Organise advice days when free advice on repairs and maintenance is given to local residents.</p> <p>Possible attendance by acceptable suppliers</p>	SAC architects builders window suppliers?	
4.3	<p>Guidance information</p> <p>Publish and deliver guidance notes to building owners</p> <p>Simpler version of HES Inform guide for example</p>	SAC conservation specialists	
4.4	<p>Advice web page</p> <p>Provide web page giving simple guidance to building owners as to best practice approach to building maintenance.</p>	SAC	
Timescale	Year 1		
5 SKILLS			
5.1	<p>Skills training workshops on key building tasks</p> <ul style="list-style-type: none"> - joinery - stonework - roofing - sign writing - tiles 		

9.0 Bibliography

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- Planning Advice note 71 - Conservation Area Management , Scottish Executive
- Girvan Conservation Area Appraisal, South Ayrshire Council

10.0 Appendices

- A Listed Building Map
- B Girvan Shopfronts
- C Girvan Windows
- D Gazetteer

ARPL Architects
11 Wellington Square
Ayr
KA7 1EN
tel 01292 289777

email: gflaming@arpl.co.uk

Project Team

Gordon Fleming, B.Arch., Dip.Arch., RIAI, RIAS, RIBA, ARB

Rebecca Cadie, Dip.Arch., RIAS, RIBA, ARB, Advanced Conservation Accreditation

Kirsten Haase, Dipl.-ing Arch, ARB

Stewart Glendinning, ONC, HNC, B.Arch., Dip.Arch., RIAS, RIBA, ARB