

10 March 2026

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

**All other Members for INFORMATION ONLY**

Dear Councillor

**CABINET**

You are requested to participate in a meeting of the Cabinet to be held **on Tuesday, 17 March 2026 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 17 February 2026 (copy herewith).
3. Decision Log -
  - (a) Overdue Actions; (copy herewith)
  - (b) Actions Listed with Revised Dates – for approval (copy herewith); and
  - (c) Recently Completed Actions (copy herewith).
4. Health and Social Care
  - (a) Social Care Charging Proposals 2026-27 - Submit report by the Director of Health and Social Care Partnership (copy herewith).

5. Finance and Corporate Services

- (a) Budget Management – Revenue Budgetary Control 2025/26 – Position at 31 January 2025  
- Submit report by the Chief Financial Officer (copy herewith).

6. Council Leader, Economy and Strategy

- (a) Trauma Roadmap – Submit Report by the Chief Executive (copy herewith).

7. Health and Social Care/Finance and Corporate Services

- (a) **Social Care Case Management System Update – Submit report by the Director of Health and Social Care (Members Only)**

8. Consideration of Disclosure of Above Confidential Report.

For more information on any of the items on this agenda, please telephone  
Arlene Steven, Committee Services on at 01292 616685, at Wellington Square, Ayr or  
e-mail: [committee.services@south-ayrshire.gov.uk](mailto:committee.services@south-ayrshire.gov.uk)  
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**CABINET**

Minutes of a hybrid webcast meeting on 17 February 2026 at 10.00 a.m.

**Present**

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

Attending Councillor Chris Cullen

Remotely:

**Attending**

in County

Hall: S. Penman, Chief Executive; K. Braidwood, Depute Chief Executive and Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; M. Inglis, Director of Health and Social Care Partnership; C. Caves, Chief Governance Officer; K. Dalrymple, Assistant Director – Housing and Operations; C Cox, Assistant Director – Planning and Development; K. Anderson, Assistant Director - Corporate Policy, Strategy and Performance; S. McCardie, Service Lead, Performance, Community Planning and Sustainability; G Cockburn, Service Lead – Education Support Services; T. Burns, Service Lead, Asset Management and Community Asset Transfer; C. McMenamain, Service Lead, Legal and Licensing; L. McChristie, Coordinator – Licensing; C. Love, Team Leader – Community Asset Transfer; G. Ferguson, Quality Improvement Manager – Education; J. Chapman, Committee Services Officer and R. Anderson, Committee Services Assistant.

**Also**

present  
in County

Hall: D. Gemmell, H. McGuire, S Bell, G Laird, K. Nelson and D. Griffin.

**Also**

Attending

Remotely: C. McGhee, Chief Internal Auditor.

**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.**

There were no declarations of interest by Members of the Cabinet in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

## 2. **Minutes of previous meeting.**

As Councillors Grant and Hunter were not in attendance at this meeting, they were not eligible to vote on these minutes.

The minutes of 20 January 2026 ([issued](#)) were submitted and approved.

## 3. **Decision Log.**

Following a comment from a Member in relation to overdue actions having no due dates, the Chief Executive advised that he will liaise with the appropriate Officers, The Cabinet

### **Decided:**

- (1) to approve the overdue actions; and
- (2) to approve the actions listed with revised due dates.

## **Education and Lifelong Learning.**

### 4. **Capacities for Special Schools and Bases**

There was submitted a report ([issued](#)) of 20 January 2026 by the Director of Education seeking approval for the revised increase capacity of special schools and bases across South Ayrshire.

The Cabinet

**Decided:** to agree the revised increased capacities for special schools and bases as outlined at 2.1 of the report.

### 5. **Retention of Places in Mainstream Schools**

There was submitted a report ([issued](#)) of 20 January 2026 by the Director of Education seeking approval of proposed amendments to the number retained places in certain mainstream schools.

Following discussion, the Cabinet

### **Decided:**

- (1) to consider and approve the proposals to increase the number of retained places at Forehill Primary School, from 2 to 3 per class, and at Grammar Primary School, from 1 to 2 per class;
- (2) to consider and approve the number of retained places per stage at S1 to S4 in South Ayrshire Council secondary schools, as set out in Appendix 1 to the report; and
- (3) to delegate authority to the Director of Education to immediately notify schools affected by these proposals.

Councillor Clark joined the meeting during the proceeding item.

**6. Inspection of Southcraig School: Education Scotland Report**

There was submitted a report ([issued](#)) 21 January 2026 by the Director of Education advising of the outcome of the Education Scotland Inspection of Southcraig School.

Following discussion, the Cabinet, having considered the contents of the National report by Education Scotland as contained in Appendix 1 to the report,

**Decided:** to agree that the main points for action would be addressed by the Headteacher and Quality Improvement Manager.

**Housing and Property Services.**

**7. Ash Dieback – Update Report**

There was submitted a report ([issued](#)) of 21 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an annual report relating to the implementation of the Ash Dieback Plan; and seeking approval for year 4 funding of the Council's Ash Dieback Plan.

Following discussion, the Cabinet

**Decided:**

- (1) to approve the carry forward of £10,071 Ash Dieback allocated funds in the Neighbourhood Services budget to financial year 2026/27 for year 4 of the programme;
- (2) to approve funding of £140,000 from Housing Development and Operations projected underspend for financial year 2025/26 to enable Neighbourhood Services to undertake a fourth year managing trees that posed a significant risk, which included reinspection of all Ash trees; and
- (3) to approve funding of £70,000 from Housing Development and Operations projected underspend for financial year 2025/26 to enable Ayrshire Roads Alliance to undertake a third year of managing trees that posed a risk to South Ayrshire Council roads, which included re-inspection of all adopted 'A' and 'B' class roads within the boundary of South Ayrshire.

**8. Prestwick Sailing Club Community Asset Transfer under Part 5 of the Community Empowerment (Scotland) Act 2015.**

There was submitted a report ([issued](#)) of 22 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development presenting the proposal for the Community Asset Transfer of ownership of the land at Prestwick Sailing Club, 31 Grangemuir Road, Prestwick to Prestwick Sailing Club SCIO, under Part 5 of the Community Empowerment (Scotland) Act 2015; for a price less than best consideration.

Following discussion, the Cabinet

**Decided:**

- (1) to consider and agree the Council's responses to the representations received following publication of the Notice of Asset Transfer Request; to approve publication of the responses on the Council website and notification of those who responded to the consultation. A copy of the Notice of Asset Transfer Request could be viewed at [Prestwick Sailing Club SC050995 - South Ayrshire Council](#) and the Report on Representations to Public Notice was available to view as Appendix 9 to the report;
- (2) to refuse the proposal to transfer ownership of the land at Prestwick Sailing Club, as shown in Appendix 1, under Part 5 of the Community Empowerment (Scotland) Act 2015 (the Act) to Prestwick Sailing Club (PSC) SCIO for the discounted sum of £10,000 (ten thousand pounds) Sterling, having regard to the recommendations made by the Community Asset Transfer Assessment Group (Appendix 2) for the following reasons:
  - (a) Best Value

The proposal does not satisfy the requirements of the Local Government in Scotland Act 2003 section 1, the Local Government (Scotland) Act 1973 section 74(2) and the Disposal of Land by Local Authorities (Scotland) Regulations 2010, in that the proposal does not represent best value to the Council or to the Prestwick Common Good, the proposed consideration is less than the best that can reasonably be obtained, the disposal for that consideration is not reasonable and the contribution to the promotion or improvement of economic development or regeneration, public health, social wellbeing or environmental well-being is not sufficient to justify the discount;
  - (b) Deliverability

No clear plan has been submitted for the funding and delivery of the project to redevelop the clubhouse and facilities;
  - (c) Common Good:

The proposal does not satisfy the requirements of the Local Government etc. (Scotland) Act 1994 section 15(4)(a) in that the land asset is classified as inalienable Common Good, the proposal will mainly be of benefit to the members of the Prestwick Sailing Club as opposed to the wider inhabitants of the former Burgh of Prestwick and will result in the permanent loss of the land asset from the Prestwick Common Good along with the annual income derived from the rental, with no land or income being provided in substitution; and
- (3) to note that, under the provisions of the Act, if their request was refused, PSC could apply to the Council for an internal review of the decision to be undertaken. Following that review, if the decision to refuse the proposal was upheld or conditions were attached to its approval which PSC considered unacceptable, PSC could then Appeal to the Scottish Ministers.

## **Planning and Regulatory Services**

### **9. Civic Government (Scotland) Act 1982 – Taxi and Private Hire Policy Review**

There was submitted a report ([issued](#)) of 21 January 2026 by the Chief Governance Officer seeking approval to carry out a consultation with taxi and private hire trade on the Council's Policy, Guidelines and Code of Conduct applicable to the Licensing, Operation and Testing of Taxis and Private Hire Cars ('the Policy).

Following discussion, the Cabinet

#### **Decided:**

- (1) to note the terms of this report;
- (2) to request the Chief Governance Officer to carry out a consultation with the taxi and private hire trade on the Policy in order to establish views on the following:
  - (a) the additional areas being considered for introduction into the Policy, which were:
    - medicals for drivers;
    - criminal record checks for non-UK national applicants and applicants that had spent a significant time abroad;
    - CCTV for vehicles;
    - extended time limits for retiral of electric and hybrid vehicles as taxi and private hire vehicles in South Ayrshire;
  - (b) the current Policy and whether there were any further areas the trade would like the Council to consider reviewing;
- (3) to request the Chief Governance Officer to:
  - (i) seek the views of the Co-ordinator – Licensing and the Civic Licensing Standards Officer and Co-ordinator – Fleet regarding 2.1.2 (a) and any feedback received from the trade in terms of 2.1.2 (a) and (b) above;
  - (ii) seek the view of the Co-ordinator – Sustainability, Climate Change and Nature regarding extended time limits for retiral of electric and hybrid taxi and private hire vehicles; and
  - (iii) request the Co-ordinator – Licensing to carry out a Policy wording review ensuring it was clear and concise.

## **Finance and Corporate Services**

### **10. General Services Capital Programme 2025/26: Monitoring Report as at 30 September 2025**

There was submitted a report ([issued](#)) of 30 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the actual capital expenditure and income, together with progress made on the General Services Capital Programme projects as at 31 December 2025 (Period 9), and to agree the changes to budgets in 2025/26, 2026/27 and 2027/28.

Following discussion, the Cabinet

#### **Decided:**

- (1) to note the progress made on the delivery of the General Services Capital Programme to 31 December 2025, resulting in spend of £23.903m, or 44.07%, as detailed in Appendix 1 to the report;
- (2) to approve the adjustments contained in Appendix 2 to the report; and
- (3) to approve the revised budget for 2025/26 at £37.173m, 2026/27 at £96.738m and 2027/28 at £81.688m, as highlighted in Appendix 2 to the report.

## **Council Leader, Economy and Strategy**

### **11. Good Food Nation**

There was submitted a report ([issued](#)) of 21 January 2026 by the Chief Executive advising of this Council's requirements in relation to the Good Food Nation Act; and seeking approval to progress work towards meeting these requirements on a pan Ayrshire basis.

Following discussion, the Cabinet

#### **Decided:**

- (1) to note the requirements of the Good Food Nation (Scotland) Act to create a local Good Food Nation Plan; and
- (2) to authorise officers to work with the other relevant authorities in the Ayrshire region towards meeting the Council's requirements and in doing so contributing to wider joined up regional and local strategic outcomes and actions.

## **12. Refreshed Community Engagement Strategy**

There was submitted a report ([issued](#)) of 19 January 2026 by the Chief Executive seeking approval of the refreshed Community Engagement Strategy.

Following discussion, the Cabinet

### **Decided:**

- (1) to approve the refreshed Community Engagement Strategy (Appendix 1 to the report); and
- (2) to note the Consultation Checklist (Appendix 2 to the report) which had been developed to support services throughout the consultation process.

## **Finance and Corporate Services/Housing and Property Services**

### **13. Housing Capital Programme 2025/26: Monitoring Report as at 31 December 2025**

There was submitted a report ([issued](#)) of 29 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the actual capital expenditure and income, together with progress made on the Housing Capital Programme projects as at 31 December 2025 (Period 9), and seeking approval of the changes to budgets in 2025/26 and 2026/27.

The Cabinet

### **Decided:**

- (1) to note the progress made on the delivery of the Housing Capital Programme to 31 December 2025, resulting in spend of £18.541m, or 42.97%, as detailed in Appendix 1 to the report;
- (2) to approve the adjustments contained in Appendix 2 to the report; and
- (3) to approve the revised budget for 2025/26 at £25.051m and 2026/27 at £65.322m, as highlighted in Appendix 2 to the report.

### **14. Exclusion of press and public.**

The Cabinet resolved, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining item of business on the grounds that it involved the likely disclosure of exempt information in terms of paragraph 9 of Part 1 of Schedule 7A of the Act.

## **Housing and Property Services**

### **15. Proposed Purchase of Nursery Site at Auchincruive, Ayr**

There was submitted a report (Members only) of 21 January 2026 by the Depute Chief Executive and Director of Housing, Operations and Development seeking approval for the purchase of Site A at Auchincruive, Ayr.

The Cabinet

#### **Decided:**

- (1) to grant authority to purchase site A as shown in Appendix 1 attached to the Addendum (Confidential) and the other assets described in the Addendum in accordance with the terms contained within the Addendum (confidential) to this report; and
- (2) to grant authority to the Chief Governance Officer to conclude this purchase on these and any other reasonable terms and conditions that were considered appropriate.

### **15. Consideration of Disclosure of the above confidential report.**

**Decided:** to exempt the confidential report pursuant to standing order 10 paragraph 9 to allow the conclusion of the agreements to purchase Site A when the report can be released subject to redaction for GDPR.

The meeting ended at 11:40 a.m.

# Agenda Item 3(a)

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
LP	01/03/2022	Waste Strategy 2021 – 2031 Progress Report	["HOD"]	Dalrymple, Kenneth	Waste strategy refresh and 5 year update	No	01/03/2026				
CAB	14/06/2022	Services to Gypsy Travellers - Site to Support and Accommodate Gypsy/ Traveller Encampments	["HOD"]	Burns, Tom; Dalrymple, Kenneth	<p>report back an update to Cabinet (originally in September 2022 - different to rec in report)</p> <p>A officers/member working met on the 9th December 2024 and 2nd April 2025. There is a seminar held at the start of May 2025 with the Scottish Government regarding funding. The members/officers group will meet following the this seminar to discuss a way forward. Awaiting feedback from Housing. I have amended the revised date till the end of March 2026 in consultation of the PFH</p>	No	31/10/2025	31/03/2026	<p>04 Mar 2024 - Options to be discussed with the MOWG with a report to Cabinet in September 2024</p> <p>23-Oct-23: item deferred to February 2024 Cabinet - PFHs notified</p> <p>18/04/2022- MOWG will be set up to provide updates.- Mike Newall</p> <p>Asset Management will engage with a Land Agent to enter into discussions with the Landowner who has intimated that land may be available to develop a transit site for Gypsy/Travellers. It has been agreed with the Leader of the Council that an update paper will be deferred until the end of March 2023 to allow Officers the opportunity to engage with the landowner and prepare potential alternative proposals. Cabinet on 29/11/22 agreed revised due date of 31/3/23 (previously 29/11/22)</p> <p>At the Cabinet meeting on 31 October 2023 it was agreed that the current due date of 30/09/2023 be amended to 14/02/2024.</p> <p>At the Cabinet meeting on the 12 March 2024, it was agreed that the current due date of 14/02/2024 be amended to 26/09/2024.</p> <p>16/09/24 Kevin Braidwood appointed as Chair of the MOWG. Report has been deferred to allow the Group to meet</p> <p>At the Cabinet meeting on the 26th November 2024, it was agreed that the current due date of 31/11/2024 be amended to 10/03/2025.</p> <p>PFH agreed to the new date</p> <p>At the Cabinet meeting on the 29th March 2025, it was agreed that the current due date of 05/05/2025 be amended to 30/05/2025.</p>	31/03/2026	Kilbride, Martin; Hunter, Hugh
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 &amp; 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	12/12/2024	Asset Management Plan (Land and Buildings) 2024	["HOD"]	Burns, Tom	Annual update to Council on review of Asset Management Plan. Director of HOD has advised that the AMP will go in February 2026 in order to align with the budget setting process.	No	02/03/2026		At the Cabinet meeting on the 17th February 2026, it was agreed that the current due date of 31/12/2025 be amended to 02/03/2026.		Kilbride, Martin
SAC	12/12/2024	Solar Farms Feasibility Study	["HOD"]	Burns, Tom	Progress report to Council. This was deferred to provide further details regarding the cost analysis.	No	02/03/2026		At the Cabinet meeting on the 17th February 2026, it was agreed that the current due date of 31/12/2025 be amended to 02/03/2026.		Cullen, Chris
CAB	21/01/2025	Lease Renewal at Maidens Bowling Club, Maidens	["HOD"]	Burns, Tom	Lease concluded by Legal Services	No	28/02/2026		Draft offer and lease issued to the Club's solicitors. Now dealing with request re copy titles. Update 7.4.25 - lease still with purchaser's solicitors for comment. Update 4.7.25 - missives concluded. Lease and licence for works agreement have been signed. Documents will be sent for registration once tenant's solicitor has confirmed position re LBTT.		Kilbride, Martin
CAB	21/01/2025	Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire : Procurement Phase Progress	["HOD"]	Corrie, Jane	Prepare and submit Regulatory Panel report	No	05/02/2026		Proposed new date: February 2026 Reason: Delays during the procurement phase have pushed this milestone back.  At the Cabinet meeting on the 26th August 2025, it was agreed that the current due date of 30/06/2025 be amended to 05/02/2026.		Cullen, Chris
CAB	21/01/2025	Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire : Procurement Phase Progress	["HOD"]	Corrie, Jane	Prepare and submit Cabinet report	No	20/01/2026		Proposed new date: January 2026 Reason: Similarly, the procurement delays have had a knock-on effect on this reporting timeline. At the Cabinet meeting on the 26th August 2025, it was agreed that the current due date of 31/07/2025 be amended to 20/01/2026.		Cullen, Chris

CAB	21/01/2025	Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire : Procurement Phase Progress	["HOD"]	Corrie, Jane	Implement new parking restrictions	No	31/01/2026		Given the number of interdependencies and ongoing design development, this action will now be integrated into a phased approach post-design completion. Removing it from the tracker will help avoid duplication and better reflect the delivery timeline.  20/10/25 - an update will be brought to cabinet after the contract award in Feb 26 to advise who has been appointed		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		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.  20/10/25 - 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.		Clark, Alec;Cullen, Chris
CAB	21/01/2025	Motorhome Parking Scheme 2025	["HOD"]	Corrie, Jane	Supporting On Street TROs – 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	Non-Housing Revenue Account Residential Properties	["HOD"]	Braidwood, Kevin	Undertake SHQS survey and valuations and report back to Cabinet.  Valuation work and condition survey work concluded. An options appraisal is required to be carried out for each individual property which will require discussions with Housing and Assets team in terms of common good implications.A report will be brought forward in January 2026	No	31/12/2025		At the Cabinet meeting on the 26th August 2025, it was agreed that the current due date of 30/06/2025 be amended to 28/10/2025.		Kilbride, Martin
CAB	18/02/2025	Golf South Ayrshire – Strategy Update	["CT"]	Mutch, Alistair	Provide the SPPP with a report on the implementation of the Strategy at the end of year 4	No	28/02/2026				
CAB	18/03/2025	Ayr Parking Consultation and General Parking Review	["HOD"]	Corrie, Jane	report back to Council in six months time - different to rec in report	No	28/11/2025		At the Cabinet meeting on the 23rd September 2025, it was agreed that the current due date of 30/09/2025 be amended to 28/11/2025.  Paper will now be submitted to full Council in December  Deferred again - new paper to be prepared and submitted in a few months		Cullen, Chris
CAB	18/03/2025	Prestwick Parking Consultation	["HOD"]	Corrie, Jane	Complete statutory consultation process	No	31/12/2025		Stat consultation has started and Cllr Clark has granted extension to end May 26.		Cullen, Chris
CAB	29/04/2025	Accessible Ayr Active Travel	["HOD"]	Corrie, Jane	Implement the recommendations within this report and continue with relevant data gathering and engagement exercises to allow the finalisation of the Stage 4 detailed designs	No	30/11/2025		Await further instructions from administration		Cullen, Chris

CAB	29/04/2025	Accessible Ayr Active Travel	["HOD"]	Corrie, Jane	Report to the Cabinet with an update on completion of the design work and advising on the steps to complete the project	No	31/01/2026				Cullen, Chris
SAC	14/05/2025	Common Good Funds: Finance, Governance and Property Review	["HOD"]	Burns, Tom	Report back to Council with a detailed proposals regarding charging for Common Good car paks. ARA have advised that this review should include all CG car parks as to be charged at the prevailing off street parking rate in that are on the forthcoming review work t On the basis that CG car parks ARA have advised that these should be treated the same as all off street parking and have charges which are equal, but with income less operating costs going to the relevant CG Fund. ARA have advised that there will be a) general consultation on parking proposals b) possibly the requirement for CG consultation for change of use (Alistair to consider) however it may be possible to arrange this is a concurrent activity. They have requested that the report is reported to Council on the 19th February 2026. Awaiting update from ARA. Have discussed the revised date with PFH Cllr Kilbride	No	19/02/2026	30/04/2026		30/04/2026	Kilbride, Martin
CAB	23/09/2025	Disabled Parking Bay Audit	["HOD"]	McDonnell, Barrie	Engage private owners	No	01/02/2026		Permission granted by Cllr Clark to extend to 31 May 2026		Kilbride, Martin
SAC	11/12/2025	Asset Management Plan Update	["HOD"]	Burns, Tom	Revised Asset Management Plan (Land and Buildings) to be submitted to Council	No	28/02/2026				Kilbride, Martin
SAC	11/12/2025	Community Councils – Scheme for Establishment of Community Councils	["HOD"]	Hunter, George	Final Report Council	No	19/02/2026				Connolly, Brian
CAB	17/02/2026	Civic Government (Scotland) Act 1982 – Taxi and Private Hire Policy Review	["CEO"]	McMenamin, Christine	Consultation commenced	No	26/02/2026				Shields, Bob

SAC	19/02/2026	2026/27 Budget - Fees and Charges Uplift Proposals	["CEO"]	Baulk, Tim	Incorporate the anticipated additional income in to the 2026-27 budget setting considerations	No	05/03/2026				Davis, Ian
SAC	19/02/2026	General Services Capital Investment Programme 2026/27 to 2037/38	["HOD"]	tom.simpson	Process adjustments to the General Services Capital Programme	No	05/03/2026				Davis, Ian
SAC	19/02/2026	2026-27 Budget Update and Medium-Term Financial Plan	["CEO"]	Baulk, Tim	Incorporate information contained in this report as part of the Council 2026-27 budget setting meeting	No	05/03/2026				Davis, Ian
SAC	05/03/2026	General Services Revenue Budget 2026/27 and Common Good Fund Budget 2026/27	["CEO"]	Baulk, Tim	Budget papers published on The Core	No	06/03/2026				Connolly, Brian; Davis, Ian

# Agenda Item 3b

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	28/05/2025	Policy – Generative Artificial Intelligence	["CT"]	McCall, Stewart	Review Generative Artificial Intelligence Policy	No	31/03/2026	26/05/2026	Extension to 26 May requested to allow the Digital Office to complete their national policy and guidance on AI which in turn will allow inclusion/referencing it in our revised document.	02/03/2026	Davis, Ian
CAB	28/05/2025	Coastal Communities Fund 2025/2026	["CT"]	Hunter, George	update to be provided to SPPP, at a later date to include outcome monitoring on the benefits of the proposals for projects and initiatives - addit. to rec in report	No	30/06/2026	30/06/2026	Projects will be finished 31st March this allows time for the evaluations and financial information to be collated.		Cullen, Chris
SAC	14/05/2025	Common Good Funds: Finance, Governance and Property Review	["HOD"]	Burns, Tom	Report back to Council with a detailed proposals regarding charging for Common Good car paks. ARA have advised that this review should include all CG car parks as to be charged at the prevailing off street parking rate in that are on the forthcoming review work t On the basis that CG car parks ARA have advised that these should be treated the same as all off street parking and have charges which are equal, but with income less operating costs going to the relevant CG Fund. ARA have advised that there will be a) general consultation on parking proposals b) possibly the requirement for CG consultation for change of use (Alistair to consider) however it may be possible to arrange this is a concurrent activity. They have requested that the report is reported to Council on the 19th February 2026. Awaiting update from ARA. Have discussed the revised date with PFH Cllr Kilbride	No	19/02/2026	30/04/2026		30/04/2026	Kilbride, Martin

CAB	14/06/2022	Services to Gypsy Travellers Site to Support and Accommodate Gypsy/ Traveller Encampments	["HOD"]	Burns, Tom;Dalrymple, Kenneth	<p>report back an update to Cabinet (originally in September 2022 - different to rec in report)</p> <p>A officers/member working met on the 9th December 2024 and 2nd April 2025. There is a seminar held at the start of May 2025 with the Scottish Government regarding funding. The members/officers group will meet following the this seminar to discuss a way forward. Awaiting feedback from Housing. I have amended the revised date till the end of March 2026 in consultation of the PFH</p>	No	31/10/2025	31/03/2026	<p>04 Mar 2024 - Options to be discussed with the MOWG with a report to Cabinet in September 2024</p> <p>23-Oct-23: item deferred to February 2024 Cabinet - PFHs notified</p> <p>18/04/2022- MOWG will be set up to provide updates.- Mike Newall</p> <p>Asset Management will engage with a Land Agent to enter into discussions with the Landowner who has intimated that land may be available to develop a transit site for Gypsy/Travellers. It has been agreed with the Leader of the Council that an update paper will be deferred until the end of March 2023 to allow Officers the opportunity to engage with the landowner and prepare potential alternative proposals. Cabinet on 29/11/22 agreed revised due date of 31/3/23 (previously 29/11/22)</p> <p>At the Cabinet meeting on 31 October 2023 it was agreed that the current due date of 30/09/2023 be amended to 14/02/2024.</p> <p>At the Cabinet meeting on the 12 March 2024, it was agreed that the current due date of 14/02/2024 be</p>	31/03/2026	Kilbride, Martin;Hunter, Hugh
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## Agenda Item 3(c)

Mtg	Mtg Date	Title of Report	Directorate	Managed by	Implementation	Complete	Current Due Date	Notes (any date changes agreed with relevant PFH(s))	Date Revision agreed with PFH	Portfolio Holder
CAB	17/02/2026	Retention of Places in Mainstream Schools	["ED"]	Mulholland, Scott	Notify schools affected by these proposals.	Yes	28/02/2026			Grant, William
CAB	17/02/2026	General Services Capital Programme 2025/26: Monitoring Report as at 31 December 2025	["CT"]	Bradley, Pauline	Process adjustments to the General Services Capital Programme	Yes	03/03/2026			Davis, Ian
CAB	17/02/2026	Housing Capital Programme 2025/26: Monitoring Report as at 31 December 2025	["CT"]	Bradley, Pauline	Process adjustments to the Housing Capital Programme	Yes	03/03/2026			Davis, Ian; Kilbride, Martin
CAB	20/01/2026	Budget Management – Revenue Budgetary Control 2025/26 – Position at 30 November 2025	["CEO"]	Baulk, Tim	Action the budget transfers in the financial ledger as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.6	Yes	31/01/2026			Davis, Ian
CAB	25/11/2025	Inspection of Heathfield Primary School: Education Scotland Report	["ED"]	Mulholland, Scott	Meeting to be arranged with the Headteacher to agree a plan to address the action points contained in the report and monitor progress in conjunction with the planned programme of visits	Yes	30/11/2025			Grant, William
CAB	25/11/2025	Revised Devolved School Management Scheme	["ED"]	Mulholland, Scott	Publish the revised DSM and issue to all schools	Yes	31/03/2026			Grant, William

SAC	06/11/2025	2026-27 Budget Strategy and Budget Update	["CEO"]	Baulk, Tim	Proposals for 2026-27 Fees & Charges uplifts	Yes	19/02/2026	Council meeting of 11th December agreed to defer the Fees & Charges paper until 19th Feb 2026 Council meeting.	11/01/2026	Davis, Ian
SAC	06/11/2025	2026-27 Budget Strategy and Budget Update	["CEO"]	Baulk, Tim	Budget Strategy Stage 2 - Provide Medium Term Plan update to Council in February/March 2026	Yes	19/02/2026			Davis, Ian
CAB	28/10/2025	Shaping Our Future Council	["HOD"]	Reid, Louise	Update report 'Shaping Our Future Council' to Service, Partnerships and Performance Panel	Yes	10/03/2026	Report submitted to Secretariat		Connolly, Brian; Davis, Ian

## South Ayrshire Council

### Report by Director of South Ayrshire Health and Social Care Partnership to Cabinet of 17<sup>th</sup> March 2026

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**Subject: South Ayrshire Health and Social Care Partnership –  
Social Care Charges Proposals 2026-27**

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#### 1. Purpose

- 1.1 The purpose of this report is to present the proposed social care charges for the financial year 2026-27 for approval.

#### 2. Recommendation

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

- 2.1.1 Approve the increase in proposed social care charges for 2026-27.
- 2.1.2 Approve the implementation of previously approved charge for day care.

#### 3. Background

- 3.1 Since the introduction of Community Care and Health (Scotland) Act 2002, local authorities are able to charge for non-residential social care support with the exception of personal care. The Convention of Scottish Local Authorities (COSLA) produce annual guidance which defines a set of principles to underpin the development of local charging policies for social care support for people at home. It is managed by the COSLA Charging Guidance Working Group and any change to guidance requires approval by the political leadership of COSLA.
- 3.2 Charges are an important source of Council income and all income from social care service charges are reinvested through funding the Health and Social Care Partnership in order to maintain and develop services and in so doing are a means to help the Council deliver services within available resources.
- 3.3 South Ayrshire Council charges are set in line with statutory requirements and National Guidance and are subject to approval by elected members.

#### 4. Detail

- 4.1 The proposed rates have been shared and reviewed with South Ayrshire IJB's budget working, who have recommended the proposed rates for approval.
- 4.2 Meals at Home are commissioned from an external provider, the current cost of a hot meal is £8.33 delivered to the service user's home. The current charge is £5.64 per meal; therefore the meal is subsidised by £2.69 (32%) per meal. It is proposed that the subsidy is removed, and service users can purchase the meal directly from the external provider.
- 4.3 Day care services are provided to older people and adults and delivered by inhouse Council Services. Charging for day care was previously approved in 2019; however, this has never been implemented. Implementation was paused during the Covid pandemic due to social isolation restrictions, then paused due to Scottish Governments commitment to remove non-residential charging. The HSCP are now in a position where raising charges is necessary to continue to deliver services.
- 4.4 A benchmarking exercise was conducted as part of the budget process for 2025-26, this highlighted 24 out of 32 Local Authorities charge for day care, with charges ranging from £2.08 per day to £76 per day.
- 4.5 The cost of delivering Older People's Day care ranges from £74.13 to £80.06 per day dependent on location. Adult's day care ranges from £97.69 to £110.95 per day dependent on location. It is proposed to implement a flat rate day care charge of £15 per day, up to a maximum of £30 per week, equivalent to 2 days day care.
- 4.6 Day care services can also be provided to other Local Authorities, where the service user may reside in close proximity to the border or be in receipt of care within South Ayrshire funded by another local authority. In this instance Local Authorities will be charged the daily cost of delivering the service.
- 4.7 Community Alarms are charged as a flat rate per week and not means tested, the current charge is £5.10 per week. Community Alarms are now digital, following the transfer from analogue to digital over the last couple of years. The cost of providing a community alarm including the responder service is £11.76 per alarm per week. An increase of 5% is proposed for 2026-27 to increase the charge to £5.35 per week.
- 4.8 Community Care (Non-Personal Care) is provided to individuals to support them with preparing food, shopping, accessing the community and socialising. The charge for non-personal care is means tested and a financial contribution is based on [COSLA non-residential charging financial assessment guidance](#). The cost of purchasing this service from providers is £24.44 per hour. An increase of 5% is proposed for 2026-27 to increase the charge from £14.39 per hour to £15.15 per hour.
- 4.9 South Ayrshire Council Finance Team manage Corporate Appointees/Access to Funds for service users who lack capacity to act and make financial decisions for themselves. The service provided includes all aspects of financial management, payment of utilities, rent, council tax, insurance as well as day to day living expenses and budget management in conjunction with the Care Manager. A weekly charge for these services was implemented last year.

- 4.10 It is proposed to increase the Corporate Appointee charge by 5%. For community-based services this will be an increase from £8.00 to £8.40 per week and for care home-based residents an increase from £3.00 to £3.15 per week. No charge will be made for the first 8 weeks from commencement of Appointeeship. This will allow a sufficient period to identify and budget income and expenditure on behalf of the individual.
- 4.11 Maximum Weekly Charge is the maximum a service user can be charged to contribute to their social care services. This is currently £102 per week the proposal is to increase this by 3% to £105 per week. Currently one service user pays the maximum weekly charge.
- 4.12 The Council operates two residential care nursing homes, South Lodge in Ayr and Hillcrest in Girvan, it is proposed to increase the weekly charges for the care homes in line with the National Care Home Contract (NCHC) increase for residential care. The NCHC rate is still subject to approval.
- 4.13 The contribution a person makes to their care home fees is determined by a financial assessment following the [Scottish Government's Charging for Residential Accommodation Guidance rules](#).
- 4.14 Where respite in a care home is required for the persons care needs and not for carers respite there is a weekly charge that is not means tested and based on Department for Work and Pensions benefits for employment support allowance, disability premium less personal expenses allowance. The personal expenses allowance has still to be published by Scottish Government for 2026-27.
- 4.15 Where respite is provided to give a carer a break from their caring duties. The charge for respite is waived.
- 4.16 Appendix one provides a summary of the proposed increases for approval.

## **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 proposals in this report will provide £0.260m of additional funding to assist the HSCP in balancing the budget for 2026-27 and ensure sustainability of service delivery.

## **7. Human Resources Implications**

- 7.1 There are no human resource implications.

## **8. Risk**

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

- 8.1.1 There is a risk that service users may stop using services due to an inability to pay, this risk will be mitigated by ensuring service users benefits are maximised and they are in receipt of all benefits they are entitled to.

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

*Insert one of the following statements:*

- 8.2.1 Rejection of the recommendations will increase the financial burden to the Health and Social Care Partnership.

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

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report, which identifies potential negative impacts. 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 [IIA Social Care Charging Proposals 2026-27](#).

## 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.

The proposals are annual increases to charges and implementation of a previously approved day care charge. The proposals are in line with COSLA Non-Residential Charging Guidance.

## 12. **Link to Council Plan**

- 12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services and the report aligns with the IJB Strategic Priority "We are an ambitious and effective partnership".

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

- 13.1 Increasing of charges and implementation of day care charging will contribute to £0.260m of funding to Health and Social Care Partnerships budget, this contribution will help sustain delivery of social care provision in day care, community alarms, non-personal care and provision of meals services.

## 14. **Results of Consultation**

- 14.1 There has been public consultation on the Council’s Budget for 2026-27 this gathered input on financial priorities, service charges and potential cost-saving measures.
- 14.2 Feedback on fees and charges showed a strong preference for flexibility in fees and charges. Nearly half (48%) selected a ‘varying rates’ approach (between 2.5% and 10%), compared with 30% favouring a flat 2.5% increase and 22% favouring a flat 5% increase. This suggests a preference for differentiated fees, not uniform uplifts.
- 14.3 Consultation has taken place with Councillor Hugh Hunter, Portfolio Lead for Health and Social Care Partnership, and the contents of this report reflect any feedback provided.

**15. Next Steps for Decision Tracking**

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

<i><b>Implementation</b></i>	<i><b>Due date</b></i>	<i><b>Managed by</b></i>
Increase in Charges Implementation of Day Care Charges by 1 <sup>st</sup> April 2026	1 <sup>st</sup> April 2026	Service Lead - Revenue and Benefits

**Background Papers    None**

**Person to Contact    Lisa Duncan, Chief Finance Officer HSCP  
Elgin House, Ailsa Hospital, Dalmellington Road, Ayr  
Phone 01292 612392  
E-mail [lisa.duncan2@south-ayrshire.gov.uk](mailto:lisa.duncan2@south-ayrshire.gov.uk)**

**Date:    13<sup>th</sup> February 2026**

## HEALTH AND SOCIAL CARE PARTNERSHIP

APPENDIX 1

## 2026-27 CHARGING INCREASED FOR SOCIAL CARE

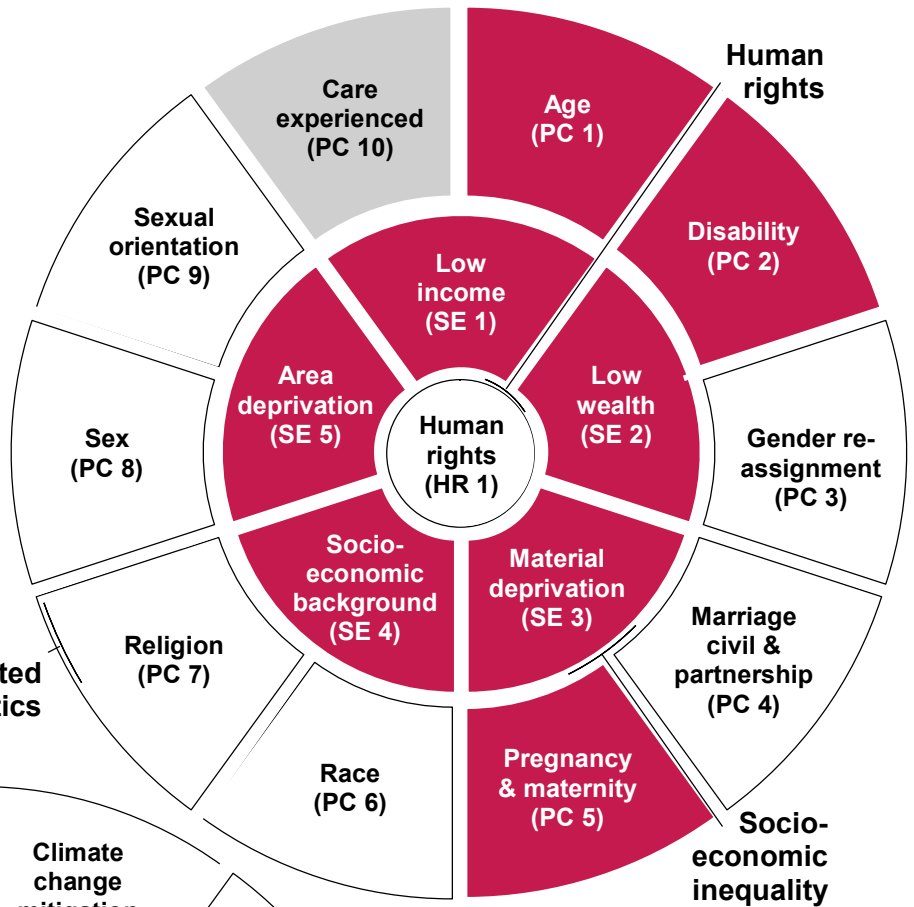
Non - Residential Charge	Current Charge	Increase	26-27 Proposed Charge	25-26 Cost	Per	Date of Implementation	Means tested?	Comments
Meals at Home	£5.64	32%	£8.33	£8.33	Meal	01/04/2026	N	Charge to service user will be at cost from the external provider, current cost £8.33 per meal
Day Care			£15.00	£74.13 to £110.95	Day	01/04/2026	N	Charged per day to a maximum of £30 or 2 days per week
Day Care - Other LA's based on Actual Cost			£74.13 to £110.95	£74.13 to £110.95	Day	01/04/2026	N	Other LA's charged based on actual cost of delivering service
Community Alarms	£5.10	5%	£5.35	£11.76	Week	01/04/2026	N	Increase to meet additional costs of transfer to digital
Homecare - Non Personal Care	£14.39	5%	£15.15	£24.44	Hour	01/04/2026	Y	Increase following benchmarking with other Local Authorities
Corporate Appointee Charge - (admin fee Community based service users)	£8.00	5%	£8.40		Week	01/04/2026	N	Charge to support management of individuals finances
Corporate Appointee Charge - (admin fee care home service users)	£3.00	5%	£3.15		Week	01/04/2026	N	
Max Weekly Charge	£102.00	3%	£105.00		Week	01/04/2026	Y	Increase in line with inflation
Residential and Respite	Current Charge	Increase	26-27 Proposed Charge	25-26 Cost	Per	Date of Implementation	Means tested?	Means tested?
Local authority care home charges (in line with NCHC Residential Base Rate)	£815.13	TBC		25/26 NCHC Residential Rate	Week	06/04/2026	Y	Financial assessment carried out in line with Charging for Residential Accommodation Guidance (CRAG)
Respite in care home charges - Age 18-24	£106.70	TBC	Based on DWP Benefits	25/26 NCHC Residential Rate	Week	06/04/2026	N	Charge related to benefits - charge waived if respite for Carer - Carers Assessment is completed
Respite in care home charges - Age 25 to Pension Age	£125.85	TBC	Based on DWP Benefits	25/26 NCHC Residential Rate	Week	06/04/2026		
Respite in care home charges - Pension Age and Over	£191.20	TBC	Based on DWP Benefits	25/26 NCHC Residential Rate	Week	06/04/2026		

# Integrated Impact Assessment Summary Report

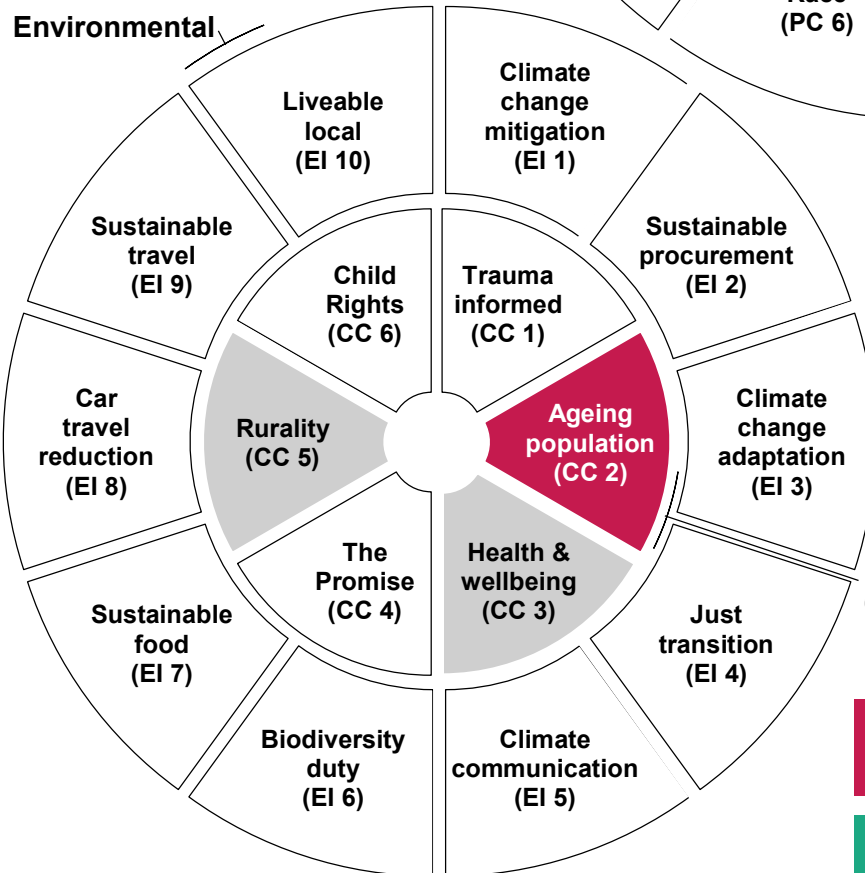
Soical Care Charges for 2026-27 for Non Residential Services provided by the HSCP.

Completed by:  
Lisa Duncan,  
Chief Finance Officer. ,  
HSCP DIRECTORATE

Date started: 15/10/2025



Protected characteristics



Environmental

Cross-Cutting

To be implemented on:  
04/01/26  
Review date:  
setting process.  
Oversight Panel:  
South Ayrshire Council  
Cabinet.

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

**Public sector equality duty**

Eliminating unlawful discrimination, harassment, and victimisation?

This charge will ensure a consistent approach regardless of any protected characteristic.

Advancing equality of opportunity?

This charge will ensure a consistent approach regardless of any protected characteristic.

Fostering good relations?

This charge will ensure a consistent approach regardless of any protected characteristic.

**Consultation declaration**

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

**Mitigating Actions Required (re **negative** / unclear impacts)**

**EQUALITIES: impact on protected characteristics**

<b>PC 1</b>	Age	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>PC 2</b>	Disability	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.

**Mitigating Actions Required (re **negative** / unclear impacts)**

<b>PC 5</b>	Pregnancy and Maternity	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>PC 10</b>	Care Experienced (SAC-specific)	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.

**EQUALITIES: impact on socio-economic inequality**

<b>SE 1</b>	Low Income / Income Poverty	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>SE 2</b>	Low and / or no wealth	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>SE 3</b>	Material Deprivation	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>SE 4</b>	Socio-Economic Background	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.
<b>SE 5</b>	Area Deprivation	All service users will have their benefits maximised. People who are experiencing financial hardship will be reviewed on a case by case basis. Some charges may be waived.

Does this proposal require a Child Rights and Wellbeing Impact Assessment (CRWIA)? no

**South Ayrshire Council**

**Report by Chief Financial Officer  
to Cabinet  
of 17<sup>th</sup> March 2026**

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**Subject: Budget Management – Revenue Budgetary Control  
2025/26 – Position at 31 January 2026**

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**1. Purpose**

- 1.1 The purpose of this report is to present Members with a financial overview of the General Services revenue account, Housing Revenue Account and Common Good Accounts for 2025/26 as at 31 January 2026.

**2. Recommendation**

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

- 2.1.1 notes the revised Directorate budgets following the budget movements outlined in 3.3 below;**
- 2.1.2 approves the budget transfers as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.6 below;**
- 2.1.3 approves the requested earmarking of resources to be carried forward to 2026/27 as summarised in 4.1.7;**
- 2.1.4 notes the projected General Services in year under-spend of £2.827m after earmarking and a projected uncommitted general reserve balance of £9.614m; and**
- 2.1.5 notes the revised HSCP projected overspend of £0.509m.**

**3. Background**

**3.1 The budget management report contains overview information for the following:**

- 3.1.1 General Services Revenue - Appendix 1a to f (*pages 1 to 20*);**
- 3.1.2 Housing Revenue Account - Appendix 1g (*page 21*); and**
- 3.1.3 Common Good Funds - Appendix 1h (*page 23*).**

- 3.2 As detailed in the Budget Management – Revenue Budgetary Control 2025/26 – Position Statement at 30 November 2025, presented to the Cabinet of 26 January 2026, revisions to the 2025/26 revenue budget and other transfers actioned in line**

with Financial Regulations rules on budget transfers, resulted in revised planned net expenditure of £374.495m at period 8.

3.3 Directorate planned spending has been adjusted further to incorporate several new adjustments which required to be actioned since the Period 8 Budget Monitoring Report presented to Cabinet in January:

3.3.1 additional notifications of funding from the Scottish Government for:

- (i) £0.115m for Scottish Welfare Fund top up;
- (ii) £1.397m for Education probationary teachers;
- (iii) £1.696m confirmed funding for Local Authority pay uplifts;
- (iv) £0.623m for Teacher pay uplifts;
- (v) £0.038m for Discretionary Housing Payment top up;
- (vi) £0.020m for Rapid Rehousing Transition Plan top up;
- (vii) £0.009m for Single Use Vape funding;
- (viii) £0.095m for Ukraine and others resettlement funding;
- (ix) £0.009m for Prisoner Early release funding; and
- (x) £0.032m for Electoral Registration Officers (to be passported through to AVJB);

3.3.2 a reduction in previously notified Scottish Government funding for Children's Social Care Pay of £0.055m (passporting through to HSCP); and

3.3.3 other budget transfers between Directorates actioned in line with Financial Regulations rules on budget transfers.

3.4 Table 1 below summarises the revised 2025/26 General Services budget at 31 January 2026 inclusive of the budget adjustments outlined in 3.3 above.

**Table 1/**

**Table 1 – Budget movement**

<i>Directorate/ Account</i>	<i>Period 8 Budget £m</i>	<i>Budget adjustment (per 3.3) £m</i>	<i>Revised Period 10 Budget £m</i>
CEX	22.024	0.383	<b>22.407</b>
Communities and Transformation	23.277	0.308	<b>23.585</b>
Education	150.864	1.968	<b>152.832</b>
Housing, Operations and Development	46.487	0.697	<b>47.184</b>
HSC	105.471	0.097	<b>105.568</b>
Misc. Services Account	26.372	0.692	<b>27.064</b>
<b>Total Expenditure</b>	<b>374.495</b>	<b>4.145</b>	<b>378.640</b>
General Revenue Grant	(248.369)	(3.994)	(252.363)
NDRI	(49.811)	-	(49.811)
Council Tax	(73.508)	-	(73.508)
Use of earmarked reserves brought forward from 2024/25 to support 2025/26 expenditure commitments	(2.807)	(0.151)	(2.958)
<b>Total Income</b>	<b>(374.495)</b>	<b>(4.145)</b>	<b>(378.640)</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

- 3.5 In relation to the Health and Social Care Partnership (HSCP). Table 1 above shows the adjusted 2025/26 budget delegated from the Council to be overseen by the Integration Joint Board (IJB). Appendix 1e provides an overview statement of the current financial budget and projected out-turn position for the Council element for 2025/26.
- 3.6 The approved Council budget includes pay uplifts for Council employees of 3% for 2025/26, however final confirmation of an uplift of 4% has been received for SNCT, SNJC and Craft workers bargaining groups which is 1% greater than budgeted.
- 3.7 The Scottish Government has identified additional funding of £79m to be allocated to Councils to help offset this additional cost. South Ayrshire Council's share of this funding is confirmed as £1.696m. Of this allocation, £0.345m has been allocated to HSCP as a pro-rata share of the funding to partially meet the expected increased cost within the partnership. In addition the Scottish Government has provided £29m of funding towards teacher pay uplifts. South Ayrshire Councils share of this is £0.623m.

#### **4. Detail**

##### **4.1 Overview of Directorate/ Accounts' position as at 31 January 2026**

- 4.1.1 Appendix 1a to f to this report provides financial performance information in the form of a report for each Directorate/ account for the period to 31 January 2026.

- 4.1.2 Table 2 below provides a summarised position on a Directorate/ account basis and indicates an overall projected under-spend for the year (excluding HSCP) of £2.827m after requested earmarking of £1.917m.

**Table 2 – Projected under/(over) spend**

<i>Directorate/ Account</i>	<i>Projected under/ (over) spend £m (i)</i>	<i>Pay funding allocation £m (ii)</i>	<i>Earmarking approved/ requested £m (iii)</i>	<i>Revised Projected under/ (over) spend £m (iv)</i>
Chief Executive	1.069	0.124	(0.665)	0.528
Communities and Transformation	1.048	0.170	(0.085)	1.133
Education	(1.199)	1.304	(0.155)	(0.050)
Housing, Operations and Development	1.277	0.339	(1.012)	0.604
Miscellaneous Services Account	2.319	(2.282)	-	0.037
<b>Total Net (expenditure)/surplus</b>	<b>4.514</b>	<b>(0.345)</b>	<b>(1.917)</b>	<b>2.252</b>
Council Tax income (see 4.1.4 below)	0.575	-	-	0.575
<b>Net in year projected surplus/(deficit)</b>	<b>5.089</b>	<b>(0.345)</b>	<b>(1.917)</b>	<b>2.827</b>

- 4.1.3 **Pay uplifts** – As noted in 3.11 agreement has been reached with all the trade unions for a 4% uplift in pay in 2025/26. This additional cost has been included in the actual projected out-turn for all directorates in Table 2 col (i) above, however the confirmed funding from the Scottish Government is being held centrally within Miscellaneous Services and has been reallocated to services in Table 2 col (ii), based on a pro-rata allocation to each directorate. As noted in 3.7 above, £0.345m has been allocated to the HSCP.
- 4.1.4 **Council Tax Income** – A review of the current collection rates and number of properties indicates they are on target to exceed income expectations by £0.575m at this stage. This is primarily due to an increase in the number of chargeable properties than originally estimated.
- 4.1.5 **Health and Social Care Partnership** – details of the projected out-turn information can be found within Appendix 1e which indicates a projected in year overspend of £0.509m for 2025/26. This is a significant improvement from the £1.603m overspend projected in January 2026. Work will continue to reduce and minimise costs with the aim of reducing the remaining overspend further.

It should be noted that this is a draft position statement pending the formal financial monitoring report being presented to the Integration Joint Board (IJB) meeting on 11 March 2026, therefore the figures contained in Appendix 1e may be updated prior to the formal reporting in March.

- 4.1.6 **Budget Transfers** - Members are asked to consider and approve the budget transfer requests for each Directorate as outlined in Appendix 1a to 1f summarised in total in table 3 below (by Directorate).

**Table 3 – Budget Transfers**

<i>Directorate/ Account</i>	<i>Dr £m</i>	<i>Cr £m</i>	<i>Appendix ref:</i>
Chief Executive's	0.314	0.314	1a – page 4
Communities & Transformation	0.415	0.415	1b –page 7
HOD	0.095	0.095	1d –page16
<b>Total</b>	<b>0.824</b>	<b>0.824</b>	

- 4.1.7 **Earmarking** – Members are asked to consider and approve the new earmarking request to be carried forward to 2026/27 for each Directorate as outlined in Appendix 1a to 1g summarised in total in table 4 below (by Directorate).

**Table 4 – Period 10 Earmarking**

<i>Directorate/Account</i>	<i>Previously approved £m</i>	<i>New Period 10 request £m</i>	<i>Total £m</i>	<i>Appendix ref:</i>
Chief Executive's	0.122	0.543	0.665	1a – page 4
Communities & Transformation	0.085	-	0.085	1b – page 7
Education	0.055	0.100	0.155	1c – page 12
HOD	0.260	0.752	1.012	1d – page 17
<b>Total General Services</b>	<b>0.522</b>	<b>1.395</b>	<b>1.917</b>	
<b>Housing Revenue Account</b>	-	<b>0.500</b>	<b>0.500</b>	1g – page 23

#### 4.2 **General Services – Summary of Current Financial Revenue Position**

- 4.2.1 The audited 2024/25 Annual Accounts showed an accumulated surplus at 31 March 2025 of £23.270m and of this, £18.466m was set aside or earmarked for specific purposes leaving an uncommitted balance of £4.804m for General Services. Appendix 2 provides detail of the amounts set aside from the accumulated sum together with the impact of agreed movements and of the current year directorate net year-end under-spend projections of £2.827m (after earmarking) outlined in Table 2 at 4.1.2 above.

- 4.2.2 Table 5 below indicates that a year-end £9.614m uncommitted general services balance is currently projected at 31 March 2026. This equates to 3.42 per cent of estimated planned spend for 2026/27 (excluding HSCP).

This is within the 2 to 4 per cent required by Council policy for uncommitted general reserves.

**Table 5 – General Services accumulated uncommitted reserves**

	<b>£m</b>
Audited opening reserves	23.270
Commitments (per Appendix 2)	(18.466)
<b>Uncommitted surplus brought forward from 2024/25</b>	<b>4.804</b>
In year contribution (per Feb 2025 Council budget agreement)	3.928
New agreed commitments (see Appendix 2)	(0.580)
Period 10 Directorate 2025/26 projections (per table 2 above)	2.827
New 2026/27 Budget commitment (per council of 5 March 2026)	(1.365)
<b>Projected accumulated uncommitted reserve</b>	<b>9.614</b>

4.2.3 As a minimum this uncommitted reserve position should be maintained at this level with limited further future draws from reserves being approved. Continued good progress and improvements in the in-year directorate projected position may have a positive effect on the use of uncommitted reserves in future budget strategies.

#### 4.3 **Housing Revenue Account Balance**

4.3.1 **Summary of Current Financial Position** – as outlined in Appendix 1e the current projected ‘in year’ underspend as at 31 March 2026 is £2.053m. When the in-year overspend is added to the current uncommitted surplus, identified in Table 4 of Appendix 1e, this results in an overall revised projected uncommitted surplus of £2.154m for the HRA.

#### 4.4 **Common Good Funds**

4.4.1 **Summary of Current Financial Position** – the current projected accumulated revenue surplus for each individual fund, inclusive of the impact of the revised arrangement, is outlined in Appendix 1h. Overall, at 31 March 2026, a combined projected accumulated revenue surplus of £0.440m is anticipated together with a projected combined capital reserve of £0.192m.

### 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 An accumulated uncommitted surplus of £9.614m is currently projected for General Services, excluding HSCP.

6.2 A £2.154m accumulated uncommitted surplus is projected for the Housing Revenue Account and a combined £0.440m accumulated surplus is currently projected for the Common Good Funds.

## 7. Human Resources Implications

7.1 There are no specific human resource implications arising directly from this report. Any indirect implications are being managed on an operational basis by the Service Directorates.

## 8. Risk

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

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with rejecting the recommendations.

## 9. Integrated Impact Assessment (incorporating Equalities)

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

## 10. Sustainable Development Implications

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

## 11. Options Appraisal

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

## 12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority1 of the Council Plan: Efficient and effective enabling services.

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

13.1 Not applicable.

## 14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Ian Davis, Policy Lead for Finance and Corporate Services, and the contents of this report reflect any feedback provided.

## 15. Next Steps for Decision Tracking

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

Implementation	Due date	Managed by
Action the budget transfers in the financial ledger as outlined in the Directorate financial performance reports at Appendix 1 and summarised in 4.1.6	31 March 2026	Chief Financial Officer

**Background Papers**    **Report to South Ayrshire Council of 14 May 2025 - [Common Good Funds: Finance, Governance and Property Review](#)**  
**Report to Cabinet of 26 August 2025 - [Budget Management – Revenue Budgetary Control 2025/26 – Position at 30 June 2025](#)**

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**Date: 5 March 2026**

# Budget Management Report to 31 January 2026 (Period 10)

## Appendix 1

Ref.	Directorate/ Account	Pages
1a	Chief Executive's Strategic Office	1 to 5
1b	Communities and Transformation	6 to 9
1c	Education	10 to 12
1d	Housing, Operations and Development	13 to 17
1e	Health & Social Care	18
1f	Miscellaneous Services Account	19 to 20
1g	Housing Revenue Account	21 to 22
1h	Common Good Funds	23 to 24

This appendix outlines the **key financial issues** for each directorate or account (**Tables 1 to 3**), together with **other financial information** (**Tables 4 to 8**).

## Chief Executive's Office

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected FY Actual to 31 March £'000	Projected FY Variance Favourable /(Adverse) £'000
471	<b>Chief Executive &amp; Support</b>	462	578	(116)
2,062	<b>Corporate Strategy, Policy &amp; Performance</b>	3,408	3,007	401
	<b>Finance and Procurement Services:</b>			
171	Chief Financial Officer	198	198	0
1,631	Corporate Finance and Accounting	2,197	2,116	81
5,388	Revenues and Benefits	5,936	5,936	0
618	Strategic Procurement	896	801	95
7,808	<b>Total Finance and Procurement Services</b>	9,227	9,051	176
	<b>Regulatory Services:</b>			
142	Head of Regulatory Services	171	171	0
121	Civil Contingencies & Business Continuity	83	73	10
2,245	Democratic Governance Services	2,576	2,495	81
377	Insurance, Risk & Safety Management	601	478	123
671	Legal & Licensing Services	963	921	42
1,415	Trading Standards & Environmental Health	1,810	1,760	50
4,971	<b>Total Regulatory Services</b>	6,204	5,898	306
2,219	<b>Human Resources &amp; Payroll</b>	2,758	2,481	277
247	<b>Performance Appraisal &amp; Audit</b>	347	322	25
17,778	<b>Total Chief Executive's Office</b>	22,406	21,337	1,069

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Account	Full Year Budget 2025/26 £'000	Projected FY Actual to 31 March £'000	Projected FY Variance Favourable /(Adverse) £'000
13,300	Employee costs	17,487	16,867	620
11	Property costs	330	296	34
1,006	Supplies and services costs	920	970	(50)
73	Transport costs	104	82	22
619	Administrative costs	859	798	61
3,036	Third party payments	5,044	4,596	448
16,401	Transfer payments	25,985	25,978	7
12	Financing costs	12	12	0
34,458	<b>Gross expenditure</b>	50,741	49,599	1,142
(16,680)	Gross income	(28,335)	(28,262)	(73)
17,778	<b>Net expenditure</b>	22,406	21,337	1,069

**Table 3 - Analysis of Significant Variances**

Projected FY Variance favourable /(adverse) £'000	<b>Chief Executive &amp; Support</b>
(116)	<p><b>Chief Executive &amp; Support</b> - projected overspend of £0.116m as a result of ;</p> <p><b>Employee Costs</b> - projected overspend of £0.036m due to additional staffing costs.</p> <p><b>Supplies &amp; Services Costs</b> - projected overspend of £0.054m mainly due to legal and consultant fees incurred.</p> <p><b>Administrative Costs</b> - projected overspend of £0.026m related to Solace costs incurred as part of the advertisement and recruitment for chief officer posts.</p>
<b>(116)</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	<b>Corporate Strategy, Policy &amp; Performance</b>
401	<p><b>Corporate Strategy, Policy &amp; Performance</b> - projected underspend of £0.401m as a result of ;</p> <p><b>Employee Costs</b> - projected underspend of £0.042m as a result of current vacancies</p> <p><b>Property Costs</b> - projected underspend of £0.020m in private sector housing grants admin budgets.</p> <p><b>Third Party Payments</b> - projected underspend of £0.346 mainly due to an underspend within the Public Sector Reform budget (£0.278m), as well underspends in the Housing 1st and Rapid Rehousing Transition plans totalling £0.060m. The is also an underspend of £0.026m in the Nature Restoration Fund grant of £0.026m.</p> <p><b>Income</b> - projected under recovery of £0.010m in Private Landlord and HMO licensing and registration fee income.</p> <p>Members previously approved earmarking (see <b>Table 5</b> below) of the service underspend for carry forward to 2026/27 to fund the cost of the Housing First Team Leader post. Members are now requested to approve earmarking (see <b>Table 5</b> below) of the service underspend within Public Sector Reform (£0.278m) and Nature Restoration Fund grant (£0.026m) for carry forward to 2026/27 to continue to fund ongoing projects.</p>
<b>0</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	<b>Finance and Procurement Services</b>
0	<b>Chief Financial Officer</b> - projected online.
81	<p><b>Corporate Finance</b> - projected underspend of £0.081m as a result of:</p> <p><b>Employee Costs</b> - projected underspend of £0.081m due to current vacancies.</p>
0	<p><b>Revenues &amp; Benefits</b> - projected online as a result of;</p> <p><b>Employee Costs</b> - projected underspend £0.003m due to the current level of vacancies.</p> <p><b>Administrative Costs</b> - projected overspend of £0.070m as a result of increased postage costs.</p> <p><b>Income</b> - projected over recovery of income of £0.073m mainly due to the introduction of the Corporate Appointee Scheme.</p>
95	<p><b>Strategic Procurement</b> - projected underspend of £0.095m as a result of;</p> <p><b>Employee Costs</b> - projected underspend of £0.050m due to current vacancies.</p> <p><b>Supplies &amp; Services Costs</b> - projected underspend of £0.049m, in relation to the Scotland Excel Savings Programme. As this programme covers 2 financial years, Members are requested to approve earmarking of this underspend for carry forward to 2026/27 to fund the remaining contract costs (see <b>Table 5</b> below).</p> <p><b>Administrative Costs</b> - projected underspend of £0.011m mainly related to reduced printing costs.</p> <p><b>Income</b> - projected under-recovery of income of £0.015m due to lower contract rebates and early payment discounts received than expected.</p>
<b>176</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Regulatory Services
10	<p><b>Civil Contingencies</b> - projected underspend of £0.010m as a result of:  <b>Employee Costs</b> - projected underspend of £0.035m as a result of current vacancies.  <b>Income</b> - projected under-recovery of £0.025m due to a reduction in the work carried out for external agencies.</p>
81	<p><b>Democratic &amp; Governance Services</b> - projected underspend of £0.081m as a result of;  <b>Employee Costs</b> - projected underspend of £0.096m due to current vacancies.  <b>Property Costs</b> - projected underspend of £0.009m across various small budget lines.  <b>Supplies &amp; Services Costs</b> - projected underspend of £0.010m mainly due to reduced Safeguarders fees.  <b>Transport Costs</b> - projected underspend of £0.013m due to less vehicle hire, fuel and mileage.  <b>Administrative Costs</b> - projected overspend of £0.033m due to costs associated with the Ward 3 North Ayr By-Election.  <b>Income</b> - projected under- recovery of income of £0.078m, mainly due to marriage fee income target levels being higher than achievable.</p>
123	<p><b>Risk &amp; Safety Management</b> - projected underspend of £0.123m as a result of:  <b>Employee Costs</b> - projected underspend of £0.109m as a result of current vacancies.  <b>Administrative Costs</b> - projected underspend of £0.014m on risk reduction initiatives.</p> <p>Members previously approved earmarking of £0.080m of the service underspend for carry forward to 2026/27 (see <b>Table 5</b> below) to fund the necessary backfilling of 2 posts due to maternity leave to ensure service continuity</p>
42	<p><b>Legal Services</b> - projected underspend of £0.042m as a result of;  <b>Employee Costs</b> - projected underspend of £0.061m due to the current level of vacancies  <b>Supplies &amp; Services Costs</b> - projected overspend of £0.065m on external legal fees.  <b>Administrative Costs</b> - projected overspend of £0.011m on membership fees and subscriptions.  <b>Income</b> - projected under-recovery of income of £0.027m, due to Licencing fee and recharge of Court fees income target levels being higher than currently achievable.</p>
50	<p><b>Trading Standards &amp; Environmental Health</b> - projected underspend of £0.050m;  <b>Employee Costs</b> - projected underspend of £0.019m due to the current level of vacancies.  <b>Property Costs</b> - projected underspend of £0.005m due to small underspends across various budget lines.  <b>Supplies &amp; Services Costs</b> - projected underspend of £0.020m across various small budget lines.  <b>Transport Costs</b> - projected underspend of £0.009m due to less vehicle, fuel and mileage costs.  <b>Administrative Costs</b> - projected overspend of £0.017m mainly related to Public Health Act funerals which the Council is required to pay for.  <b>Income</b> - projected over-recovery of £0.015m due to additional income from Food Standards Scotland.</p>
<b>306</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Human Resources & Payroll
277	<p><b>Human Resources &amp; Payroll</b> - projected underspend of £0.277m;  <b>Employee Costs</b> - projected underspend of £0.052m due to the current level of vacancies.  <b>Supplies &amp; Services Costs</b> - projected overspend of £0.010m in relation to legacy costs for the previous flexi system.  <b>Administrative Costs</b> - projected underspend of £0.190m in the workforce development and succession plan budget. This budget will be required for 2026/27 and Members are requested to approve earmarking of this underspend for carry forward to 2026/27 to support this work (see <b>Table 5</b> below).  <b>Third Party Payments</b> - projected underspend of £0.045m due to savings resulting from the new Occupational Health provider contract.</p>
<b>277</b>	<b>Total projected variance</b>

<b>Projected FY Variance favourable / (adverse) £'000</b>	<b>Performance Appraisal &amp; Audit</b>
25	<b>Performance, Appraisal &amp; Audit</b> - projected underspend of £0.025m as a result of current vacancies.
<b>25</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

<b>Budget Transfer Requests:</b>		<b>DR £'000</b>	<b>CR £'000</b>
<b>1</b>	Housing Policy/Property Costs		11
	Housing Policy/Administrative Costs		50
	Housing Policy/Third Party Payments	36	97
	Housing Policy/Income	158	36
	<i>Being realignment of Social Letting Service and Private Leased Accommodation budgets in line with expected income</i>		
<b>2</b>	Corporate Policy/Third Party Payments	120	
	Housing Policy/Third Party Payments		120
	<i>Transfer funding towards funding posts within the Integrated Neighbourhood Team in Ayr North</i>		
<b>Total</b>		<b>314</b>	<b>314</b>

**Table 5 - Earmarking Requests**

	<b>Objective/ Subjective</b>	<b>Amount £'000</b>
<b>Previously approved requests:</b>		
To fund 2 posts temporarily due to maternity leave	Risk & Safety/Employee Costs	80
Housing First Team Leader post	Corporate Strategy/Employee Costs	42
		<b>122</b>
<b>New requests:</b>		
Workforce Development - to support career pathways and ensure services have a pipeline of future talent in line with Public Sector Reform - ongoing project	Human Resources/Administrative costs	190
Nature Restoration Fund - ongoing project	Corporate Strategy/Third party payments	278
Scotland Excel Savings Programme - year 2	Corporate Strategy/Third party payments	26
	Procurement/Supplies & Services Costs	49
<b>Total New Requests</b>		<b>543</b>
<b>Total</b>		<b>665</b>

**Table 6 - Efficiency Savings**

<b>Efficiency savings:</b>	<b>Target £'000</b>	<b>Anticipated shortfall £'000</b>
Corporate Accounting - recover fees from externally funded projects	25	0
Corporate Procurement - increase contract rebate income target	40	0
Corporate Procurement - introduce supplier early payment discount scheme	15	0
Corporate Procurement - reduce various Supplies & services costs budget	3	0
Employee Services – Increase employee benefits income target	35	0
Revenues & Benefits – Increase Scottish Water contribution grant income target to	53	0
Trading Standards & Environmental Health – review and increase fees by 5%	5	0
Corporate Strategy, Policy & Performance – Structure review	86	0
<b>Total</b>	<b>262</b>	<b>0</b>
<b>Comments:</b>		

**Table 7 - Payroll Management**

<b>Payroll Management:</b>	<b>Target £'000</b>	<b>Achieved at period 10 £'000</b>
Payroll Management - Corporate Target	637	531
<b>Total</b>	<b>637</b>	<b>531</b>
<b>Comments:</b> The payroll management target is projected to be achieved in full.		

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
<b>Amount £'000</b>	<b>Grant name/ body</b>	<b>Grant purpose</b>
0		
<b>Comments:</b>		

## Communities &amp; Transformation Directorate

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
357	<b>Directorate</b>	638	38	600
	<b>Communities</b>			
3,782	Thriving Communities	5,825	5,675	150
3,675	Sport, Leisure and Golf	5,085	4,980	105
3,260	Destination South Ayrshire	4,403	4,271	132
<b>10,717</b>	<b>Total Communities</b>	<b>15,313</b>	<b>14,926</b>	<b>387</b>
	<b>Transformation</b>			
3,953	ICT Strategy & Delivery	4,803	4,603	200
1,923	Customer Services & Public Affairs	2,394	2,333	61
513	Transformation	437	637	(200)
<b>6,389</b>	<b>Total Strategic Change</b>	<b>7,634</b>	<b>7,573</b>	<b>61</b>
<b>17,463</b>	<b>Total Communities &amp; Transformation</b>	<b>23,585</b>	<b>22,537</b>	<b>1,048</b>

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Account	Full Year Budget 2025/26 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
18,461	Employee costs	23,917	23,026	891
3,332	Property costs	3,520	3,413	107
4,408	Supplies and services costs	4,223	4,023	200
1,050	Transport costs	867	867	0
743	Administrative costs	708	653	55
1,715	Third party payments	1,715	1,915	(200)
6	Transfer payments	10	10	0
	Financing costs	0	0	0
<b>29,715</b>	<b>Gross expenditure</b>	<b>34,960</b>	<b>34,032</b>	<b>928</b>
(12,252)	Gross income	(11,375)	(11,495)	120
<b>17,463</b>	<b>Net expenditure</b>	<b>23,585</b>	<b>22,537</b>	<b>1,048</b>

Table 3 - Analysis of Significant Variances

Projected FY Variance favourable /(adverse) £'000	Directorate
600	<b>Service</b> - projected over-recovery in payroll management target of £0.600m, due to the net impact of: - delays in filling vacancies, vacancy freeze and utilisation of external funding resulting in a projected underspend of £0.820m, offset by -an overspend resulting from the difference between the budgeted 25/26 pay award of 3% and the approved 4% pay award for Local Government employees (£0.220m).
<b>600</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Communities
150	<b>Thriving Communities (Employability &amp; Skills)</b> - currently projected to be £0.150m underspent. This relates to core funding set aside to enhance external funding including NOLB & UKSPF, which is not anticipated to be required during 2025/26.
45	<b>Sport, Leisure &amp; Golf (Sport and Leisure)</b> - projected net underspend of £0.045m, despite the challenges of closures at both Prestwick and Troon facilities, for upgrades/refurbishments. This underspend to relates to the following: <ul style="list-style-type: none"> <li>- £0.075m underspend in repairs, maintenance and other property costs.</li> <li>- £0.080m over-recovery in income, across Learn2swim, health classes and Riverside.</li> <li>- Members approved changes to the management of Common Good Funds at the Council meeting of 14 May 2025, with the resultant changes implemented from 1 October 2025. The impact of these changes result in reduced costs for Sports, Leisure &amp; Golf related to property rental charges levied by the Common Good on the Council of £0.015m for the six-month period to 1 April 2026.</li> <li>- Capital Finance from Current Revenue (CFCR) - currently projected to be overspent by £0.125m within Citadel Leisure and Troon Leisure Club capital projects. Members are requested to approve a temporary budget transfer of £0.125m of this net underspend to capital to support capital expenditure on new health and fitness equipment as part of the planned refurbishment works at both the Citadel Leisure Centre and Troon Leisure Club, ensuring the facilities meet modern service standards and customer expectations (refer to <b>Table 4</b> below).</li> </ul>
60	<b>Sport, Leisure &amp; Golf (Golf)</b> - £0.060m net underspent, relating to £0.020m underspend in administration costs and a projected over-recovery in income (primarily within memberships) of £0.040m. Permanent budget transfers were approved at Period 6 to increase employee costs, supplies and services and income targets to reflect current projections.
132	<b>Destination South Ayrshire</b> - currently projected to be £0.132m underspent in relation to: <ul style="list-style-type: none"> <li>- a remaining balance of £0.089m of Local Authority Covid Economic Recovery (LACER) funding allocated in 2022/23 that was being utilised to extend existing contracts, which are now vacant. Members should note that the remaining balance of funds will be returned to Council reserves at the end of the financial year.</li> <li>- funding set aside to cover 3 years subscription fees (£0.035m). Members previously approved a request to earmark this underspend to be utilised in the next two financial years (refer to <b>Table 5</b> below).</li> <li>- Members approved changes to the management of Common Good Funds at the Council meeting of 14 May 2025, with the resultant changes implemented from 1 October 2025. The impact of these changes result in reduced costs for Destination South Ayrshire related to property rental charges levied by the Common Good on the Council of £0.008m for the six-month period to 1 April 2026.</li> </ul> <b>International Ayr Show</b> - Festival of Flight 2025 - Members approved (June 2025) access to funding from uncommitted reserves of a maximum sum of £590,000 for the International Ayr Show in 2025. A drawdown from reserves will not be required in relation to 2025 Ayrshow as all expenditure has been met from additional income and existing budgets within DSA. Members are requested to approve the temporary budget transfer to allocate budgets in relation to the sponsorship/sales income received (refer to <b>Table 4</b> below).
387	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Transformation
200	<b>ICT Strategy &amp; Delivery</b> - currently projected to be £0.200m underspent in relation to ICT software maintenance contracts.
61	<b>Customer Services &amp; Public Affairs - IAAH (COVID Recovery Project)</b> - projected underspend of £0.052m. ELT have previously approved to utilise £0.050m of this underspend to extend 1fte temp level 8 Senior Advisor Post for 23 months from March 2024 and 1fte 23 month level 5 advisor post with immediate effect, however due to the challenge in filling short term contracts (12 month), these contracts will now continue into 2026/27. Members previously approved the earmarking of this underspend, to fund these contracts in 2026/27 (refer to <b>Table 5</b> below). In addition, Members approved changes to the management of Common Good Funds at the Council meeting of 14 May 2025, with the resultant changes due to be implemented from 1 October 2025. The impact of these changes result in reduced costs for Customer Services related to property rental charges levied by the Common Good on the Council of £0.009m for the six-month period to 1 April 2026.
(200)	<b>Transformation</b> - projected overspend of £0.200m due to short term unachievable savings target from 2023/24. This target relates to the overall Council Transformation programme and not specifically the Transformation team itself. The target will be considered for allocation as part of the overall Council transformation programme as projects are approved and savings identified.
<b>61</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

		DR £'000	CR £'000
1	Sport and Leisure/Income		50
	Sport and Leisure/Property Costs		75
	Capital (Citadel Leisure and Troon Leisure Club)	125	
	<i>CFCR request to support capital expenditure on new health and fitness equipment as part of the planned refurbishment works at</i>		
2	International Ayr Show - Supplies and Services	290	
	International Ayr Show - Income		290
	<i>Allocation of sponsorship/parking/sales income budget to offset</i>		
<b>Total</b>		<b>415</b>	<b>415</b>

**Table 5 - Earmarking Requests**

	Objective/ Subjective	Amount £'000
<b>Previously Approved:</b>		
ELT 546 (04/03/24) - IAAH extend contracts	OD/Employee Costs	50
Miconex subscription - Years 2 and 3	DSA/Administration Costs	35
<b>Total</b>		<b>85</b>
<b>Comments:</b> Details included above.		

**Table 6 - Efficiency Savings**

	Target £'000	Anticipated shortfall £'000
Sport, Leisure & Golf - increase golf season ticket price by £5 per annum	35	0
Sport, Leisure & Golf - increase golf adult green fees by £2 per round	15	0
Sport, Leisure & Golf - increase monthly Learn2 membership by £1 per month	35	0
Sport, Leisure & Golf - targeted price increase for the usage of 3G pitches - £2/hr	6	0
Thriving Communities - reduce employability supplies & services budget	5	0
Thriving Communities - reduce 'School as Hub' budget	10	0
Economy & Regeneration - reduce transport and administration budgets	3	0
Transformation - restructure transformation PMO (delete vacant posts)	45	0
ICT Operations - reduction in ICT contracts	20	0
ICT Operations - reduce leased line rentals	12	0
<b>Total</b>	<b>186</b>	<b>0</b>

**Comments:**

Anticipated shortfalls in approved efficiencies have been included in the projections above.

**Table 7 - Payroll Management**

	Target £'000	Achieved at period 10 £'000	Remaining to be achieved £'000
Payroll Management - Corporate target	579	819	(240)
<b>Total</b>	<b>579</b>	<b>819</b>	<b>(240)</b>

**Comments:**

Currently projected to be £0.600m over-recovered.

**Table 8 - Grant Income****New Grants Received:**

Amount £'000	Grant name/ body	Grant purpose
5	Scottish Government	Paths for All - Walking for Health
232	Scottish Government	CCLD
277	Scottish Government	NOLB
307	Scottish Government	NOLB (Child Poverty)
163	Scottish Government	UKSPF
2	Museums Galleries Scotland	Future Art Centres
191	Sport Scotland	Active Schools / Comm Sports Hub
72	Sport Scotland	Active Communities
58	Sport Scotland	Closing the Gap
1	Parkinsons	Parkinsons Grant
3	Macmillan Cancer Support	Cancer Support
26	Trussell Trust	South Ayrshire Foodbank
35	R&A Championship 152nd Open Legacy	Darley Golf Project
18	Scottish Enterprise	Modern Apprentice Grant
<b>1,390</b>		

**Comments:**

Additional amounts notified during the financial year, not included in original budget.

## Education Directorate

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
391	Directorate	(2,928)	(1,347)	(1,581)
15,109	Education - Early Years	20,709	20,709	0
83,035	Education - Learning and Teaching Schools	94,895	95,040	(145)
15,801	Education - Learning and Teaching Additional Support	19,164	18,855	309
17,376	Education Support Services	20,992	20,774	218
<b>131,712</b>	<b>Total Education Directorate</b>	<b>152,832</b>	<b>154,031</b>	<b>(1,199)</b>

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Account	Full Year Budget 2025/26 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
98,174	Employee costs	119,224	120,465	(1,241)
24,243	Property costs	27,536	27,478	58
1,457	Supplies and services costs	2,579	2,529	50
4,808	Transport costs	5,218	5,509	(291)
2,108	Administrative costs	1,987	1,987	0
5,185	Third party payments	7,474	7,474	0
370	Transfer payments	405	405	0
210	Financing costs	210	210	0
<b>136,555</b>	<b>Gross expenditure</b>	<b>164,633</b>	<b>166,057</b>	<b>(1,424)</b>
(4,843)	Gross income	(11,801)	(12,026)	225
<b>131,712</b>	<b>Net expenditure</b>	<b>152,832</b>	<b>154,031</b>	<b>(1,199)</b>

Table 3 - Analysis of Significant Variances

Projected FY Variance favourable /(adverse) £'000	Directorate
(1,581)	<b>Payroll Management Target</b> - currently projected to be £1.581m under-achieved, due to:- - the budget agreement between Local Government and Scottish Government (Dec 2024), to restore teacher numbers to 2023 levels (refer to Teaching Staff below) resulting in an underachievement of £0.700m (See Education - Schools section below for further details) - the difference between the budgeted 25/26 pay award of 3% and the approved 4% pay award for Local Government employees (£0.296m) and recently accepted 4% pay award for Teaching staff (£0.585m - Aug 25).
<b>(1,581)</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Education - Early Years
0	<b>Online</b>
<b>0</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Education - Schools
	<p><b>Teaching Staff</b> - As noted in the Directorate section above, the Payroll management target for 2025/26 is projected to be underachieved by £1.581m and is recorded centrally within the Directorate area. Part of the underachievement is in relation to the agreement between Local Government and SG to restore teacher numbers to 2023 levels (1172). However, after discussions between SAC and SG, teacher numbers for 2025/26 have been agreed at 1150, being the 1172, reduced by the agreed exceptional circumstances of:-</p> <ul style="list-style-type: none"> <li>- surplus unallocated probationers at the SG's request in 2023 (19fte)</li> <li>- a temporary increase in teaching capacity in place in 2023 in order to address a short-term issue, for example Ukrainian refugee support (2.9fte).</li> </ul> <p>The September census is now complete and allocation of probationers confirmed and a projected overspend of £0.700m is included within the under-achievement of payroll turnover. This projection may decrease if/when any temporary teachers outwith the Devolved School Management Allocations are vacated, as these posts will not be filled.</p>
100	<p><b>Pupil Equity Funding</b> - currently projected to be £0.100m underspent. PEF is provided on a financial year basis but used across an academic year by schools (August 2025 - August 2026) and has permissible carry forward (refer to <b>Table 5</b> below). SG reviewed 2023/24 funding in order to utilise £0.900m of the carry forward funding to manage pay pressures in 2023/24 and have committed that there will be an additional payment in 2026/27 when the programme ends. This should ensure that funding continues to be available at currently planned levels going forward with no detriment to schools.</p>
(245)	<p><b>Maintstream Pupil Transport</b> - currently projected to be overspent by £0.245m, based on recent Quarter information received from Strathclyde Passenger Transport (SPT).</p>
<b>(145)</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Education - Additional Support for Learning
130	<p><b>Whole Family Wellbeing Fund</b> - projected to be underspent by £0.130m in relation to WFWF to support the development of holistic whole family support services. This is primarily due to a delay in filling posts. Members previously approved earmarking of £0.055m of this underspend to fund both internal and external contracts during 2026/27 (refer to <b>Table 5</b> below).</p>
(46)	<p><b>ASN Framework Pupil Transport</b> - currently projected to be overspent by £0.046m, based on new 25/26 academic year contracts and rechargeable income from other local authorities.</p>
225	<p><b>Other local authority income</b>, in relation to specialist provision and pupil support recharges is projected to be over-recovered by £0.225m.</p>
<b>309</b>	<b>Total projected variance</b>

Projected FY Variance favourable /(adverse) £'000	Education - Support Services
218	<p><b>PPP</b> - currently projected to be £0.218m underspent, due to the net impact of:-</p> <ul style="list-style-type: none"> <li>- overspend of £0.076m in relation to the the budgeted RPI (391.8) being lower than the actual RPI (394 Feb 2025)</li> <li>- £0.294m underspend in relation to credit invoice received in relation to Joint Insurance Cost from E4A (2022-2024).</li> </ul>
<b>218</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

		DR £'000	CR £'000
1	n/a		
<b>Total</b>		<b>0</b>	<b>0</b>

**Table 5 - Earmarking Requests**

	Objective/ Subjective	Amount £'000
<b>Previously approved:</b>		
Whole Family Wellbeing Fund	WFWF/Employee costs	55
<b>Total Requests Previously Approved</b>		<b>55</b>
<b>New requests :</b>		
Pupil Equity Fund	PEF/Various	100
<b>Total New Requests</b>		<b>100</b>
<b>Total</b>		<b>155</b>
<b>Comments:</b> Detail included above.		

**Table 6 - Efficiency Savings**

	Target £'000	Anticipated shortfall £'000
Redesign of Early Years Provision (Full year impact £300k)	185	0
Review Early Learning Team (Full year impact 25-26)	154	0
<b>Total</b>	<b>339</b>	<b>0</b>
<b>Comments:</b> No anticipated shortfalls.		

**Table 7 - Payroll Management**

	Target £'000	Achieved at period 10 £'000	Remaining to be achieved £'000
Payroll Management - Corporate target	3,278	2,300	978
Introduce Teacher Turnover Target - approved 2024-25	500	500	0
<b>Total</b>	<b>3,778</b>	<b>2,800</b>	<b>978</b>
<b>Comments:</b> Teachers turnover previously met through school roll reductions, however due maintaining teacher numbers to a SG agreed number these savings will not be met 2025-26.			

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
Amount £'000	Grant name/ body	Grant purpose
60	Scottish Government	Care Experienced Children & Young People
9	Inspiring Scotland	Bright Spark Breakfast Club
48	Creative Scotland	Youth Music Initiative
39	Ayrshire Chamber of Commerce	Developing Young Workforce
<b>156</b>		
<b>Comments:</b> Additional amounts notified during the financial year, not included in original budget.		

## Housing Operations &amp; Development

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
<b>8,434</b>	<b>Directorate</b>	<b>9,819</b>	<b>10,001</b>	<b>(182)</b>
337	Directorate	441	431	10
8,097	Ayrshire Roads Alliance/SPT	9,378	9,570	(192)
<b>7,845</b>	<b>Planning &amp; Development</b>	<b>6,895</b>	<b>6,960</b>	<b>(65)</b>
5,621	Asset Management and Community Asset Transfer	6,185	6,572	(387)
783	Planning and Building Standards	1,198	934	264
732	Professional Design Services	(547)	(605)	58
709	Special Property Projects	59	59	0
<b>29,236</b>	<b>Housing &amp; Operations</b>	<b>30,470</b>	<b>28,946</b>	<b>1,524</b>
10,028	Facilities Management	13,467	12,723	744
(1,139)	Housing Services	1,442	1,145	297
12,943	Neighbourhood Services	15,576	15,038	538
7,404	Property Maintenance	(15)	40	(55)
<b>45,515</b>	<b>Total Housing Operations &amp; Development</b>	<b>47,184</b>	<b>45,907</b>	<b>1,277</b>

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Account	Full Year Budget 2025/26 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
30,461	Employee costs	39,455	37,897	1,558
6,562	Property costs	7,174	7,433	(259)
10,609	Supplies and services costs	12,173	11,998	175
5,916	Transport costs	7,189	7,046	143
954	Administrative costs	1,065	1,110	(45)
14,466	Third party payments	17,333	17,878	(545)
<b>68,968</b>	<b>Gross expenditure</b>	<b>84,389</b>	<b>83,362</b>	<b>1,027</b>
(23,453)	Gross income	(37,205)	(37,455)	250
<b>45,515</b>	<b>Net expenditure</b>	<b>47,184</b>	<b>45,907</b>	<b>1,277</b>

Table 3 - Analysis of Significant Variances

Projected Variance favourable /(adverse) £'000	Directorate
10	Directorate - projected underspend of £0.010m as a result of; <b>Administration costs</b> - projected underspend of £0.010m across small budget lines
<b>10</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Ayrshire Roads Alliance/SPT
(192)	<b>Ayrshire Roads Alliance</b> - projected overspend of £0.192m as a result of increased transport costs (£0.055m) and reduced income levels (£0.300m capital and £0.162m ad hoc) offset by an underspend of £0.325m in relation to Girvan harbour dredging.  Members approved a resource pressure of £325k in the Council's 2025/26 budget for dredging of Girvan harbour. It has been confirmed that this cannot take place prior to 31 March due to the lack of availability of contractors. As a result of fisheries restrictions in place between 14th March to 1st June, the work is now planned for early June 2026. Members are requested to approve this funding is earmarked for carry forward to 2026/27 to allow this work to be carried out ( <b>Table 5</b> below).
<b>(192)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	<b>Asset Management &amp; Community Asset Transfer</b>
(387)	<p><b>Asset Management</b> - projected overspend of £0.387m ;</p> <p><b>Property costs</b> - projected overspend of £0.411m. This is mainly due to the delay in delivering the proposed office rationalisation saving (£0.200m), CRA costs (£0.028m) an overspend of £0.025m in utilities costs incurred at the Arran Mall, County Buildings repairs and maintenance costs of £0.051m, and an overspend of £0.062m in service and repair costs of Public Conveniences. These overspends are partly offset by underspends in reduced repair and maintenance costs in Health &amp; Social Care occupied buildings (£0.020m), as well as a projected underspend of £0.160m in rent, rates and utilities for McCalls Avenue, as these costs are now shared with other Council services. In addition, Members approved changes to the management of Common Good Funds at the Council meeting of 14 May 2025, with the resultant changes implemented from 1 October 2025. The impact of these changes result in additional costs for Asset Management of £0.225m for the six-month period to 1 April 2026 in respect of NDR, Utilities and Repairs &amp; Maintenance cost relating to the newly introduced Full Repairing and Insurance lease arrangements</p> <p><b>Supplies &amp; Services costs</b> - projected overspend of £0.050m mainly related ICT and equipment costs.</p> <p><b>Transport costs</b> - projected overspend of £0.010m due to increased vehicle costs.</p> <p><b>Administrative Costs</b> - projected underspend of £0.007m across various admin supplies.</p> <p><b>Third Party Payments</b> - projected underspend of £0.018m on energy efficiency costs.</p> <p><b>Income</b> - projected over recovery of £0.059m in rental income from Industrial units and other general properties based on current demand.</p>
<b>(387)</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	<b>Planning &amp; Building Standards</b>
264	<p><b>Planning &amp; Building Standards</b> - projected underspend of £0.264m as a result of;</p> <p><b>Employee costs</b> - projected underspend of £0.325m as a result of current vacancies. There is a hold on recruitment in place until the service redesign is complete</p> <p><b>Supplies &amp; Services costs</b> - projected overspend of £0.121m in consultancy costs. This relates to the ongoing legal and specialist experts costs in relation to Planning Application reviews.</p> <p><b>Income</b> - projected over-recovery of £0.060m mainly due to an upturn in Building Warrant Fee income</p> <p>Members approved earmarking at Period 6 of £0.040m of the service underspend to fund the ongoing transport assessment costs as part of LDP2 in 2026/27</p>
<b>264</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	<b>Professional Design Services</b>
58	<b>Professional Design Services</b> - projected underspend of £0.058m as a result of current vacancies.
<b>58</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	<b>Special Property Projects</b>
0	No material variance to report.
<b>0</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Facilities Management
744	<p><b>Facilities Management</b> - projected underspend of £0.744m as a result of;</p> <p><b>Employee Costs</b> - projected underspend of £0.728m due to current vacancies along with much lower than anticipated sickness levels in comparison to prior years and also lower costs as a result of reduced commercial catering (see income below)</p> <p><b>Property Costs</b> - projected underspend of £0.103m due to a reduction in contract cleaning costs and also in cleaning &amp; domestic supplies as a result of new contracts now in place</p> <p><b>Supplies &amp; Services Costs</b> - projected overspend of £0.042m due to increased cost of food and catering sundries (£0.131m) offset by a projected underspend in kitchen equipment (£0.089m). Members are requested to approve earmarking of the underspend of £0.089m (<b>Table 5</b> below) to fund identified kitchen upgrades due in early 2026/27 as Scottish Government capital funding for the roll out of universal free meals has now been fully used.</p> <p><b>Transport costs</b> - projected underspend of £0.081m due to reduced use of taxis and lease costs due to increased lead times for supply of replacement vehicles</p> <p><b>Income</b> - projected under-recovery of £0.126m as a result of the reduced meal sales due to the impact of the ongoing rollout of Nursery free school meals (£0.049m) along with a decrease in the uptake of staff school meals (£0.010m) and special catering income from functions and events (£0.067m) which is offset by the corresponding underspend on employee costs noted above.</p>
<b>744</b>	<b>Total projected variance</b>

Projected Variance favourable /(adverse) £'000	Housing Services
297	<p><b>Housing Services</b> - projected underspend of £0.297m as a result of;</p> <p><b>Employee Costs</b> - projected underspend of £0.191m due to current vacancies.</p> <p><b>Property Costs</b> - projected overspend of £0.028m. This mainly relates to an overspend in inlets as a result of the increased demand for temporary homeless accommodation.</p> <p><b>Supplies &amp; Services Costs</b> - projected underspend of £0.050m. This relates to furniture costs (£0.020m) and removal and storage costs (£0.060m) in homeless properties</p> <p><b>Administrative Costs</b> - projected overspend of £0.090m. This is mainly due to an overspend (£0.097m) in bad debts related to increased arrears in homeless rental income. This is due to a combination of increased use of hotel and bed and breakfast accommodation where high turnover makes it challenging to secure DWP subsidy, and an increase in the number of homeless households who are in work and who find it challenging to pay the high cost of rent. This is partly offset by underspends (£0.007m) across various budgets.</p> <p><b>Transport Costs</b> - projected overspend of £0.004m due to increased vehicle costs.</p> <p><b>Third Party Payments</b> - projected underspend of £0.035m, which is mainly due to an underspend of £0.040m in DWP Benefits subsidy which the service utilise for the Tenant Hardship Fund as approved by Cabinet of 12 March 2024. Members are requested to approve earmarking of this underspend for carry forward to 2026/27 to meet the ongoing demand for this homelessness support (see <b>Table 5</b> below)</p> <p><b>Income</b> - projected over recovery of £0.143m. This relates to an increased number of temporary accommodation units being utilised from the HRA stock which has been necessary to meet increased demand for homeless accommodation.</p> <p>Essential works at Viewfield Gate hostel are required to replace the boiler and repair the lift. The cost of these works is £0.205m and Housing Services will be required to fund £0.154m of this from revenue budgets as there is insufficient capital budgets available. Members are requested to approve earmarking of £0.154m of the service underspend for carry forward to 2026/27 to complete this work to meet DDA compliance (see <b>Table 5</b> below)</p>
<b>297</b>	<b>Total projected variance</b>

Projected Variance favourable / (adverse) £'000	Neighbourhood Services
538	<p><b>Neighbourhood Services</b> - projected underspend of £0.538m as a result of;</p> <p><b>Employee costs</b> - projected underspend of £0.256m as a result of current vacancies.</p> <p><b>Property costs</b> - projected underspend of £0.077m within general repairs &amp; maintenance costs.</p> <p><b>Supplies &amp; Services Costs</b> - projected underspend £0.338m within waste operations general equipment costs. Members are requested to approve earmarking of £0.048m (<b>Table 5</b> below) of this underspend for carry forward to 2026/27 to fund the stage payments for the installation of the new Bereavement management system and £0.096m to fund the essential replacement of the waste compactors at Girvan Waste Recycling Centre due to significant lead times for this supply.</p> <p><b>Transport costs</b> - projected underspend of £0.076m due to increased lead times for supply of replacement vehicles.</p> <p><b>Administration costs</b> - projected underspend of £0.028m across small budget lines.</p> <p><b>Third Party payments</b> - projected overspend of £0.406m in relation to waste disposal costs as new contracts are negotiated for the different waste streams,</p> <p><b>Income</b> - projected over-recovery of £0.169m as a result of increased Garden Waste permit income (£0.515m), an increase in recharge of works to ARA (£0.079m) offset by reduced DEFRA funding for the EPR for Packaging scheme (£0.317m) and an under-recovery in commercial waste income (£0.166m). In addition, Members approved changes to the management of Common Good Funds at Council of 14 May 2025 with the resultant changes implemented from 1 October 2025. The impact of these changes result in additional income for Neighbourhood Services related to increased grounds maintenance charges to the Common Good of £0.058m for the six month period to 31 March 2026.</p> <p>Members are requested to note that Cabinet of 17 February 2026 approved earmarking of £0.220m of the service underspend for carry forward to 2026/27 to fund the ongoing costs in relation to ash dieback (<b>Table 5</b> below)</p>
<b>538</b>	<b>Total projected variance</b>

Projected Variance favourable / (adverse) £'000	Property Maintenance
(55)	<p><b>Property Maintenance Service</b> - projected overspend of £0.055m as a result of ;</p> <p><b>Income</b> - projected under recovery of £0.055m as a result of the approved removal of the factoring services project by the Transformation Board of 21 October 2025. This project if implemented in the future would be an HRA saving and not General Services.</p>
<b>(55)</b>	<b>Total projected variance</b>

**Table 4 - Budget Transfer Requests**

		DR £'000	CR £'000
<b>1</b>	<i>Housing Services/Third Party Payments</i>	60	
	<i>Housing Services/Income</i>		60
	<i>Being utilisation of the 2025/26 DWP Benefits Subsidy to fund the current demand for the Tenant Hardship Fund</i>		
<b>2</b>	<i>Housing Services/Employee Costs</i>	35	
	<i>Housing Services/Third Party Payments</i>		35
	<i>Being utilisation of the 2024/25 DWP Benefits Subsidy surplus to fund</i>		
<b>Total</b>		<b>95</b>	<b>95</b>

**Table 5 - Earmarking Requests**

	Objective/ Subjective	Amount £'000
<b>Previously approved:</b>		
Required to fully complete the road traffic assessment required as part of Ash Dieback - approved at Cabinet 17 February 2026	Planning & Building	40
	Neighbourhood Services/Third	220
<b>Total Requests Previously Approved</b>		<b>260</b>
<b>New requests :</b>		
Girvan harbour dredging	ARA/Third party payments	325
Bereavement service software (Plotbox) - 2nd stage payment due 26/27	Neighbourhood Services/TPP	48
Waste compactors at Girvan HWRC	Neighbourhood Services/Supplies & Services	96
Viewfield Gate boiler replacement and lift works	Housing Services/Property costs	154
Continue support for Tenant Hardship Fund in 26/27	Housing Services/TPP	40
School kitchen upgrades	Facilities Mgt/Supplies & Services	89
<b>Total New Requests</b>		<b>752</b>
<b>Total Earmarking Requests</b>		<b>1,012</b>

**Table 6 - Efficiency Savings**

		Targeted £'000	Anticipated shortfall £'000
ARA	Motorhome parking scheme	19	0
	Move from HVO back to diesel fuel for all ARA fleet	25	0
	Increase charges for permits/notices by 5%	6	0
	Increase harbour dues by 5%	3	0
	Apply charges to additional car parks	110	0
Asset Management	Asset Management and Community asset Transfer - Income generation delivered from licence fees from pop up sites	2	0
Neighbourhood Services	Increase charges for allotments by 30% for 2025-26; 15% for 2026-27 and 15% in 2027-28	2	0
	Increase Bereavement prices by 3% each year	21	0
	Increase commercial waste collection charges on certain waste streams	62	0
	Establish income target for sale of recycle	50	0
Property Maintenance	Property Maintenance - Private property maintenance and factoring Income generation delivered from new service	55	55
Planning & Building Standards	Introduce charge for forestry consultations (£200 per consultation)	4	0
	Introduce charge to developer for Street naming & numbering process	5	0
	Introduce charge for individual house naming (£250 each)	2	0
	Increase Pre application consultation fees in Planning to £3,000 for	10	0
	Increase all non-statutory fees by 3%	1	0
<b>Total</b>		<b>377</b>	<b>55</b>

**Table 7 - Payroll Management**

Payroll Management:	Targeted £'000	Achieved at period 10 £'000	Remaining to be achieved £'000
Payroll Management - Corporate target	1,268	1,057	211
Payroll Management - Directorate target	0	0	0
<b>Total</b>	<b>1,268</b>	<b>1,057</b>	<b>211</b>
<b>Comments:</b> It is anticipated that payroll turnover will be achieved in full.			

**Table 8 - Grant Income**

<b>New Grants Received:</b>		
Amount £'000	Grant name/ body	Grant purpose
28	Keep Britain Tidy	Chewing Gum removal
20	Scottish Government	School milk
95	Scottish Government	Ukraine & others resettlement
<b>143</b>		
<b>Comments:</b>		
The above grants which have been received during the financial year were not part of the approved Directorate budget.		

## Social Care

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Full Year Actual to 31 March £'000	Projected FY Variance favourable /(adverse) £'000
	<b>Community Care Services :</b>			
50,388	Older People	62,049	62,665	(616)
4,343	Physical Disabilities	5,419	5,486	(67)
<b>54,731</b>	<b>Total Community Care Services</b>	<b>67,468</b>	<b>68,151</b>	<b>(683)</b>
17,092	Children's Services	24,668	22,649	2,019
(172)	Justice Services	(4)	(4)	0
<b>16,920</b>	<b>Total Children and Justice Services</b>	<b>24,664</b>	<b>22,645</b>	<b>2,019</b>
22,371	Learning Disabilities	27,677	29,175	(1,498)
4,118	Mental Health	5,179	5,535	(356)
1,194	Addiction	2,081	2,080	1
<b>27,683</b>	<b>Total Mental Health Services</b>	<b>34,937</b>	<b>36,790</b>	<b>(1,853)</b>
4,586	Directorate Services	7,419	7,011	408
1	Other Services	3	1	2
0	Vacancy management	(2,523)	(2,117)	(406)
<b>4,587</b>	<b>Total Support Services</b>	<b>4,900</b>	<b>4,895</b>	<b>5</b>
508	<b>Integrated Care Fund/Delayed Discharges</b>	531	528	3
(15,042)	<b>Interagency payments with Health</b>	(21,579)	(21,579)	0
<b>89,387</b>	<b>HSCP Sub-total</b>	<b>110,921</b>	<b>111,430</b>	<b>(509)</b>
157	Aids and Adaptations etc	833	833	0
<b>89,544</b>	<b>Final HSCP total</b>	<b>111,754</b>	<b>112,263</b>	<b>(509)</b>
<b>Earmarking requests</b>				<b>0</b>

**Health & Social Care Partnership** - the above table provides an overview statement of the financial budget and projected out-turn position for the Council element of the Integration Joint Board (IJB) for 2025/26 as at 31st January (Period 10).

The table above includes £5.008m transferred from reserves, leaving a balance of £4.610m, of which £4.013m is committed and earmarked to be used in future years. The uncommitted balance of £0.597m has been allocated in year to older people residential care placements to meet demand greater than budgeted.

**The Period 10 projections are based on estimates and judgements on spend to date, review of contracts and review of care packages / residential placements, along with discussion with service managers. Period 10 will be presented to the IJB at the 11th of March 2026 meeting.**

## Miscellaneous Services

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected FY Actual to 31 March £'000	FY Variance Favourable /(Adverse) £'000
3,839	Miscellaneous Services	27,064	24,745	2,319
<b>3,839</b>	<b>Total Miscellaneous Services</b>	<b>27,064</b>	<b>24,745</b>	<b>2,319</b>

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Account	Full Year Budget 2025/26 £'000	Projected FY Actual to 31 March £'000	FY Variance Favourable /(Adverse) £'000
0	Debt management charges	20,133	20,676	(543)
0	Investment income	(1,930)	(1,743)	(187)
0	Recharges to other services	(1,886)	(1,886)	0
769	Requisitions and other initiatives	969	956	13
639	Employee provision	3,107	798	2,309
221	Fees and subscriptions	489	552	(63)
1,561	Other payments	5,584	4,336	1,248
37	Covid-19 costs	0	26	(26)
790	Salary sacrifice schemes	550	450	100
11	Equal pay	0	0	0
335	Storm Eowyn costs	0	340	(340)
0	PPP flexibility/ IFRS 16 adjustments	(3,859)	(3,163)	(696)
0	Contribution to Reserves	3,928	3,928	0
<b>4,363</b>	<b>Gross expenditure</b>	<b>27,085</b>	<b>25,270</b>	<b>1,815</b>
(524)	Gross income	(21)	(525)	504
<b>3,839</b>	<b>Net expenditure</b>	<b>27,064</b>	<b>24,745</b>	<b>2,319</b>

Table 3 - Analysis of Significant Variances

FY Variance Favourable /(Adverse) £'000	Miscellaneous Services
(543)	<b>Debt management charges:</b> the budget comprising £6.408m for loan principal, £13.552m for interest costs and £0.173m for loans fund expenses. A full year overspend of £0.543m is currently projected in interest and expenses. This overspend on expenses relates to the planned repayment of developers contributions prior to the year-end.
(187)	<b>Investment income:</b> the budget is based on an estimate of the average revenue balances held during the year at an assumed interest rate return of 4.00% on those balances. Investment income for the full year is currently projected to be £1.730m, a shortfall of £0.187m due to lower than anticipated revenue balances held by General Services.
2,309	<b>Employee provision:</b> the projected underspend relates to General Revenue Grant funding Redeterminations for pay, received from Scottish Government in recent weeks. This underspend is referred to in the covering report and will be allocated across services to help fund the impact of national pay awards.
(63)	<b>Fees and subscriptions:</b> the projected full year overspend relates primarily to increased national CoSLA subscriptions (£0.049m).

1,248	<b>Other payments:</b> the projected net underspend of £1.248m comprised the following significant elements: - £0.868m projected underspend in energy costs across all Council services but reported corporately within Miscellaneous Services, in what continues to be a fluctuating energy price market; - £0.277m projected underspend on insurance costs (net of third party claims); - £0.143m projected underspend in unfunded pension cost payments to Strathclyde Pension Fund; and - £0.130m over recovery of efficiencies relating to employee purchased additional leave. Partly offsetting those projected underspends is a projected overspend of £0.176m, of which £0.135m relates to increases in Non-Domestic Rates charges.
100	<b>Salary sacrifice schemes:</b> the projected full year underspend comprises both car leasing and employee benefit schemes, based on orders received less the cost of administering the schemes and factoring in the £0.185m savings target recorded within Human Resources.
(340)	<b>Storm Eowyn costs:</b> this comprises non-employee expenditure incurred during 2025/26 in the aftermath of Storm Eowyn in January 2025. This expenditure includes remedial work on Council properties including schools, some of which was scheduled to coincide with the school summer holiday and other work relating to tree maintenance and recovery which was delayed due to the high level of demand for such services in the immediate aftermath of the storm. A full year overspend of £0.340m is projected.
(696)	<b>PPP flexibility/ IFRS 16 adjustments:</b> following the initial implementation of the accounting standard <i>IFRS 16 Leases</i> in 2024/25, the revenue budget implications and initial anticipated benefit have been reassessed in the current year based on revised and updated information, resulting in an anticipated under-recovery of £0.696m.
504	<b>Income:</b> primarily relates to non-recurring income returned from West of Scotland Loans Fund/ ERDF.
<b>2,319</b>	<b>Total projected full year variance</b>

**Table 4 - Budget Transfer Requests**

	DR £'000	CR £'000
<b>Total</b>	<b>0</b>	<b>0</b>

**Table 5 - Earmarking Requests**

	Objective/ Subjective	Amount £'000
	Service/ Account	
<b>Total</b>		<b>0</b>
<b>Comments:</b> No earmarking requests identified for Miscellaneous Services.		

**Table 6 - Efficiency Savings**

	Target £'000	Over recovery £'000
Purchase of additional leave: target to be allocated across services	200	130
Additional AVCs: on-cost savings	48	0
<b>Total</b>	<b>248</b>	<b>130</b>
<b>Comments:</b> Savings targets are expected to be fully achieved during the year.		

**Table 7 - Payroll Management**

	£'000	£'000
<b>Total</b>	<b>0</b>	<b>0</b>
<b>Comments:</b> No payroll management target allocated to Miscellaneous Services.		

## Housing Revenue Account

Table 1 - Objective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
(19,577)	Housing Revenue Account	0	(2,053)	2,053
(19,577)		0	(2,053)	2,053

Table 2 - Subjective Analysis

Actual Expenditure to 31 January £'000	Service	Full Year Budget 2025/26 £'000	Projected Actual to 31 March £'000	Projected Variance favourable /(adverse) £'000
4,206	Employee costs	5,168	5,168	0
7,425	Property costs	16,990	15,563	1,427
504	Supplies and services costs	338	267	71
73	Transport costs	73	83	(10)
1,047	Administrative costs	2,306	1,793	513
45	Support services costs	1,899	1,899	0
17	Third party payments	33	20	13
142	Transfer payments	119	169	(50)
0	Financing costs	8,616	8,668	(52)
3,226	CFCR	3,226	3,226	0
<b>16,685</b>	<b>Gross expenditure</b>	<b>38,768</b>	<b>36,856</b>	<b>1,912</b>
(36,262)	Income	(38,768)	(38,909)	141
<b>(19,577)</b>	<b>Net expenditure</b>	<b>0</b>	<b>(2,053)</b>	<b>2,053</b>

Table 3 - Financial Variance Analysis

Projected Variance favourable /(adverse) £'000	Housing Revenue Account
1,427	<b>Property Costs</b> - projected underspend of £1.427m. This is mainly due to an underspend of £1.251m in the cost of repairs to council houses, where management action undertaken has reduced the use of sub contractors by increasing efficiency to keep an increased level of work "in house". There has also been additional income of £0.154m received from the Councils' insurance provider in relation to the claim made for storm damage in 2024 to cover costs incurred at that time. In addition, there is a projected underspend of £0.040m in electricity costs and various small underspends across other budget lines totalling £0.025m. These underspends are partially offset with an increase in Unlets costs (£0.018m) and Decants (£0.025m).
71	<b>Supplies &amp; Services</b> - projected underspend of £0.071m mainly due to reductions in legal fees (£0.030m) and removal & storage costs (£0.020m), with small underspends across various other
(10)	<b>Transport Costs</b> - projected overspend of £0.010m due to increased vehicle lease costs.
513	<b>Administrative costs</b> - projected underspend of £0.513m. This is due to projected underspends on telecomms charges (£0.036m), subscriptions (£0.010m), training (£0.022m) and postages and stationery (£0.045m). There is also a projected underspend of £0.400m in bad debts based on the current level of arrears of council house rental income.
(37)	<b>Third Party Payments and Transfer Payments</b> - projected overspend of £0.037m. This is due to a projected overspend of £0.050m on redecoration allowances, which is partly offset by a projected underspend of £0.013m on charges from other Council services.
(52)	<b>Financing costs</b> - projected net overspend of £0.052m comprising: - Principal, Interest payments and expenses - projected underspend of £0.052m on principal, interest and expenses, which relates to the timing of loan payments and interest rates of temporary loan debt. - Interest income on revenue balances - projected online as a result of the Loans Fund meeting the originally estimated rate of interest on investments.

141	<b>Income</b> - over recovery of £0.141m. This is due to a projected over recovery in rental income related to the impact of new builds coming into stock and available for renting.
<b>2,053</b>	<b>Total projected variance</b>
<b>Comments:</b>	

**Table 4 - Accumulated Surplus**

<b>Accumulated Surplus</b>	<b>Amount £'000</b>	<b>Amount £'000</b>
<b>HRA accumulated surplus as at 1 April 2025</b>	<b>4,464</b>	
<b>Current year projected surplus</b>	<b>2,053</b>	
<b>Minimum working balance</b>	<b>(2,000)</b>	
<b>Projected surplus available for spend for the year ended 31 March 2026</b>		<b>4,517</b>
<b>Current commitments:</b>		
<b>Capital:</b>		
Reduce the number of unlet properties		(500)
Potential overspend on capital works to void properties		(800)
<b>Revenue:</b>		
Transformation within Housing - support costs. Also to fund and support a project team to progress the implementation of a Housing Asset Management System which is an audit requirement. Implementation period is expected to be 18 -24 months.		(344)
Costs associated with Home Loss Payments at Riverside High Flats and provision for Disturbance Allowance approved by Leadership Panel 26 November 2019		(169)
Fund Insurance policy excess costs (The uninsured excess level has increased from £1,000 to £50,000 per claim under the new policy conditions).		(500)
Rain Water Harvesting Systems - Funding for initial inspection, service and any remedial works following commission of the RWH system, before cyclical maintenance regime is established.		(50)
Fund external maintenance and repairs and maintenance budgets to support service delivery and allow more planned and preventative work		(500)
<b>Total current commitments</b>		<b>(2,863)</b>
<b>Projected uncommitted surplus as at 31 March 2026</b>		<b>1,654</b>
<b>Comments:</b>		
<p>The service is currently carrying out regular detailed reviews of both revenue and capital budgets to ensure that costs can be maintained within approved budgets. During 2025/26, the scope of external maintenance has focussed on 'essential works' to ensure that this could be funded from the overall repairs and maintenance budgets, this has resulted in reduced expenditure in this area. It is proposed to earmark £0.500m to support the external maintenance and wider repairs budget to support service delivery and to allow more planned and preventative work to be undertaken if required. During 2026/27 there will be further scrutiny of those budgets leading into the next rent setting cycle as well as discussions about utilisation of the uncommitted surplus to support repairs and maintenance of Council houses and investment in modernisation and new build programmes.</p>		

**Table 5 - Rent Arrears**

<b>Rent Arrears</b>	<b>As at 31 January 2025</b>	<b>As at 31 January 2026</b>	<b>Movement</b>
Current Tenants – Mainstream	1,334	1,340	0%
Former Tenants – Mainstream	736	661	-10%
<b>Total</b>	<b>2,070</b>	<b>2,001</b>	<b>-3%</b>
<b>Comments:</b>			
<p>Historically, the Council has performed well in the areas of rent arrears management and the collection of rental income. From the 2023/24 benchmarking information, the Council was the best performing local authority in terms of overall arrears at 4.63% of the rent due for the 2023/24 reporting year. Rent arrears is an area of focused activity with a dedicated team managing rent accounts and progressing necessary recovery actions, while supporting tenants in arrears. Officers are continuing to make contact and engage with tenants to provide ongoing advice and support to those households who are experiencing hardship. As an alternative to using legal action for recovery, every effort is being made to secure repayment arrangements and actively apply for Alternative Payment Arrangements (APA's) for housing costs to be paid direct to the Council from the Department of Works and Pensions for households in receipt of Universal Credit. The current decrease in rent arrears has been factored into the Bad Debt Provision out-turn figure noted above in Table 3.</p>			

## Common Good Funds

Table 1 - Objective Analysis

Actual Net Expenditure/ (Income) to 31 January £'000	Common Good Fund	Full Year Net Budget 2025/26 £'000	Projected FY Actual to 31 March £'000	Projected FY Variance Favourable /(Adverse) £'000
84	Ayr Common Good Fund	0	(8)	8
9	Prestwick Common Good Fund	0	6	(6)
0	Troon Common Good Fund	0	(1)	1
0	Maybole Common Good Fund	0	0	0
44	Girvan Common Good Fund	0	0	0
<b>137</b>		<b>0</b>	<b>(3)</b>	<b>3</b>

Table 3 - Financial Variance Analysis

Projected FY Variance Favourable /(Adverse) £'000	Common Good Fund
8	<b><u>Ayr Common Good Fund:</u></b> A net full -year underspend of £0.008m is currently projected, comprising a projected underspend of £0.030m on property costs attributable to repairs and maintenance, utilities, insurance and energy costs (£0.083m) following the approved changes to management arrangements between the Common Good Funds and the Council from 1 October 2025, partly offset by increased grounds maintenance charges (£0.053m) as part of the same arrangement. That underspend is partly offset by a £0.027m under-recovery in rental income, again as a consequence of the new management arrangements. A further small over-recovery of £0.005m is due to additional interest income as a result of higher than anticipated interest rates.
(6)	<b><u>Prestwick Common Good Fund:</u></b> An overspend of £0.006m at the year-end is currently projected, due to the impact of updated grounds maintenance charges from the Council during the second half of the financial year, as part of the approved changes to management arrangements between the Common Good Funds and the Council.
1	<b><u>Troon Common Good Fund:</u></b> A favourable variance of £0.001m at the year-end is currently projected, due to additional interest income as a result of higher than anticipated interest rates.
<b>3</b>	<b>Total projected variance</b>

**Table 4 - Accumulated Revenue Reserves**

<b>Common Good Fund</b>	<b>Reserves as at 1 April 2025 £'000</b>	<b>Reserves as at 31 December 2025 £'000</b>	<b>Projected Reserves as at 31 March 2026 £'000</b>
Ayr Common Good Fund	135	51	143
Prestwick Common Good Fund	251	242	246
Troon Common Good Fund	39	39	40
Maybole Common Good Fund	2	2	2
Girvan Common Good Fund	9	(34)	9
<b>Total</b>	<b>436</b>	<b>300</b>	<b>440</b>

**Comments:**

Following significant pressure in recent years on Common Good Funds property budgets, at the Council meeting in May Members approved changes to the management arrangements for Common Good Funds, including the nature of property lease agreements between the Council and the Common Good Funds. These changes took effect from 1 October 2025 and the financial impact for both parties has been assessed for both the remainder of this financial year and in developing the approved 2026/27 Common Good budgets.

**Table 5 - Accumulated Capital Reserves**

<b>Common Good Fund</b>	<b>Reserves as at 1 April 2025 £'000</b>	<b>Reserves as at 31 December 2025 £'000</b>	<b>Projected Reserves as at 31 March 2026 £'000</b>
Ayr Common Good Fund	147	(378)	157
Prestwick Common Good Fund	35	35	35
<b>Total</b>	<b>182</b>	<b>(343)</b>	<b>192</b>

**Comments:**

Ayr Common Good Fund's capital reserve will receive a contribution from the Council in respect of reinstatement work on fire-damaged property in Ayr High Street.

**Summary of Current General Services Reserves Position  
as at 31 January 2026**

	<i>£m</i>	<i>£m</i>
<b>1) Accumulated reserves brought forward from 2024/25</b>		<b>23.270</b>
<b>Funds set aside for specific purposes:</b>		
Affordable Homes Fund	1.723	
Transformation Fund	5.135	
Workforce Change Fund	5.449	
Ash Tree Die back	0.233	
Ayrshire Growth Deal PMO	0.039	
Civil Contingency (3 Ayrshire reserve commitment)	0.124	
Community Halls Fund	0.500	
Financial Inclusion	0.704	
PPP Reserve commitment to 2026/27 budget	2.000	
General Service earmarking brought forward	2.559	<b>18.466</b>
<b>Uncommitted reserves brought forward as at 31 March 2025</b>		<b>4.804</b>
<b>2) Movement in 2025/26</b>		
<b>i) Approved contribution to uncommitted reserve</b>		<b>3.928</b>
<b>ii) Cabinet/Council approved in year draws:</b>		
Cabinet of 28 May 2025 – Social Care Support	(0.151)	
Council of 26 June 2025 - Ayr Show (maximum commitment)	(0.590)	
Cabinet of 23 August - Ayr Show sponsorship income (reduces June commitment)	0.161	<b>(0.580)</b>
<b>iii) Directorate budget projections:</b>		
Service projections (including SG pay funding)		<b>2.827</b>
<b>iv) Budget contribution 2026/27:</b>		
Council of 5 <sup>th</sup> March 2026		<b>(1.365)</b>
<b>Projected uncommitted reserves at 31 March 2026</b>		<b>9.614</b>

**South Ayrshire Council**

**Report by Chief Executive  
to Cabinet  
of 17 March 2026**

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**Subject: South Ayrshire Trauma Roadmap**

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**1. Purpose**

1.1 The purpose of this report is to seek approval of the South Ayrshire Trauma Roadmap.

**2. Recommendation**

**2.1 It is recommended that Cabinet:**

**2.1.1 approves the South Ayrshire Trauma Roadmap (appendix one).**

**3. Background**

3.1 In 2019-2020 the Scottish Government and COSLA laid out a joint ambition ‘to achieve a trauma-informed and responsive workforce’. To help realise this vision, the [National Trauma Transformation Programme](#) was developed by The Scottish Government, COSLA, The Improvement Service, NHS Education Scotland (NES) and partners, and the [National Roadmap for creating trauma informed and responsive change](#) was created to support organisations to:

- Realise that trauma is common;
- Recognise its impacts;
- Respond appropriately;
- Resist Re-traumatisation; and
- Understand that relationships matter.

3.2 South Ayrshire Council supported a motion committing to that ambition in 2021 and a dedicated trauma officer was recruited. The Community Planning Partnership signed the Trauma Leadership Pledge, and a corporate trauma training plan was agreed in 2023.

3.3 [South Ayrshire Council Plan 2023-2028](#) recognises the importance of trauma informed practice as part of a number of cross-cutting themes which have been incorporated into the corporate Integrated Impact Assessment (IIA).

3.3 As part of the high-level action plan developed in 2021, local priorities were identified by the steering group which included:

- Awareness and Engagement;

- Staff Wellbeing;
- Trauma Responsive Leadership; and
- Experts by Experience.

It was agreed that a South Ayrshire Roadmap would be developed as guidance for staff when implementing and embedding trauma informed and responsive systems and services.

#### **4. Detail**

4.1 After extensive consultation with staff, strategic groups, and partners, the South Ayrshire Trauma Roadmap 2026-2031 (appendix one) has been developed in line with the National Roadmap for Creating Trauma Informed and Responsive Change. It has also been informed by a robust evidence base including findings of a Scottish Government [evidence review](#) on the enablers and barriers to trauma-informed systems, organisations and workforces.

4.2 This document should be seen as a tool to support change and aims to:

- raise awareness of the organisational and environmental conditions that are required to support sustainable change;
- support reflection;
- use a trauma lens;
- empower services to identify and reflect on opportunities for improvement; understand progress; and
- monitor impact

4.3 Following approval of the roadmap, an action plan will be developed by the Steering Group aligning to the key priorities of awareness and engagement; staff wellbeing; trauma responsive leadership; and experts by experience (personal and professional). The Trauma Network will also support the delivery of the action plan and oversee the monitoring and evaluation. The action plan will be reviewed annually, with performance monitoring 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 support the Council Plan priorities in making South Ayrshire a place where people can thrive and meet their full potential.

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

- 8.2.1 Although trauma doesn't have a statutory underpinning, it is explicitly mentioned in a number of other strategies and frameworks, including some on a statutory footing. The risks associated with rejecting the recommendations could not only damage the reputation of the Council, but it could also place the Council at risk of failing various inspections including from The Care Inspectorate and The Scottish Social Services Council (SSSC) or not meeting the National Outcomes of the [National Performance Framework - gov.scot](#).

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

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report and the IIA Summary Report 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.

## 12. **Link to Council Plan**

- 12.1 The matters referred to in this report contributes to all 3 priorities of the [South Ayrshire Council Plan 2023-2028](#)

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

- 13.1 This document links to key priorities of workforce, and our delivery model.

## 14. **Results of Consultation**

- 14.1 There has been no public consultation on the contents of this report.
- 14.2 Consultation on the Roadmap was carried out by the Trauma Lead Officer with The South Ayrshire: LEADS Steering Group; The South Ayrshire Through a New Lens Trauma Network, NHS Public Health; South Ayrshire Community Planning Partnership; Alcohol and Drug Partnership (ADP); Violence Against Women and

Girls Partnership; Adult Protection and Child Protection Committees: and wider staff.

14.3 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy 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>
Publish Roadmap	March 2026	Service Lead – Performance, Community Planning and Sustainability

**Background Papers**     [Implementation - National Trauma Transformation Programme](#)

[Trauma Informed and Response South Ayrshire – report to Leadership Panel \(30<sup>th</sup> November 2021\)](#)

[Trauma Informed and Response South Ayrshire – update to Cabinet \(17<sup>th</sup> January 2023\)](#)

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**Date:** 17<sup>th</sup> February 2026

**South Ayrshire LEADS:  
Trauma Roadmap  
2026-2031**



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## Foreword

We are delighted to introduce our first South Ayrshire Trauma Responsive Roadmap (2026 – 2031) which aims to support the strategic and sustainable embedding of trauma responsive practice across South Ayrshire.

As a community, we are becoming more aware of how common trauma is and how it impacts our life chances over the life course. South Ayrshire has significant and widespread levels of trauma, more so since pre-pandemic, which impacts both our communities and our staff. We recognise that as Trauma is Everyone’s Business, we all have a role in developing a trauma responsive South Ayrshire. As stated in the Council Plan (2023 – 2028) we appreciate the cross-cutting nature of trauma and understand it is at the root of much adversity experienced within and across our communities.



**Councillor Brian Connolly**

Although Scotland has been internationally recognised as leading the way in developing trauma informed and responsive systems and services, South Ayrshire has also been recognised as a key lead in this area and as a valuable National Trauma Transformation Programme (NTTP) partner. In 2021 a high-level action plan was developed that received unanimous commitment at full Council on developing a trauma informed and responsive workforce. Since then, we have developed a sustainable training programme for all those who work and volunteer in South Ayrshire; signed the Trauma Leadership Pledge; supported the development of a multi-agency Trauma Network; developed a sustainable staff wellbeing project; and supported a trauma aware community pilot to support authentic voices of lived experience.

Our key priorities in this Roadmap include awareness and engagement, staff wellbeing, trauma responsive leadership, and experts by experience. Collaborating with the South Ayrshire: LEADS Steering Group and the South Ayrshire: Through a New Lens trauma Network, we aim to deliver an action plan that, in line with the National vision from The Scottish Government and COSLA, will support trauma responsive systems and services that realise the prevalence of trauma, recognise it’s impacts; respond appropriately; resist re-traumatisation and support recovery.

**"It cannot be trauma informed if not informed by voices of lived experience"**

**Cissy White, 2018**

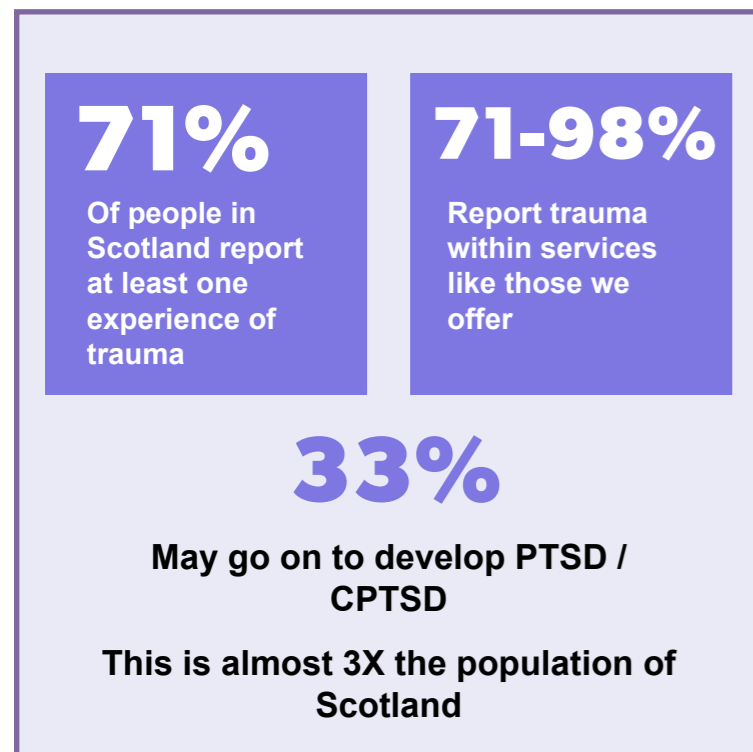
## Executive Summary

This roadmap aims to support the National Vision of the Scottish Government, COSLA, and partners in developing a trauma informed and responsive workforce across Scotland, in line with the National [Roadmap for Creating Trauma Informed and Responsive Change](#). Focusing on 4 priorities of 1) Awareness and Engagement; 2) Staff Wellbeing; 3) Trauma Responsive Leadership; and 4) Experts by Experience, that trauma is everyone’s business, all behaviour is communication, and this document should be seen as a tool to support transformational change and aims to raise awareness of the organisational and environmental conditions that are required to support sustainable change; support reflection, using a trauma lens; empower services to identify and reflect on opportunities for improvement; understand progress; and monitor impact.

## Background

As a society, we are noticing that living through traumatic events is more common than previously thought. 71% of people in Scotland report at least one experience of trauma, with that figure rising to between 75 – 98% within services such as those we deliver (Scottish Government. 2025).

This prevalence means that not only will it impact the lives of those we support, but also it is likely we will have personal experience of trauma. Living through a global pandemic has taught us all that trauma, and it’s impacts, are everyone’s business.



“Individual trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual’s functioning and mental, physical, social, emotional or spiritual well-being” (Substance Abuse and Mental Health Services Administration 2014: p. 7)

Trauma can be defined in many ways. However, when we are discussing trauma, we believe this definition to be the most suitable.

We know through our various learning that it is not the trauma that happens to us that can cause such long-term negative impacts, but the way we experience it that can be so harmful. Systems and services can unintentionally re-traumatise individuals accessing support; interpersonal trauma can negatively impact how we make and maintain healthy relationships; and it can be detrimental to our physical, social, and psychological outcomes, across the life span, as can be seen by the graphic below

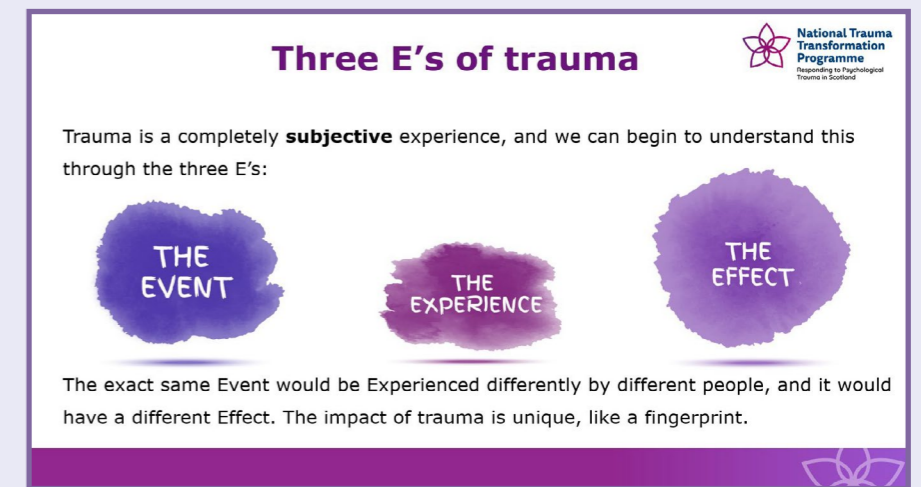


Figure 1: The 3 Es of trauma, (NTTP, 2024)

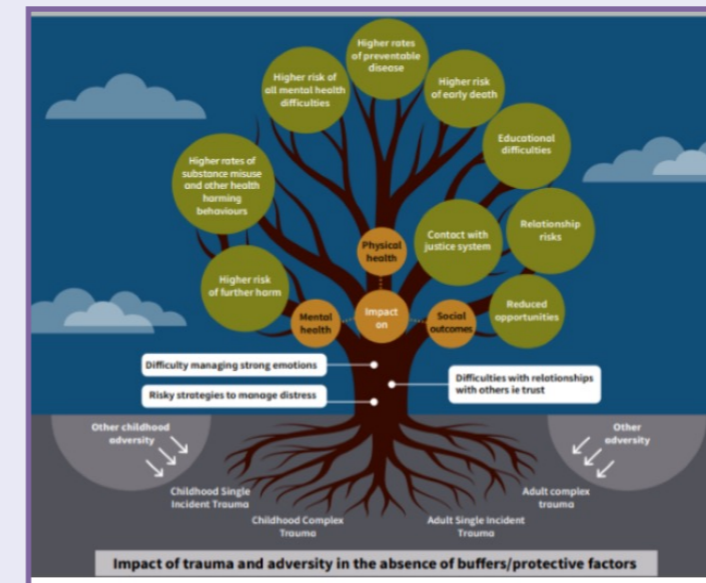


Figure 2: Trauma Tree, (NHS Education for Scotland, 2020)

Living with the impacts of trauma has been shown to be at the root of much adverse experiences across the life span and connected to poorer outcomes in adulthood. This can negatively impact: physical outcomes such as, higher rates of preventable disease and early death; psychological outcomes with higher rates of mental health difficulties and self-harming behaviours; and social outcomes including educational and employment difficulties, relationship risks, substance use, contact with the justice system, and reduced opportunities across the life span.

Research has shown that those living with the impacts of trauma are more likely to experience negative health and social outcomes (Welsh Government, 2021) Therefore, understanding the intersectionality of trauma, and the need to adopt a more cross cutting approach when supporting people with complex needs is essential in our national commitment to reducing and preventing childhood adversity within our communities.

Moreover, there is growing evidence that highlights when systems and services resist re-traumatization by becoming more trauma informed and responsive: where staff can realise the prevalence of trauma; recognise it’s impacts; and respond appropriately, barriers and with safety, choice, collaboration, trust, and empowerment at the centre of all we do to support are reduced and those living with the impacts of trauma, through relational support, can build resilience and recover with improved outcomes. A collaborative study conducted by The Welsh Government and The South Wales Police force in 2017 identified various improved outcomes as can be seen by figure 3 including a 65% reduction in incarceration; 60% reduction in perpetrator violence; and 66% reduction in substance use.

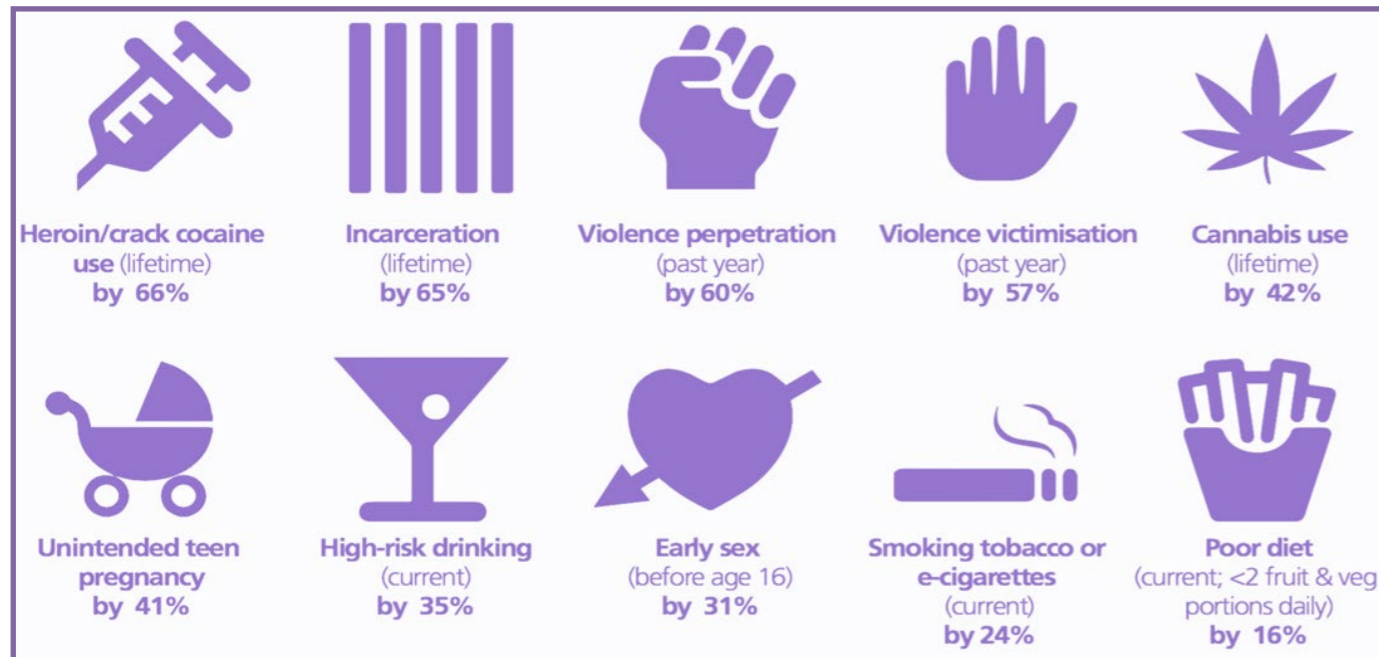


Figure 3: ACE hub Wales 2017

Scotland has paved the way in creating a vision of a trauma informed and responsive workforce and services and was the first country in the world to develop a knowledge and skills framework (NES, 2017). NHS Education for Scotland (NES), alongside partners, developed the National Trauma Transformation Programme (NTTP) which provides a wide range of resources, guidance, and implementation support, including the [Roadmap for Creating Trauma Informed and Responsive Change](#) for all sectors across the workforce.

Preventing and responding to trauma has become a National Public Health priority and an essential part of fulfilling Scotland’s [National Performance Framework’s](#) ambition of increasing wellbeing, creating opportunities to flourish, and improving outcomes for people and communities.

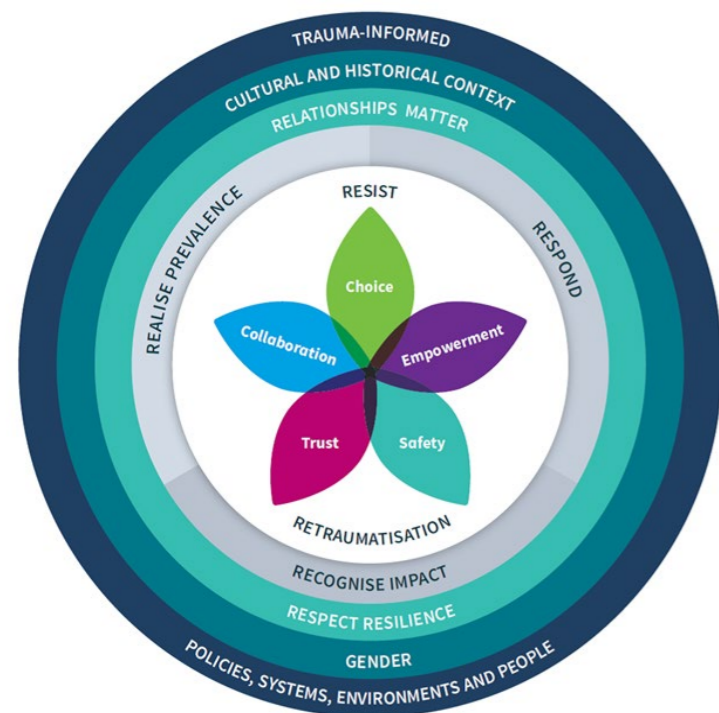


Figure 4: Trauma Responsive Organisation, NES, 2020]

“The Scottish Government and COSLA have a shared ambition for a trauma-informed workforce and services across Scotland, capable of recognising where people are affected by trauma and adversity, that is able to respond in ways that prevent further harm and support recovery, and can address inequalities and improve life chances.” (National Learning Report 2025: P1)

To support this ambition, the Scottish Government has provided recurring funding to all 32 local authorities since 2021. To further demonstrate the national commitment, this funding has now been baselined into council budgets.

Although we have achieved a great deal across South Ayrshire, we still have much to do in creating trauma informed and responsive systems and services across Scotland. Therefore, this Roadmap has been developed using the principles of collaboration and co-design, and has been informed by our experts by experience, including the South Ayrshire: LEADS Steering Group and the South Ayrshire: Through a New Lens Trauma Network.

## Introduction

### What are Trauma Informed and Responsive Systems and Services?

“Just because you don’t know someone who has experienced trauma doesn’t mean you don’t know someone who has experienced trauma.”  
Member of the Steering Group

Trauma is Everyone’s Business! This does not mean we all have to be trauma experts as we require diverse knowledge and skills to support recovery. However, it does mean, regardless of role and remit, that we all have a part to play in recognising where someone may be affected by trauma.

Furthermore, although training is an essential part of the trauma responsive journey, we must also recognise that training alone will not make the transformational change required.

“Trying to implement trauma specific practices without first implementing trauma informed organisational culture change is like throwing seeds on dry land “ Sandra Bloom

Therefore, organisational change requires a focus on the strategic and operational. Drivers identified in the National roadmap can be seen in the graphic below, which illustrates the complexity of the journey involved in becoming more trauma responsive can be seen in figure 4.

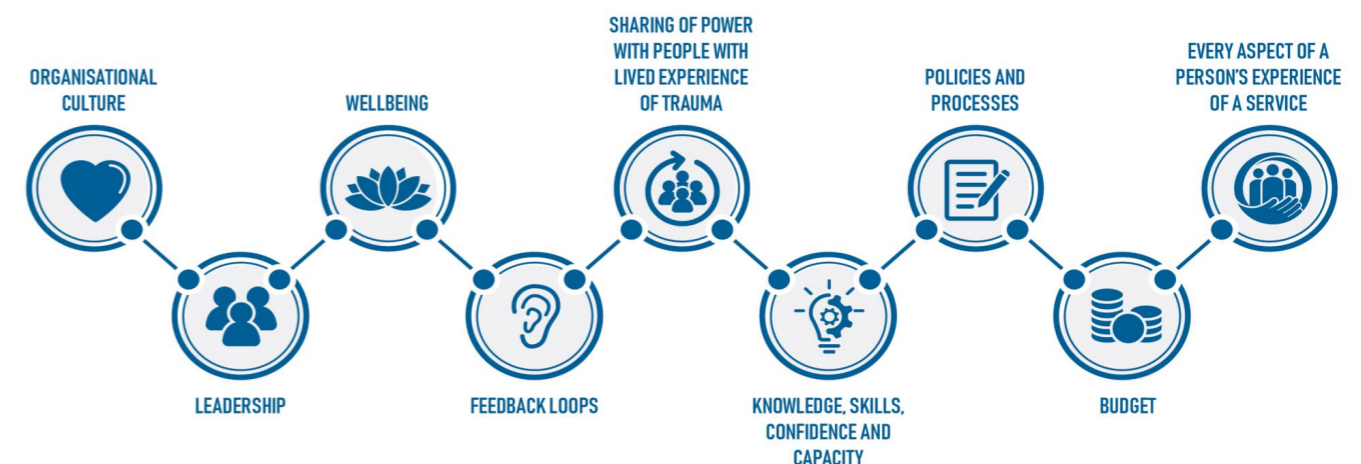


Figure 5: Drivers of trauma informed change (Roadmap, 2023)



People’s issues are complex and often do not live in isolation. For example, a person seeking support with housing may also be struggling with addiction, poor mental health, chronic pain, and living in poverty. Therefore, adopting a cross cutting approach to supporting those who access our services is essential within trauma informed and responsive systems and services.

“We will never live up to The Promise, reduce drug deaths, end child poverty, decrease homelessness figures, if we don’t implement trauma responsive systems” Trauma Network Member

Like people, services and organisations are complex, which often means they are not as accessible for those seeking support. This can, at times, unintentionally cause re-traumatisation, create increased barriers to support, and risk further harm. Therefore, we must ensure our systems are:

- Designed using a trauma lens and aware of complex needs;
- Work collaboratively, using a cross cutting approach;
- Support a joined-up approach to funding;
- Aware that we can no longer continue to work in silo;
- Requires collaboration and power sharing; and
- Avoid blame, shame, and judgement when supporting others.
- Understanding that all behaviour has communication

“We shouldn’t ask what’s wrong with people, but what happened to them” James Docherty



## Aims of the Roadmap

Although trauma doesn't currently have a statutory underpinning, it is explicitly mentioned in a number of other strategies and frameworks, including some on a statutory footing, such as: Fairer Duty Scotland; Adult Support and Protection, SSSC; Employability; and Housing. This makes us all accountable for trauma informed practice and highlights that within a local authority, Trauma Is Everyone’s Business, and not just something reserved for specialist services such as mental health, alcohol and drugs, and public protection. Please see the attached link for a live [Mapping national commitments](#)

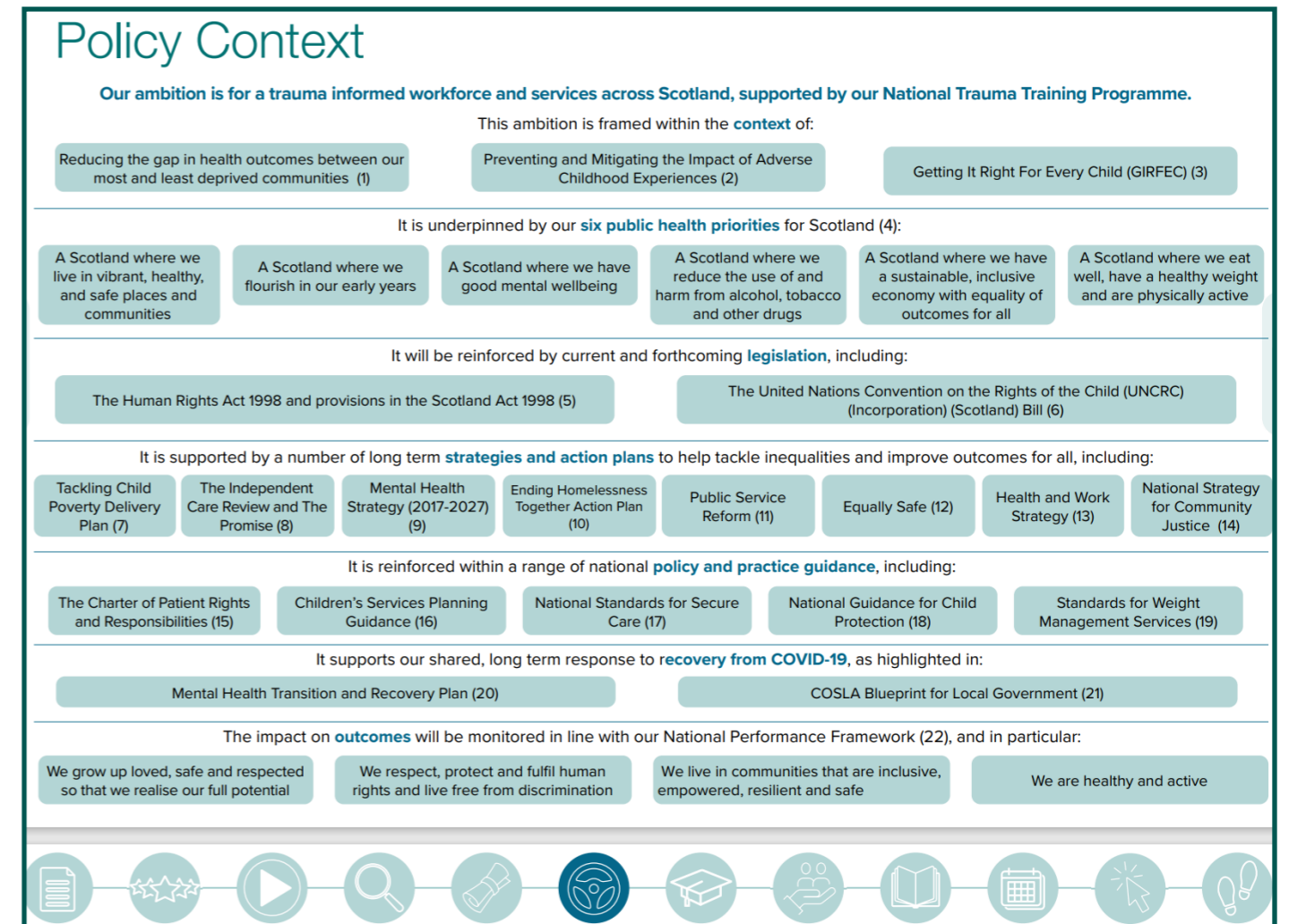


Figure 6: Policy Context Graphic (Roadmap, 2023)

The South Ayrshire Roadmap for Sustaining Trauma Responsive Change has been developed in line with the National [Roadmap for Creating Trauma Informed and Responsive Change](#) and a robust evidence base including [Enablers and barriers to trauma-informed systems, organisations and workforces: evidence review - gov.scot](#). This document should be seen as a tool to support transformational change and aims to raise awareness of the organisational and environmental conditions that are required to support sustainable change; support reflection, using a trauma lens; empower services to identify and reflect on opportunities for improvement; understand progress; and monitor impact.

This roadmap is designed for staff across the public, voluntary, and private sectors in South Ayrshire. It can guide our volunteers, staff, managers, and senior leaders and can support our Elected Members and Community Planning Partnership to help strengthen our local democratic accountability, through a trauma lens.

**“Start where you are, do what you can, with what you’ve got”**  
**Arthur Ashe**

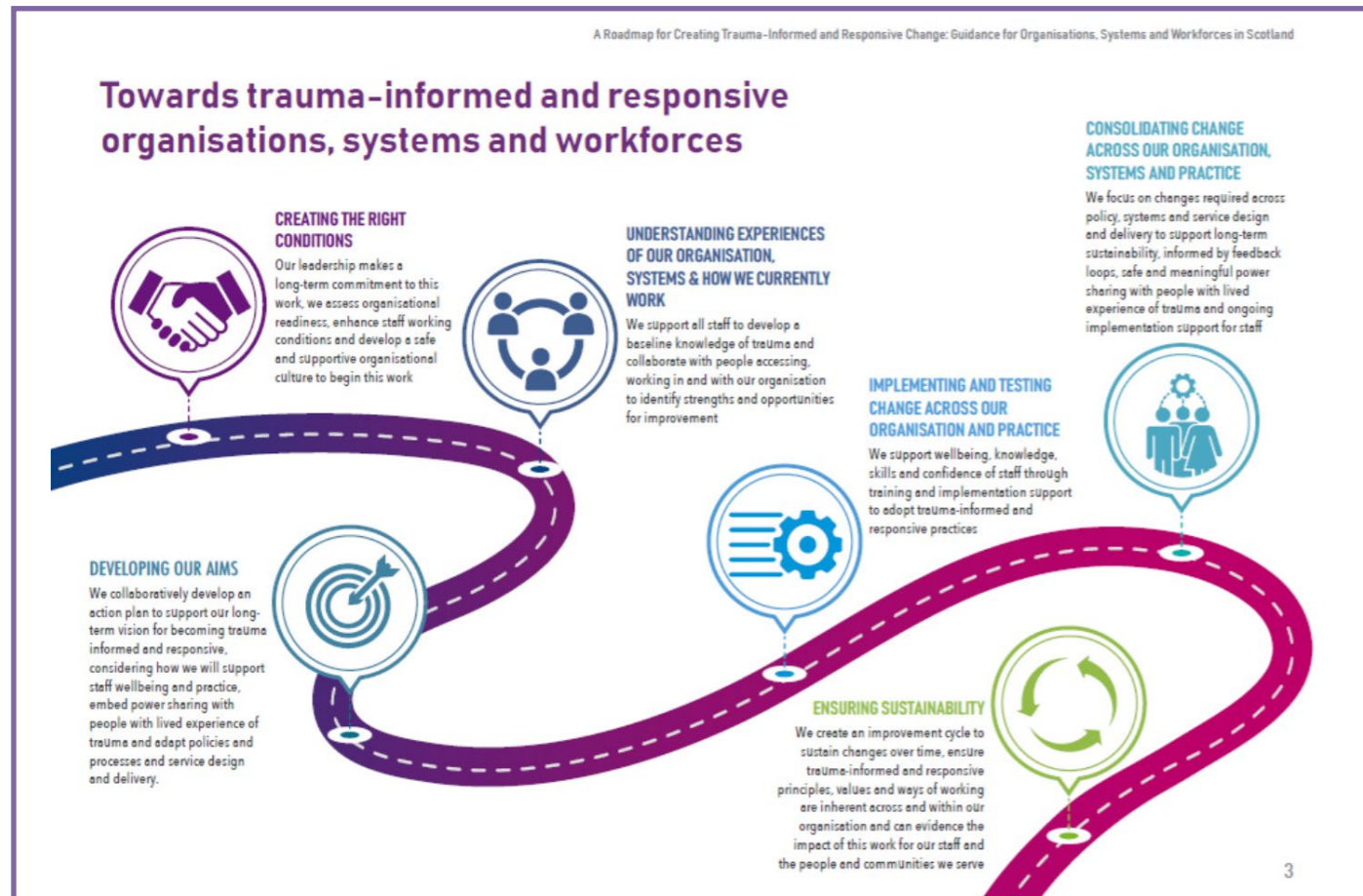


Figure 7: 6 Stages towards trauma informed and responsive organisations, systems, and workforces (Roadmap, 2023)

We know from the Time Space Compassion approach to suicidal distress that relationships matter, and human connection becomes even more critical at times of crisis. This approach offers the opportunity to reflect on our practices; policies; our relationships, with those people we work alongside; and how we better support our own wellbeing.

We wish to support environments that offer safety, choice, collaboration, trust, and empowerment for all those who work and access our services: and systems and services that are able to offer time, space, and compassion to anyone in need of support.

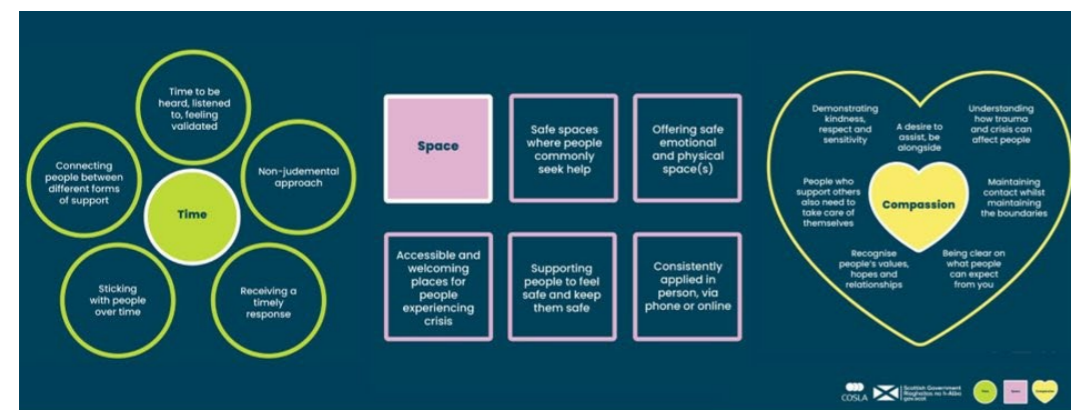


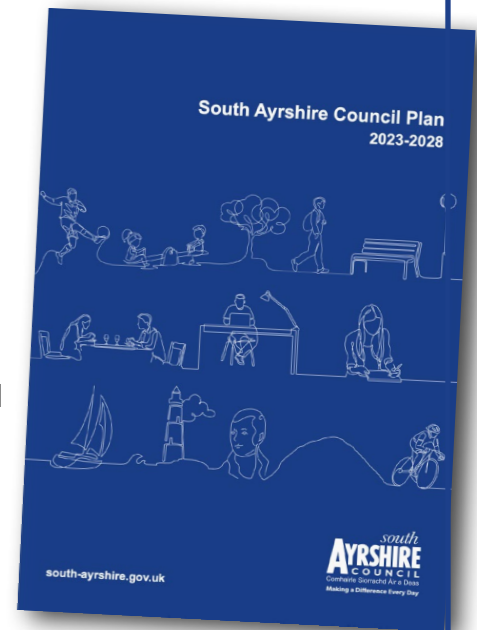
Figure 8: Time, Space, Compassion (Creating Hope Together Strategy 2022 – 32)

## Local Priorities

South Ayrshire Council Plan (2023-2028) has included Trauma as one of its cross cutting agenda's and latterly included it in our inspirational Integrated Impact Assessment (IIA) to ensure that all policies, practice, and programmes of work coming from the council, will have a trauma lens over it and will monitor any impact on those with lived and living experience of trauma, and put in place any required mitigations.

Furthermore, this Roadmap supports all 3 priorities of the council plan through:

- Spaces and Places: Raising awareness of the prevalence and impacts of trauma will contribute to improved outcomes, reduce inter-generational trauma, and promote wellbeing;
- Live, Work, Learn: Mitigating the impacts of trauma and providing accessible services that support recovery from trauma, promote increased opportunities for lifelong learning, and resist retraumatisation; and
- Civic and Community Pride: Building individual and community resilience that supports everyone to reach their potential and contribute to developing their local communities.



## Roadmap Priorities

### Priority 1: Awareness and Engagement

- Improve Awareness and engagement across all services;
- Support top down messaging; and
- Increase community engagement regarding trauma awareness.

### Priority 2: Staff Wellbeing

- Focus on developing proactive measures;
- Ensure staff wellbeing is a sustainable priority; and
- Ensure wellbeing supports are equitable and accessible.

### Priority 3: Trauma Responsive Leadership

- Develop and sustain leadership commitment;
- Middle management engagement; and
- Cross Cutting Approach.

### Priority 4: Experts by Experience: Personal and Professional

- Improve opportunities for collaboration, co-design & co-production;
- Support lived experience within service design and delivery; and
- Develop spaces for peer support.





## South Ayrshire LEADS: Logic Model



## Our journey so far... South Ayrshire: LEADS

South Ayrshire: LEADS is the programme, led by the trauma lead officer, that aims to support the implementation of trauma responsive systems and services across South Ayrshire through focus on four main drivers. These areas of focus have been identified through various methods of consultation and are in line with our high-level action plan (link) and the National Roadmap. Please see our [South Ayrshire: LEADS Trauma Responsive South Ayrshire - Home](#) or all information on the project, training and wellbeing opportunities, and resources to support your own trauma responsive journey.

## Trauma Leadership Pledge

In 2023 the South Ayrshire Community Planning Partnership signed the NHS Education for Scotland (NES) Trauma Leadership Pledge where they made a commitment to design systems and services that recognise the central importance of relationships that offer safety, choice, collaboration, trust, and empowerment; are actively informed by people with lived experience; and with a focus on reducing barriers to support, reducing re-traumatisation, and supporting recovery.



Figure 6: South Ayrshire: LEADS Timeline 2021 – present

## Trauma/Wellbeing Training

Although we recognise creating trauma transformational change requires more than training alone, we do realise the value in raising awareness, starting conversations, and opportunities for reflection.

The South Ayrshire: LEADS training calendar offer's trauma training, wellbeing sessions, mental health first aid, Time Space Compassion workshops, and Neurodiversity training. Please see link for all [training](#) opportunities

Although we encourage all members of staff and partners across South Ayrshire to complete training, we also understand that those with lived or living experience of trauma may find this challenging. Therefore, we advise a compassionate conversation with your team member ahead of any session, to ensure they are in a psychologically and emotionally safe space to attend. Furthermore, we would recommend follow up sessions with staff to further support their wellbeing in the workplace.

Going forward, plans include the creation of safe spaces to discuss any reflections from the learning that can help, alongside the learning from the Annual Impact Report, will shape the training, while supporting wellbeing.

## Trauma Walkthrough Lens Tool

As explained earlier, training alone cannot make the transformational change required. Therefore, as the next stage in our training plan, it is advised once the majority of a team, service, or organisation has completed the relevant training that is required of their role and remit, then the team should then complete the trauma walkthrough tool (resource can be accessed in the resources section). This tool allows the team to assess their service, through a trauma lens, and to develop an action plan. This tool, coupled with the relevant training and reflection, will support change. This can be conducted independently or with support from the trauma lead officer. Please see trauma responsive sharepoint for all [Trauma Responsive Resources](#).

## Trauma Champions Network

To help drive the ambition of developing a trauma responsive workforce and services there was an ask that all local authorities, Integrative Joint Board (IJB), health boards, and any other key community planning partners to nominate local trauma champions to help influence change in line with the shared values of kindness, dignity, and compassion, as set out in the National Performance Framework. Trauma champions would be responsible for:

- Raising awareness of trauma informed and responsive practice within their area; and
- Collaborate with other sectors to build on existing progress.

In South Ayrshire we currently have 14 trauma champions from across all levels of the organisation and including from across the community planning partnership.



## South Ayrshire: Through a New Lens

In 2022, a lived experience led, multi-agency, trauma network was developed with the aim of raising awareness of trauma, highlighting good practice, and developing stronger partnership networks. This network now has over 70 members and meets every 6 weeks to collaboratively support this agenda across South Ayrshire.

The network has supported the development of the programme priorities, supported a cross cutting conference in September 2025; and are a key partner in the co-design of the Roadmap.

Next steps include increasing learning via key speakers and workshops; peer support; focus on wellbeing; spotlight “candle moments” for shared development; and to develop resources that can be shared across the locality.



## Be Well Live Well

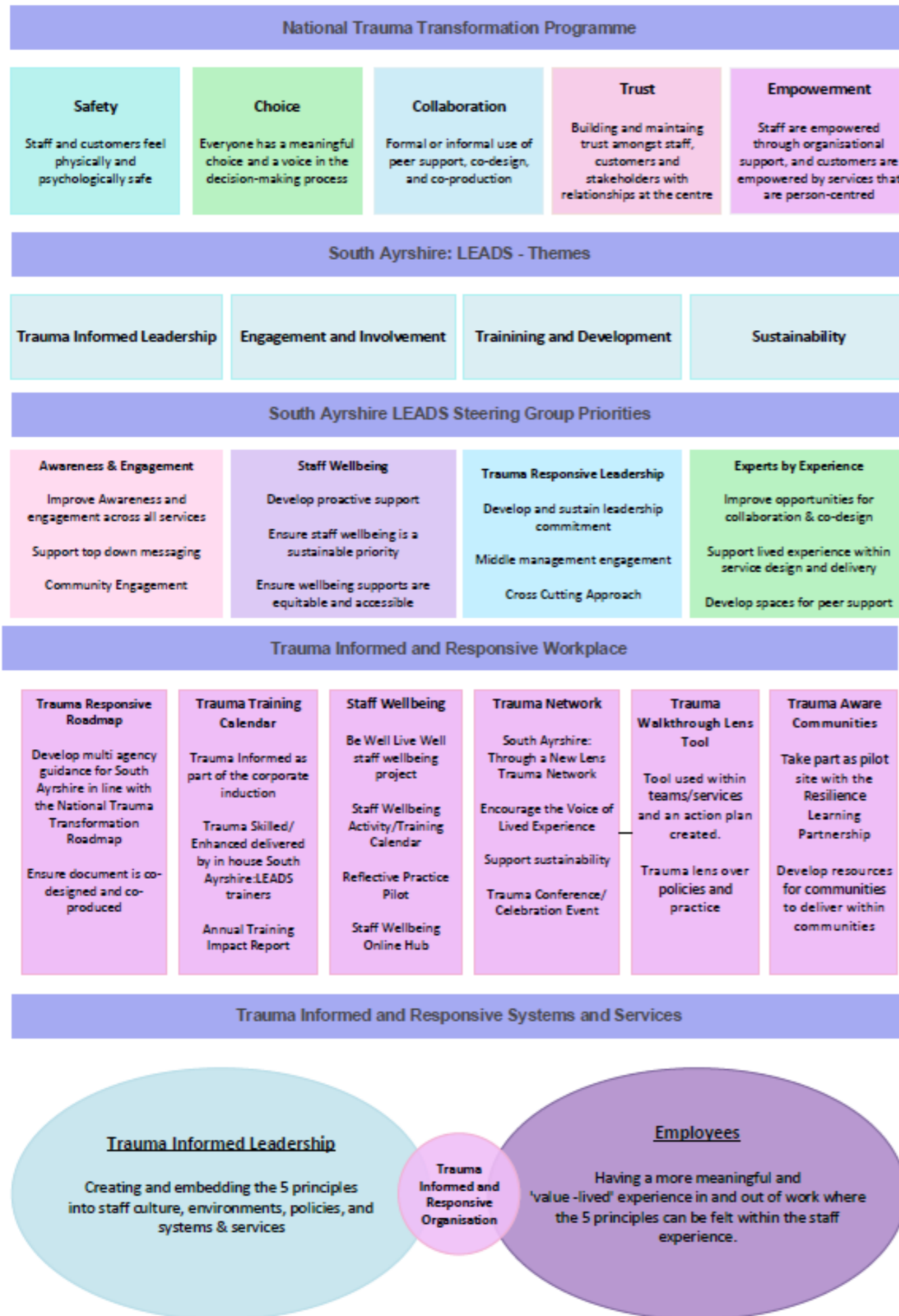
We also developed the Be Well Live Well staff wellbeing project as we understand we cannot further develop trauma informed and responsive systems and services without ensuring that staff wellbeing is a sustainable priority for the Council. This project has developed an online staff wellbeing hub [Be Well: Live Well](#); developed a wellbeing training calendar; provided wellbeing activities for staff and partners; and has developed a mental health first aid network to help reduce the impacts of vicarious trauma on staff.



“We must hold the hands of those that hold the hands of others”  
(Unison Keeping the Promise, 2021)

WELLBEING

# South Ayrshire: LEADS Plan on a Page



## Our Commitment to You

- Senior leaders will continue to support the commitment to implement and embed trauma informed and responsive systems and services across South Ayrshire.
- Support available from our dedicated trauma lead officer
- Provide a comprehensive training calendar to support staff wellbeing and knowledge and skills in trauma informed practice.
- Continue to advocate for staff wellbeing as a sustainable priority in South Ayrshire Council.

Sustainable leadership commitment, alongside ensuring all staff have received the appropriate training for their role and remit is essential. However, as already stated earlier, training alone cannot make the transformational change required to develop trauma informed and responsive services. It is also essential as part of ensuring we are creating the right conditions to further develop trauma informed and responsive change, that we have focus on staff wellbeing ensuring staff feel those 5 National principles throughout their staff experience.

## How to support trauma responsive change

**"Start where you are. Use what you have. Do what you can."**  
**Arthur Ashe**

Therefore, we offer some guidance on next steps you can take within your team, service, directorate, or organisation.

- Complete the readiness checklist within the [Roadmap-for-Trauma-Informed-Change-Part-Two \(1\).pdf](#). This checklist aims to support change and identify any gaps with focus on:
  - Organisational Culture and Leadership;
  - Staff Wellbeing; and
  - Staff Knowledge and skills.
- Complete the self-assessment within the [Roadmap-for-Trauma-Informed-Change-Part-Two \(1\).pdf](#) for reflection and collaboration to ensure you have the right conditions to support trauma responsive change. This tool supports the National Roadmap's six stages of change from Creating the Right Conditions to long-term sustainability; is designed to be flexible; and is designed to be used to support the [Action Planning Template](#) to identify key priorities to work through.
- Complete a [Trauma Informed Walkthrough Lens Tool](#) to identify what is working well; what needs more support; and what you need to do less of. It is also useful to do this as a collaborative exercise not only with staff members across the service, but also with those with lived experience who access your service.
- It is also useful when completing any Integrated Impact Assessments, or planning any new programmes of work to use the [Policies and Processes Trauma Walkthrough Len Tool](#) to support.

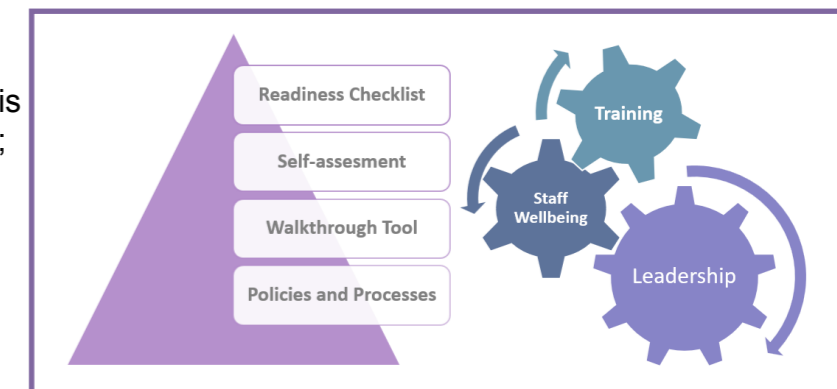


Figure 10: South Ayrshire Roadmap Framework Graphic

## Monitoring, Evaluation and Quality Assurance

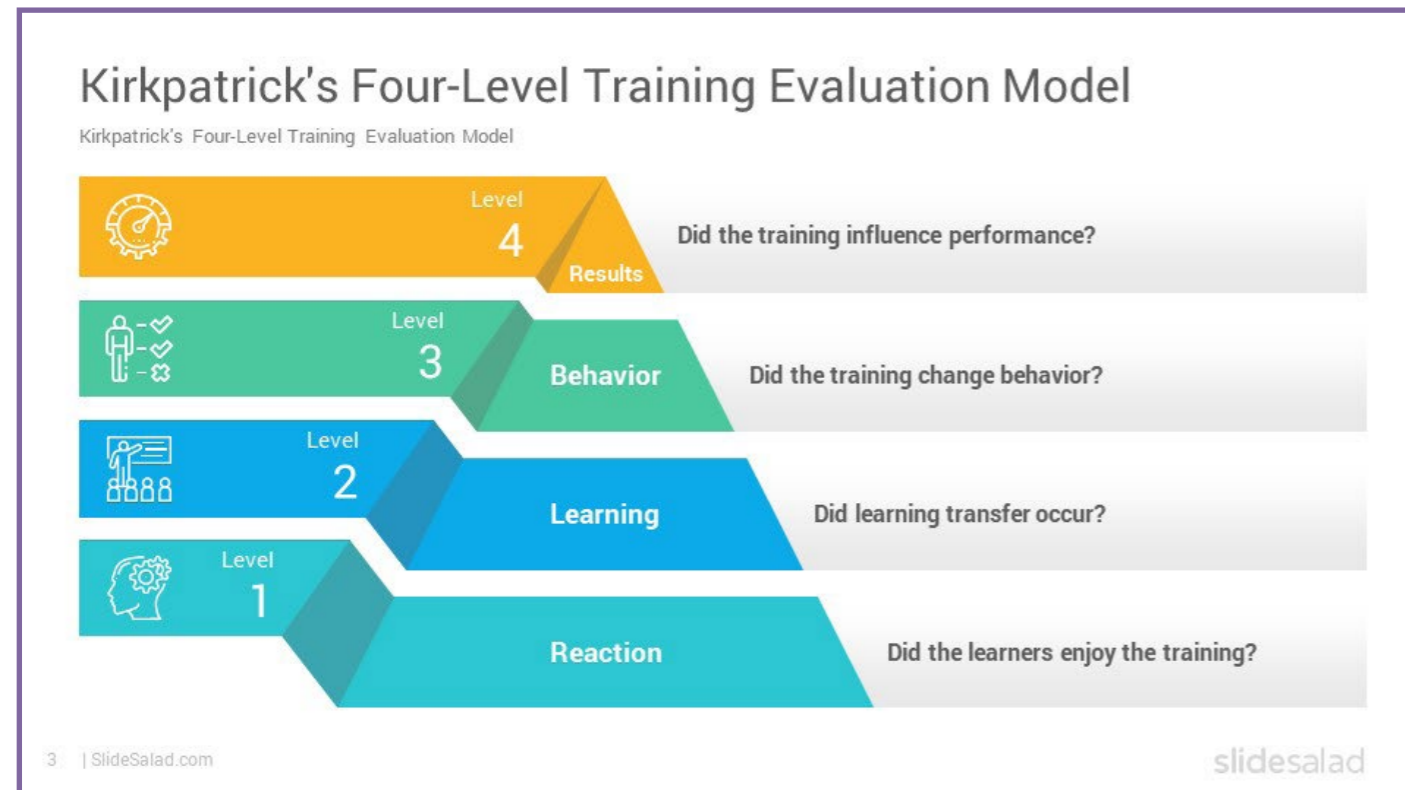


An action plan will be developed in collaboration and will be monitored by the steering group. The Trauma Network will also support the delivery of the action plan and oversee the monitoring and evaluation also.

The training programme will be evaluated annually to demonstrate impact, in line with the Kirkpatrick Model of Training Evaluation (1959). Although quality assurance is currently conducted by training partners Epione Training and Consultancy, who accredit the trauma training, the programme is exploring securing CIPD accreditation, going forward. For all training impact reports please see link [Training Impact Report 2023- 24](#).

National bodies including the Improvement Service and COSLA are currently exploring the development of a quality assurance framework that will ensure all transformational change, across the process, meets expectations, is in line with the NTTP, and meets high standards.

There is also now a National Trauma Leads Network that consists of lead officers across Scotland. In the spirit of collaboration, co-design, and co-production, adopts a peer support approach and aims to, operationally and strategically, ensure that embedding a trauma informed and responsive approach remains a key priority across Scotland. This network will also be key partners in the developing a national quality assurance framework.



## Tools and Resources

[Be Well: Live Well](#)

[Implementation - National Trauma Transformation Programme](#)

[National Trauma Transformation Programme](#)

[Roadmap for Creating Trauma Informed and Responsive Change](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-A.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-B.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-C.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Executive-Summary \(1\).pdf](#)

[Roadmap-for-Trauma-Informed-Change-Part-Two.pdf](#)

[Trauma-informed practice: toolkit - gov.scot](#)



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Comhairle Siorrachd Àir a Deas  
Making a Difference Every Day

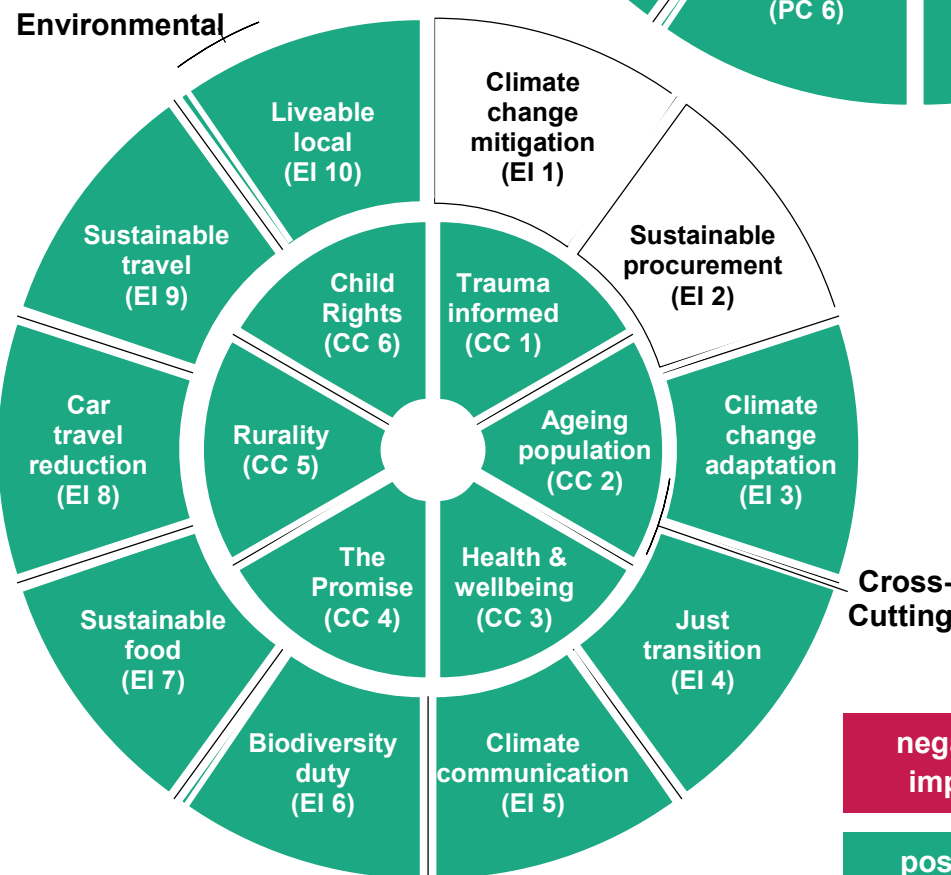
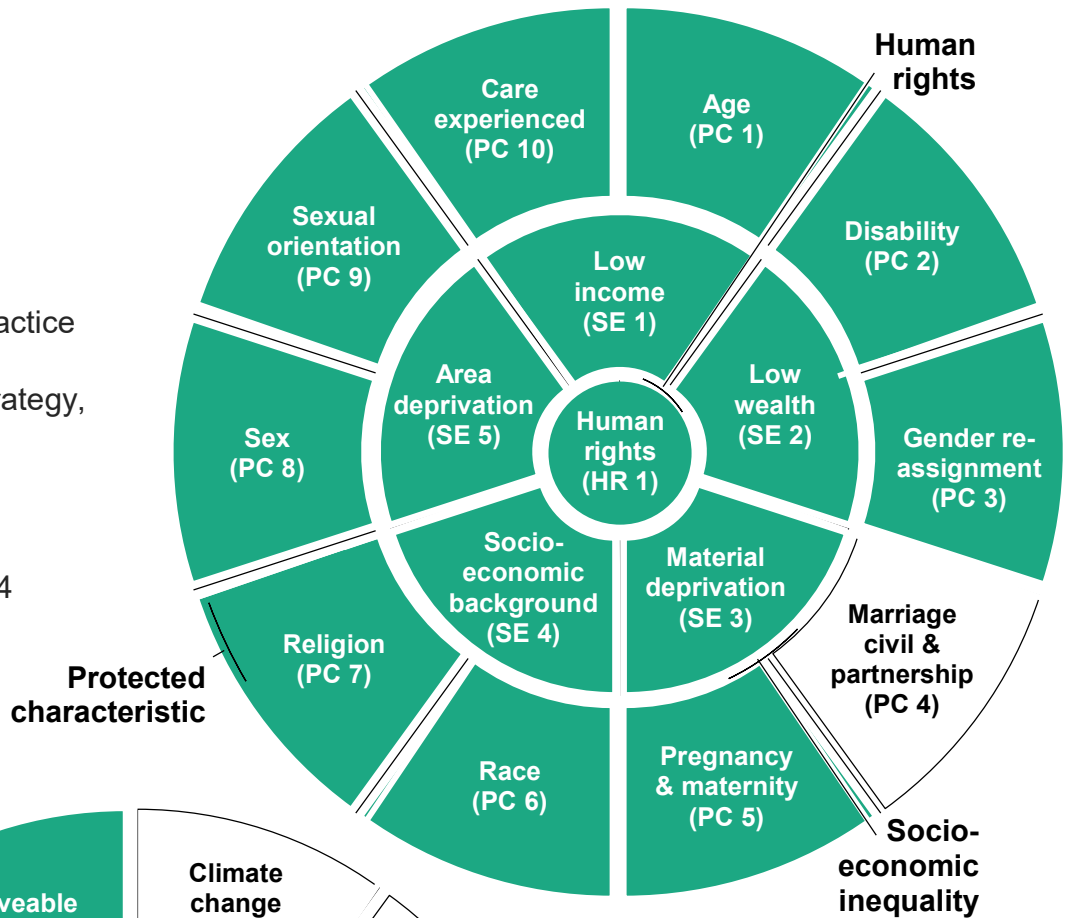
# Integrated Impact Assessment Summary Report



## South Ayrshire Trauma Responsive Roadmap

Completed by:  
 Angi Pinkerton,  
 Trauma Informed Practice  
 Officer,  
 Corporate Policy, Strategy,  
 and Performance

Date started 16/02/24



To be implemented on:  
 17/03/26  
 Review date:  
 Annually  
 Oversight Panel:  
 Service and Partnerships  
 Performance Panel

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

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**Public sector equality duty**

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Eliminating unlawful discrimination, harassment, and victimisation?

A trauma responsive approach ensures a systematic shift in organisational culture from a punitive and coercive control based practice to practices centred on the principles of safety, choice, collaboration, trust, and empowerment.

It has an understanding of the impact of power imbalances on relationships and attempts to support equitable and inclusive environments by understanding the inter-sectionality of trauma. It recognises that those with experience of trauma are least likely to engage with services for support. By creating safe spaces offering compassionate accountability and transparency, barriers to accessing support are reduced.

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Advancing equality of opportunity?

A trauma responsive approach will actively identify and attempt to address systematic barriers, power imbalances, and historic inequalities that disproportionately affect marginalised groups across the local authority.

It also supports equality by promoting physical and emotional safety, building trust through transparency, and by ensuring individuals have voice, choice, and control.

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Fostering good relations?

A trauma responsive approach shifts the focus from 'what is wrong with you' to 'what has happened to you'. This approach supports the 5 principles of safety, choice, collaboration, trust, and empowerment, which is essential to adopting a relationships based approach.

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**Consultation declaration**

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

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## Child Rights & Wellbeing Impact Assessment (CRWIA) summary CRWIA for a non-legislative policy/measure

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CRWIA title:

South Ayrshire Trauma Responsive Roadmap

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Publication date:

17/03/26

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Summary of policy aims and desired outcomes

The South Ayrshire Roadmap for Sustaining Trauma Responsive Change focuses on 4 priority areas of awareness and engagement, staff wellbeing, trauma informed leadership and experts by experience.

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Executive summary

This roadmap aims to support the National Vision of the Scottish Government, COSLA, and partners in developing a trauma informed and responsive workforce across Scotland in line with the National Roadmap for Creating Trauma Informed and Responsive Change.

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Background:

The Scottish Government and COSLA have a shared ambition to develop trauma informed and responsive systems and services that can realise the prevalence of trauma, recognise its impacts, and respond appropriately.

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

Whilst there is a significantly increased risk to the impacts of trauma for children and young people living with: protected characteristics; poverty; and with previous history of trauma and adversity, trauma can impact anyone which is why Trauma Is Everyone's

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Children and young people's views and experiences:

Staff aged 16-18 were consulted on the development of the Roadmap. Staff who support children and young people were consulted on the development of the Roadmap. Children and young people's views will be sought when developing the supporting action plan.

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

The 5 principles of trauma informed practice of safety, choice, collaboration, trust, and empowerment are in line with and cross cut the 8 wellbeing indicators of, Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, and Included.

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Monitoring and review:

The action plan will be developed by the steering group, and through wider consultation, and will be monitored via the Service and Partnerships Performance Panel.

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### CRWIA Declaration Authorisation

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Policy lead:

Angi Pinkerton, Trauma Informed Practice Officer

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Date:

11/02/26

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Deputy Director or Equivalent:

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

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