

**South Ayrshire Council**

**Report by Depute Chief Executive and Director of Housing, Operations and Development and Director of Communities and Transformation to South Ayrshire Council (Council) of 14 May 2026**

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**Subject: Golf South Ayrshire - Belleisle Golf Course Enhanced Practice Facility and Course Enhancements**

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**1. Purpose**

- 1.1 The purpose of the report is to provide an update on the options for the Enhanced Practice Facility at Belleisle Golf Course (previously referred to as the Golf Development Centre) and the golf course enhancement works at various golf courses.

**2. Recommendation**

**2.1 It is recommended that the Council**

- 2.1.1 notes the progress made in developing a feasibility study which includes three options for the provision of an enhanced practice facility and golf course improvements at Belleisle Golf Course, as per Appendix 1.
- 2.1.2 grants approval to progress with [Option 3](#), at an estimated cost of £5,420,000, which provides for the introduction of GolfPod facilities, enhances the off-course user experience through improved connectivity between the existing Golf Clubhouse and the Stables building, and delivers the associated programme of Golf Course enhancements at Belleisle.
- 2.1.3 agrees the consolidation of the balance of the previously approved three-year capital investment for Golf Course Infrastructure (£4,504,604) with the investment for the Belleisle enhanced practice facilities (£1,224,327). This would provide a total combined investment across the Golf Course Infrastructure programme of £5,728,931;
- 2.1.4 agrees that Officers appoint a suitable consultant for the advancement of Option 3 design development, preparation and submission of the required planning application and management of the overall project delivery. Costs to be met from the approved funding within the General Services Capital Investment Programme 2026/27 to 2037/38:

**2.1.5 agrees that officers prepare a Capital Project Assessment Bid form for submission to the Capital Asset Management Group (CAMG) on the basis of option 3: and**

**2.1.6 requests officers to submit a further report to Council in October 2026 noting the decision from CAMG and recommending an implementation plan.**

### **3. Background**

3.1 A 10-year Golf Strategy was presented to Council on 9 December 2021 and approved. The enabling works identified as being required most urgently were approved as part of the Capital budget.

3.2 The implementation of the strategy commenced, and a full business case prepared for each golf course taking into consideration all the principles outlined in the golf strategy ensuring that golf is affordable and accessible to all. The appraisals considered all aspects of the golf courses including:

- Course layout;
- Enhance playability and reputation;
- Health and Safety;
- Resilience to climate change; and
- Reduce long-term operational/maintenance costs.

3.3 The Golf Strategy 2022-2032 is based on 6 Strategic Objectives:

- i) Achieve Golfing Excellence;
- ii) Evaluate and Remove Obstacles;
- iii) Create Environment;
- iv) Health and Wellbeing;
- v) Environmental Sustainability; and
- vi) Management Control.

3.4 The first Strategic Objective (Achieve Golfing Excellence) aims to:

a) Provide golf courses with a year-round playing experience that is equal to, or better than, any comparable course in the region.

b) Establish a high-quality development programme and practice facilities which support all standards of golfers and to increase participation, particularly by female golfers, families and young people.

c) Invest in golf courses to ensure they are compliant with modern safety standards, reflect advances in technology and meet the needs of members, visitors and other users.

3.5 Capital investment of £5,019,998 was approved by Council on 1 March 2023 for Golf Course Infrastructure over three years (£1,519,998 in 2024-25, £2,500,000 in 2025- 26 and £1,000,000 in 2026-27) for investment in golf course infrastructure. This funding does not include provision for an enhanced practice area. Spend to date of this budget is £515,394 which leaves a balance of £4,504,604. Expenditure has been incurred for: drainage improvements at Lochgreen Golf Course,

professional fees and a contribution to the budget for a new greenkeeping facility at Lochgreen and Fullarton Golf Courses.

- 3.6 The Development Plan for Belleisle Park Golf Course, prepared by Golf Course Architects Kimber and Glen in 2019, identified the current practice facilities as a weakness. The report states: 'The current practice area is detached from the hub of the facility and is too short and unsafe to be used as a regular practice facility. In order to be able to host larger events a better practice facility that is located near to the core of the facility is required. Until this is resolved it will be difficult to persuade Golf's Governing Bodies to bring higher profile tournaments to the course'.
- 3.7 A further paper was approved by Cabinet on 16 January 2024 in relation to the development of design proposals and costs for an enhanced practice area at Belleisle Golf Course as part of the approved Golf Course Improvements.
- 3.8 Capital investment of £1,338,000 was approved by Council on 29 February 2024 for Golf Course – Belleisle enhanced practice facilities over two years (£250,000 in 2024-25 and £1,088,000 in 2025-26). Spend to date of this budget is £113,673 with expenditure incurred for professional fees. The remaining balance of funding is £1,224,327.
- 3.9 Following a competitive tender exercise, Pangaea Golf Architecture in association with Paul Lawrie, were appointed to undertake golf course architecture and project management services, with a view to create project development plans for the Darley Golf Course in Troon, and the Belleisle Golf Course in Ayr.
- 3.10 An initial public engagement exercise on the Golf Course Enhancement proposals was undertaken in October 2024. Feedback on the proposed location of the Golf Academy, along with the associated alterations and re-design of existing holes required to accommodate it, indicated a need for revisions to better reflect public expectations.
- 3.11 In response, South Ayrshire Council commissioned a specialist leisure consultant to carry out a comprehensive review of the proposed development at Belleisle Golf Course and to develop alternative options for the Golf Academy or Enhanced Practice Facility.

#### **4. Proposals**

- 4.1 The Belleisle Golf Course feasibility study prepared by Alliance Leisure Services, please refer Appendix 1, is centred on delivering a year-round, high-quality playing experience; developing inclusive practice facilities suitable for all skill levels; increasing participation among women, families, and young people; and ensuring that all courses comply with modern safety and technological standards. It also sets out a strategic vision for strengthening golf infrastructure across South Ayrshire.
- (i) It proposes the development of a modern, inclusive facility at Belleisle to future-proof golfing provision, ensuring alignment with local and national priorities relating to health, inclusivity, and sustainability.
  - (ii) The proposed centre is positioned as a significant asset for South Ayrshire, enhancing its profile as a leading destination for both golf and wider leisure tourism.

- (ii) The improvements at Belleisle are intended to support the establishment of a long-term, sustainable financial model.

4.2 While the original option, i.e. covered practice bays at the current first hole, met the remit to deliver improved practice facilities, it did not fully address connectivity with, or the potential enhanced use of, the existing Golf Clubhouse or The Stables Building. Following an assessment of current building utilisation, options have been developed which respond to concerns regarding alterations to the course, while still meeting the original objective of providing upgraded practice facilities within the park.

4.3 The following 3 options were presented to the public in November 2025 and made available on a dedicated project microsite for further engagement:

- (i) [Original Course Design with Enhanced Practice Area](#)

- (ii) [Revised Course Design with GolfPod](#)

- (iii) [Revised Course Design with GolfPod and Clubhouse Development](#)

4.4 The engagement sessions demonstrated strong public support for Option 3 and for the proposed Golf Pod solution at Belleisle. Further detail on the engagement feedback is contained within the Feasibility Study contained in Appendix 1 (paragraph 3.3).

4.5 In more detail, Option 3 comprises revised course design with GolfPod and clubhouse development. In detail, the existing Golf Clubhouse and The Stables would be re-designed and joined by a new extension to provide one facility with a central reception area and re-designed internal space which would include golf simulators and an enhanced food and beverage offering. A covered, 8 bay golf product by Golfpod would be in the North/overflow car park area and on course, there would be key upgrade works and re-alignment of the existing holes to address potential health and safety issues.

4.6 Although there is considerable detail with option 3 such that it can be recommended for taking forward, the outcome of further consultancy work is required to advise on detailed design and the implementation plan. The proposals are still subject to full consideration which is best informed by the outcome of this further consultancy work. The outcome of this work will be submitted to CAMG for consideration before being recommended to Council for implementation.

4.7 The proposals would deliver significant social value including: inclusive access, health and wellbeing, youth and family engagement, environmental improvements, a positive economic impact with increased visitors and tournaments, safety and modernisation and improved community pride.

## **5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 The recommendations in this report are consistent with procurement requirements, and reflect appropriate advice, in line with the Councils Standing Orders Relating to Contracts and Public Contracts Scotland Regulations 2015.

5.3 An appropriate public sector framework or tendering process will be identified to appoint any third-party suppliers in relation to this project. All appointments will be made in line with the councils Standing Orders Relating to Contracts and Public Contracts (Scotland) Regulations 2015.

## 6. Financial Implications

6.1 The plans to redevelop the Belleisle Golf Course provision via on course improvements, a dedicated practice facility and enhanced facilities in the Clubhouse would provide financial sustainability and ensure it is a socially impactful facility.

6.2 The proposals identified in paragraph 4.5 would be met from existing capital budgets of £5,728,931 which includes: Golf Course Infrastructure (£4,504,604) and the Belleisle enhanced practice facilities (£1,224,327). This funding is included within the approved General Services Capital Investment Programme 2026/27 to 2037/38.

6.3 The estimated cost for option 3 is £5,420,000, however, this cost was prepared in second quarter 2025 and will require to be updated for inflation until the estimated mid-point of construction which is likely to be second quarter 2027. Regular cost checks will be undertaken to ensure the proposals are contained within the available capital funding.

6.4 The consolidation of the Golf Course Enhancement budget will result in the course at Belleisle being prioritised. Early feasibility works at Darley Golf Course in Troon has also been carried out, but this would be subject to approval of future funding via a capital bid.

6.5 Integratis Consulting undertook a detailed review looking at:

- Data Collection & Review
- Feasibility Analysis
- Commercial Opportunities at Belleisle
- Phased masterplan for Golf South Ayrshire

A copy of the report prepared by Integratis Consulting is contained within Appendix 2.

## 6.6 Public Support, Investment and Financial Planning

Option	Description	Public Support (Engagement)	Capital Investment	Yearly Net Profit (After Borrowing)	Overall Decision Balance
<a href="#">Option 1</a>	Course improvements + golf practice range	24% support; 45% strongly oppose	£3.6m	£48k net profit	Lowest cost but actively rejected by community
<a href="#">Option 2</a>	Course improvements + GolfPod	53% support	£2.82m	£110k net profit	Moderate support with moderate financial pressure

<a href="#">Option 3</a>	Course improvements + GolfPod + Clubhouse redevelopment	68% support (strong majority)	£5.42m	£201k net profit	Highest investment with strongest mandate and sustainability
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*Note: Yearly Net Profit figures reflect the position after borrowing costs, based on an assumed borrowing cost of £65,000 per £1m over a 40-year period.*

6.7 Please refer to Appendix 2 for an estimated breakdown of the course improvement costs which defines essential and desirable works.

6.8 Operational efficiencies arising from Golf Course improvements

Area of Efficiency	Source of Improvement	Nature of Benefit	Estimated Annual Efficiency
Workforce Utilisation	Reduced manual processes and more streamlined course maintenance activity	More effective deployment of existing staff time (no reduction in staff numbers)	£13,000
Water & Irrigation Management	Automated irrigation systems improving accuracy and reducing water waste	Lower operating and utility costs	£19,500
Course Maintenance Resources	Improved bunker design reducing frequency of reactive repairs	Reduced materials and maintenance inputs	£11,200
Grounds Maintenance Equipment	Use of autonomous mowers reducing fuel use and routine servicing requirements	Reduced fuel, servicing and downtime costs	£60,000
Total Estimated Annual Operational Efficiency			£103,700

*Note: These efficiencies do not assume reductions in staff numbers. Benefits arise from modernised equipment, improved infrastructure and better utilisation of staff time, allowing redeployment to higher-value activities such as course presentation, customer service and environmental management.*

## 7. Human Resources Implications

7.1 There are no human resources implications arising from this report.

## 8. Risk

### 8.1 Risk Implications of Adopting the Recommendations

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

- (i) Audit Scotland has commented on the high number of capital projects relative to capacity to deliver resulting in slippage in the programme and the need to prioritise projects to better manage slippage. The addition of the enhanced project, as per Option 3, will not assist with managing slippage. However, work has been committed to progressing these budget lines over the past few years and the ongoing progression will not significantly increase capacity constraints.
- (ii) Planning approval is required for the GolfPod facility and the alterations to the clubhouse which is not guaranteed. Conditions may be imposed by Planning and may require design changes, additional surveys, or mitigation measures, which may increase cost or programme duration. Please note planning approval is not required for the on-course works.
- (iii) Risk of increased construction and manufacturing costs with associated fuel cost increases together with potential supply chain shortages in relation to the supply of commodities for construction. This may be due to a lack of global manufacturing capacity because of the conflict in Iran.

These will be managed within existing operational activities and reference to the status of mitigations will be available through the Housing, Operations and Development Directorate Risk Register.

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

8.2.1 The risks associated with rejecting the recommendations are:

- (i) Declining participation and reduced revenue as Golf facilities fail to meet modern expectations.
- (ii) Inability to attract new audiences, particularly women, families, and younger players.
- (iii) Reputational damage from being seen as outdated or unresponsive to community needs. This could undermine confidence in our commitment to health, wellbeing, and inclusive sport.
- (iv) Projected increases to income will be adversely affected by a reduced scope of works.
- (v) The Council could incur reputational damage if the full scope of works is not delivered. Public engagement has indicated a strong support for [Option 3](#).
- (vi) Any delays to the commencement of works could impact on special events which will be held to celebrate Belleisle and Seafield Golf Courses Centenary year which is in 2027.

## 9. Integrated Impact Assessment (incorporating Equalities)

9.1 Our Integrated Impact Assessment (IIA) considers the following areas:

- Public Sector Equality Duty, Human Rights and Fairer Scotland Duty;
- United Nations Convention on the Rights of the Child (UNCRC);
- Sustainability, climate change and biodiversity;
- Potential impact on older people;
- Rural communities;
- Health and wellbeing;
- A trauma informed organisation; and
- The Promise.

9.2 An Integrated Impact Assessment has been carried out on the proposals contained in this report, which identifies potential positive and/ or negative impacts and/ or areas that require further consideration. The IIA Summary Report is attached as Appendix 3 which includes information on any mitigating or follow-up action required. Details of consultation that has taken place can be found in section 13 of the report.

## 10. Sustainable Development Implications

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

## 11. Options Appraisal

11.1 An options appraisal has been undertaken to assess the relative merits of each proposed development scenario. Options have been evaluated against their ability to improve financial sustainability, enhance customer experience, and respond to community feedback. While all options include essential course improvements, the appraisal demonstrates that Option 3 provides the most comprehensive response to the identified issues, aligning most strongly with consultation outcomes, long-term income generation and strategic objectives. For these reasons, Option 3 is ranked as the preferred option.

Option	Core Components	What is Included	What is Not Included	Overall Ranking
<a href="#">Option 1</a>	Course improvements + golf practice range	<ul style="list-style-type: none"> <li>• Course irrigation, bunkering and safety works</li> <li>• 10-bay covered driving range at first hole</li> <li>• Course realignment to accommodate bays</li> </ul>	<ul style="list-style-type: none"> <li>• No GolfPod or indoor facilities</li> <li>• No clubhouse or stables improvements</li> </ul>	3 (Least preferred)
<a href="#">Option 2</a>	Course improvements + GolfPod	<ul style="list-style-type: none"> <li>• Course improvements and hole realignment</li> <li>• 8-bay covered GolfPod facility</li> <li>• Year-round, technology-led practice offer</li> </ul>	<ul style="list-style-type: none"> <li>• No clubhouse or stables improvements</li> </ul>	2 (Moderate preference)
<a href="#">Option 3</a>	Course improvements + GolfPod + Clubhouse redevelopment	<ul style="list-style-type: none"> <li>• Course improvements and realignment</li> <li>• 8-bay covered GolfPod facility</li> <li>• Clubhouse and stables redevelopment</li> <li>• Enhanced food, beverage and simulator offer</li> </ul>	<ul style="list-style-type: none"> <li>• All major elements included</li> </ul>	1 (Preferred option)

## 12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority One of the Council Plan: Spaces and Places.

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

13.1 The matters referred to in this report contribute to the Council's transformation priority area: our assets and will deliver cashable benefits.

## 14. Results of Consultation

14.1 Public engagement sessions were held in Summer 2024 and Autumn 2025. A dedicated microsite was also developed to ensure all parties had an opportunity to review the proposals and provide feedback.

14.2 Consultation has also taken place with Councillor Brian Connolly, Leader of the Council and Councillor Chris Cullen, Policy Lead for Leisure and Community Services; and the contents of this report reflects any feedback provided.

## 15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development and the Director – Communities and Transformation, will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the ‘Council and Cabinet Decision Log’ at each of its meetings until such time as the decision is fully implemented:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Process adjustments to the General Services Capital Programme to consolidate budgets	29th May 2026	Service Lead - Corporate Accounting (Treasury / Capital Function)
Commence on course works upgrade works to ensure unrestricted play in Spring 2027 (Belleisle Centenary year)	31 <sup>st</sup> August 2026	Pauline Bradley Service Lead - PDS
Progress design proposals for Option 3 - Course Improvements, GolfPod and Clubhouse Works	1 <sup>st</sup> September 2026	Pauline Bradley Service Lead - PDS
Taking account of the decision made by Council, prepare and submit a Capital Project Assessment Bid form to the Capital Asset Management Group	1 <sup>st</sup> October 2026	Pauline Bradley Service Lead - PDS
Prepare a report on outcome of CAMG bid process and prepare an Implementation Plan for consideration and approval by Council	29th October 2026	Pauline Bradley Service Lead - PDS
Submit a planning application for option 3 - Course Improvements, GolfPod and Clubhouse Works	1 <sup>st</sup> November 2026	Pauline Bradley Service Lead - PDS

*See Guidance Notes for further completion instructions – Appendix 2 para 15.*

**Background Papers**    **Report to Cabinet of 18 February 2025 - [Golf South Ayrshire – Strategy Update](#)**

**Report to South Ayrshire Council (Special) of 19 August 2024 - [Golf South Ayrshire](#)**

**Report to Cabinet of 16 January 2024 Golf South Ayrshire – [Golf Course Improvements](#)**

**Report to South Ayrshire Council of 1 March 2023 – [Golf Strategy 2022-2032](#)**

**Report to South Ayrshire Council of 9 December 2021 – [Golf Strategy 2022-2032](#)**

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**Date: 24th April 2026**

# Feasibility Proposal.

## **Belleisle Golf Course Project**

South Ayrshire Council

August 2025

# Contents.

1	Introduction
2	Engagement Approach
3	Project Data Model- Integratis
4	Concept Designs
5	Project Total Budget Costs
6	Fees
7	Principles of Delivery
8	Social Value
8	Next Steps

# Appendices.

A	RIBA plan of works
B	Integratis Report
C	Pangea Golf Feasibility Report
D	CD Architects Feasibility Report
E	GolfPod Proposal
F	Axiom Costing Report

# Document history.

## Version Control

Version	Date	Description
1.0	22/05/2025	First version issued to client.
2.1	29/08/2025	Updated version issued

## Authorisation

ALS Delivery Manager	Date	ALS Executive Approval	Date
Jo Cameron	29/08/2025	Jonny Curley	29/08/2025

### Disclaimer

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# Executive summary.

South Ayrshire appointed Alliance Leisure Services (ALS) to undertake a comprehensive review of the existing proposed golf development scheme at Belleisle Golf Course.

Consideration was given to all the public feedback from the consultation to then undertake a further detailed options appraisal and budget cost exercise.

The proposal is based on South Ayrshire Council utilising the UK Leisure Framework and its standard suite of documentation.

Alliance Leisure was appointed as the lead development partner of the UK Leisure Framework following an OJEU-compliant competitive tendering process. This enables our clients to directly appoint ALS as a development partner for the scoping, design, refurbishment, construction, and development of sport, leisure, and other cultural facilities.

To produce the feasibility study, Alliance Leisure Services has assembled a specialist team that includes Integratis Consulting, Stuart Rennie (Pangaea Golf Architecture), CD Architects and Axiom Project Services.

Axiom Project Services provided support by developing budget estimates for the proposed options.

Integratis Consulting undertook a detailed review looking at:

- ◆ Data Collection & review
- ◆ Feasibility Analysis
- ◆ Commercial Opportunity Belleisle
- ◆ Phased Masterplan for Golf South Ayrshire

Following the Integratis review, Pangea Golf Architects and CD Architect produced layouts and designs considering options for the performance golf centre and a wider evaluation of the café and clubhouse provision at Belleisle.

Axiom Project Services then carried out an exercise to provide high-level budget costs for each of the options.

The Feasibility Study considers options for the development of Belleisle Golf Course. This will assist the Council to evaluate the options and select the best option, in line with the current Golf Strategy for South Ayrshire Council.

To progress the scheme beyond feasibility and to provide confidence in the capital budget required and affordability, ALS propose to operate through the proven 'gateway' process of firstly providing Cost Confidence (RIBA Stages 2-3) before

providing Cost Certainty (RIBA Stage 4).

Taking these steps will give the Council all the information and assurance required to make an informed decision to progress the development into construction.

The ALS Delivery model is underpinned by Principles of Delivery, which will be applied throughout, including early supply chain involvement, taking an outcome-based approach, appropriately allocating risk, carbon management, social value with alignment to Sport Scotland and all relevant governing bodies.

# 1 Introduction.

# Introduction.

## 1.1 Project Brief

### Introduction:

South Ayrshire Council invited proposals from Alliance Leisure Services (ALS) to undertake a comprehensive review of the proposed golf development scheme at Belleisle Golf Course.

### Key Objective:

The Belleisle Golf Course feasibility study presents a strategic vision to enhance the golf infrastructure in South Ayrshire. The study aims to future-proof the region's golfing services by developing a modern, inclusive facility at Belleisle, aligned with both local and national priorities for health, inclusivity, and sustainability. The proposed centre will act as a key asset for South Ayrshire, reinforcing its position as a leading destination for both golfing and leisure tourism.

### Project Team:

Alliance Leisure Services assembled a specialist team that includes Integratis Consulting, Stuart Rennie (Pangaea Golf Architecture), CD Architects and Axiom Project Services.

Axiom Project Services provided support by developing budget estimates for the proposed options.

### Business Planning:

Integratis Consulting undertook a detailed review looking at:

- ◆ Data Collection & review
- ◆ Feasibility Analysis
- ◆ Commercial Opportunity Belleisle
- ◆ Phased Masterplan for Golf South Ayrshire

### Design:

Pangaea Golf Architecture and CD Architects produced design concepts for the development of the courses, driving range, and stable buildings.

During the feasibility we established that GolfPod was an option to explore further. We engaged with GolfPod to provide a design and financial options for a self-contained driving range.

### Costing:

Axiom Project Services has provided high-level budget costs for the proposed design concepts.

# Introduction.

## 1.2 Alliance Leisure Services

South Ayrshire Council has consulted with leading leisure development experts, Alliance Leisure Services Limited (ALS), to review the scope and opportunities for this transformation through an initial Feasibility approach with potential for follow-on RIBA stages to be instructed in continuation.

Established over 25 years ago, Alliance Leisure continues to respond to the changing development needs of the public sector, education, and the growing leisure market. The company's core business is the provision of facility development and support for clients that want to improve or expand the leisure facilities and services provided to their local communities.

ALS is the leading 'Development Partner' in the leisure industry, and has unrivalled experience in delivering projects, having delivered over 200 development projects and facilitated the investment of over £440m into public sector facilities with projects ranging in value from £60,000 to over £30,000,000.

Alliance Leisure has an enviable track record of developments being delivered on time and within budget, with many of our

clients undertaking multiple developments. The ALS ethos is to engage with our clients at an early stage in order to establish and agree a viable business case, with consumer demand and capital affordability at the forefront of our considerations. This then informs the build requirements.

Multi award-winners of accolades such as the ukactive New Concept Design and Build of the Year and ukactive Supplier of the Year, Alliance have also been finalists at the APSE national awards for Best Public and Private Sector Partnership.

**This proposal is based on the development utilising the UK Leisure Framework and its standard suite of documentation.**

After an OJEU-compliant competitive tendering process,

Alliance Leisure was appointed as lead development partner of the UK Leisure Framework, which allows for the direct appointment of ALS as a development partner for the scoping, design, refurbishment, construction and development of sport, leisure, and other cultural facilities across the UK public sector.



# Introduction.

## 1.3 Our Delivery Approach

Alliance Leisure Services (ALS) provides a unique complete leisure development solution, from initial feasibility and business planning through to design, build, and funding if required. ALS also has the capability to provide ongoing support and partnership through TA6 (our in-house division delivering client service and marketing support), if required, to assist our clients achieve their transformation successfully.

A key benefit to using ALS to deliver this project is the management and mitigation of risk. ALS will enter into contract with the Council to deliver the project at an agreed sum. ALS will also enter into the building contract, giving protection should there be any cost overruns (subject to an apportioned risk register).

Another principle advantage of the Alliance delivery model is our abundance of experience and resources, which enables the delivery of a high-quality facility on time and on budget.

Undertaking a leisure development typically involves finding and co-ordinating several companies, but with ALS, the Council **will have one agreement, one relationship.**

ALS will look to absorb project headaches, supporting the client through the project delivery process in an efficient and effective manner.

ALS will enter the building contract and assume project delivery risk, as identified, and agreed in the project Risk Register.

The build contract proposed will be a JCT (Joint Contracts Tribunal) 2016 Design and Build Contract, approved under the UK Leisure Framework.

The contract allows for contractor design, which affords considerable time and cost savings brought about by utilising design and build procurement.

The key benefits of the Alliance Leisure development partner approach can be summarised as:

- Track Record of Successful Delivery
- Leisure sector-specific
- Turnkey Development Partner expertise
- Feasibility and Business Planning
- Concept to Cost Certainty
- Low Framework Access Fees
- Speed to Procurement and Development Process
- Innovation
- The Right Team for the Right Job
- Supply Chain leverage
- Project Management: Concept, Design, Construction and Fit-out
- Value for Money
- Risk Mitigation
- Funding (if required)
- Adding Value: TA6

# Alliance Delivery Team

Scotland

## Project Development Team



**Jonny Curley**  
Director for Scotland



**Jo Cameron**  
Alliance Delivery Manager

## Central Support Team



**Sarah Watts**  
CEO



**Paul Cluett**  
Managing Director



**Stuart Thornton**  
Finance Director



**Ollie Smith**  
Head of Finance



**Jeremy Bradbury**  
Head of Business Support

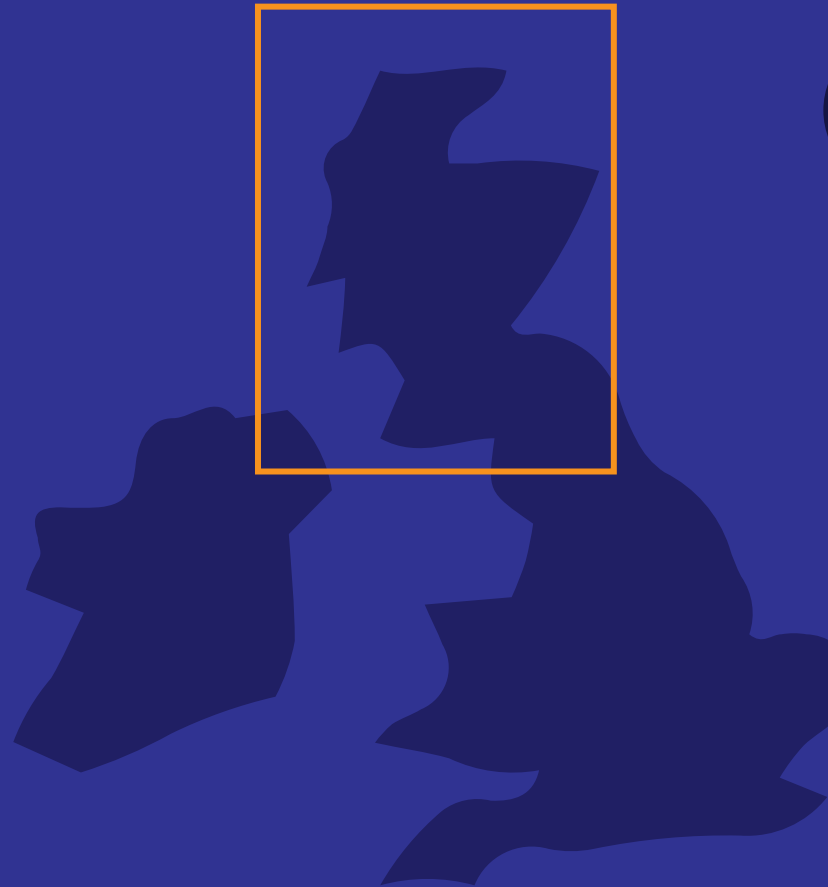
## Engagement Team



**Paul Woodford**  
Strategic Engagement Director



**Eva Deckers**  
Strategic Account Manager



# Introduction.

## 1.5 UK Leisure Framework

Alliance Leisure is proposing to use the UK Leisure Framework (UKLF) to facilitate the delivery of this project from concept to completion.

The UK Leisure Framework allows for the direct appointment of Alliance Leisure as Development Partner for scoping, design, refurbishment, construction and the development of leisure centres, theatres, play facilities, recreation facilities, and sports facilities across the UK public sector.

It also supports the marketing of these types of facilities as well as the provision of equipment to enable a true turnkey approach to be delivered to clients.

The Framework was procured in accordance with EU Procurement Regulations by Denbighshire Leisure Limited,

and after an extensive tendering and evaluation process, Alliance Leisure were appointed as Development Partner, re-commencing February 2022. UKLF Document Suite has been issued to the Council to satisfy procurement compliance:

- It is leisure-specific, so projects are delivered by leisure specialists with expertise in the design, construction, and development of facilities.
- The breadth of supply chain allows teams to be assembled by direct appointment to ensure best fit with client requirements.
- The benefit of the ALS delivery model and the UK Leisure Framework to the client is that Alliance takes responsibility to project manage and deliver the scheme to the agreed price on behalf of the client. The price would be set, with any cost overruns, other than instructed variations and apportioned risks being managed or borne by ALS.

There are two stages to the initial process:

Initially a Project Questionnaire (PQ) is completed, which will allow feasibility to progress.

Upon agreement of this proposal, an Access Agreement (AA) is then entered into between ALS and the Council to progress the project through Feasibility initially, and then as required, pre-construction services. No access charge for using the UKLF (Framework) applies at this stage.

Once the agreed-upon schemes are ready to deliver, a Development Management Agreement (DMA) is entered into with the client to deliver the project at the agreed sum. Alliance would then enter the building contract directly with the building contractor and arrangements with identified specialist suppliers as required. At this point only would a UKLF fee apply.



# Introduction.

## 1.6 UK Leisure Framework - Benefits

### Leisure-Specific Framework

All projects are delivered by leisure specialists with expertise in the specific requirements of the design, construction, and development of leisure facilities.

### Complete Delivery Solution

The framework is more than just a 'procurement vehicle,' it is a complete 'delivery solution' (compliant with procurement regulations) motivated to deliver the desired outcomes from the development.

### With You Every Step of the Way

Alliance Leisure will work hand in hand, providing solutions and support throughout the project, based on learnings from 150+ leisure developments delivered. The Alliance Leisure team you meet at the start of the project will be with you throughout, until completion.

### Adding Value

TA6, the industry leading leisure marketing and training brand of Alliance and provider to 300+ facilities across the UK, offer bespoke support packages and added value for ALS projects to help clients achieve and exceed business plan targets.

### Mitigating Risk

Through the proven Alliance 'gateway process' setting projects up for success with thorough pre-construction work, informed by vast experience of the nuances of leisure buildings. Alliance enters the building contract, along with a fixed sum delivery contract with the Council. Any cost overruns, other than instructed variations and apportioned risks, are managed, or borne by ALS.

### Affordability Driven

Developer-led by ALS, bringing the relevant leisure experts to suit the project, with early contractor engagement essential to ensure 'buildability' from the start, working within a defined budget to avoid budget challenges at the end of the pre-construction process.

### Collaborative in Partnership

A truly collaborative approach from the outset with the assembled Alliance Leisure development team and the Council project team shaping the scheme together, with Council sign off at every stage.

### Complete Project Management

To minimise Council resource and headaches, layered with Alliance Leisure managing the relationship with the Council then our appointed independent PM / QS to provide the technical project management support.

### Speed of Delivery

Compared to other procurement routes, the UKLF has proved to get projects to start on site quicker, avoiding potential inflationary costs and enabling revenue to be generated from new facilities sooner.

### Value for Money

There is a significant benefit in repeated delivery with Supply Chain, in that efficiencies and value are driven into the process and each individual project is viewed as one of a series within a wider relationship rather than a one-off project.

# 2 Engagement Approach.

# Engagement Approach.

## 2.1 Cost Confidence to Cost Certainty

The Feasibility Study will consider options for the development of Belleisle Golf Course and will also help the Council to understand which delivery mechanisms are feasible.

To progress the scheme beyond feasibility and to provide confidence in the capital budget required and affordability, ALS would then propose to continue through the proven 'gateway' process.

Collaboratively working with an assembled project team to develop the projects through the 'Cost Confidence' and 'Cost Certainty' stages.

This is the usual route that ALS take when developing a scheme of this nature.

To progress the project further, and better understand the capital budget required, further surveys and design work will be delivered to refine the development.

This stage requires a relatively low proportion of fees (compared to total project value).

These fees are wrapped up within the total project cost if the scheme progresses with ALS (and if not, all findings from surveys will be owned by the Council).

This approach provides a robust projection of costs of the eventual contract sum, to be confirmed following detailed design.

A Stage 3 Interim Report leading into Stage 4 provides an interim step before committing to full 'Cost Certainty' which includes detailed design / surveys / costs and additional fees.

At the completion of this work, the Council will receive:

- Indicative layouts / designs (informed by surveys carried out)
- Itemised build cost plan
- Total project costs
- Essential Survey reports
- Equipment designs & visuals

### Cost Certainty (RIBA 4)

To progress to the final pre-construction gateway, ALS will develop the proposals to a stage of 'Cost Certainty'.

Cost Certainty delivers the following.

- Full Issue of Development and Contractor Proposals including but not limited to:
  - Detailed layouts / designs (informed by surveys)
  - Itemised build cost plan (informed by surveys)
  - Risk Register
  - Total Project Costs, giving a fixed contract sum to take forwards
  - Reports from further Survey work

This will give the Council all of the information required to make an informed decision to progress the development into construction.

# Engagement Approach.

## 2.2 Project Team



Established in 2014, Integratis Consulting is a preeminent independent consultancy practice, specialising in the sports and leisure industry.

With a commitment to excellence and innovation, they offer bespoke consultancy services designed to meet the unique needs of their clients across the public, private, and third sectors. Their mission is to support and enable transformative change, fostering growth and sustainability within the sectors we serve.

Integratis Consulting remains dedicated to advancing the fields of sport and leisure, constantly seeking new and better ways to serve clients and contribute to the broader community. Their commitment to excellence, innovation, and partnership positions Integratis as a leader in their field, ready to meet the challenges of today and tomorrow.



Axiom is a modern, dynamic and independent property and construction consultancy who pride themselves on a first-class service resulting in repeat business and client recommendation.

With project experience capturing a portfolio extending from £200k minor works projects, to the management of masterplans in excess of £300m, Axiom support Alliance through providing the technical skills, knowledge and network of a mature established consultancy with the enthusiasm and fast response of a dynamic start up. This is precisely the niche Axiom is placed to service.

The directors are supported by a vibrant and enthusiastic team, and by state of the art technology and communication systems. We are hands-on - the people you meet at the start are the ones who'll be running your project successfully to time and budget at completion.



Pangaea Golf Architecture brings a comprehensive suite of services tailored specifically for the golf industry. From golf and landscape architecture to master planning, environmental consultancy, and construction project management, we offer a holistic approach to realising world-class golf courses that harmonise with their surroundings. We offer both traditional contract and design-build turnkey solutions.

The driving force behind Pangaea Golf Architecture is a dynamic duo. Stuart Rennie and Jeffrey Danner, both alums of the European Institute of Golf Course Architect Post Graduate program, bring an unmatched blend of expertise and creativity to every project.

Jeffrey Danner's global and diverse experience and Rennie's over 12 years of successful leadership at Rennie Design Ltd. have paved the way for our Scottish-American fusion. The melding of our backgrounds under the Pangaea Golf Architecture banner encapsulates a spirit of unity and innovation, a testament to what is possible through collaboration.



CD Architects was established in 2009. We have worked tirelessly to secure CD Architect's reputation as arguably one of Lanarkshire's leading architectural design practices.

Our vision is to create a bespoke practice focused on contemporary design that harnesses the skills of a group of talented staff. Our mission is to bring high quality, well considered architectural solutions, to every project, that enhance the experiences for those who work, live and utilise the spaces we create.

From conception to completion... We design healthy, people-centred, sustainable buildings, spaces and places across the Central belt of Scotland and wider.

# 3 Project Data Model- Integratis.

# Project Data Model- Integratis

## 3.1 Strategic and Policy Context

### National Alignment

1. Supports Scotland's NPF
2. Aligns with Physical Activity Framework
3. Delivers on Climate and Inclusion Goals

### Local Alignment

1. Core to South Ayrshire Council Plan
2. Flagship for Golf Strategy 2022–2032
3. Addresses budget, demographic, and climate challenges

# Project Data Model- Integratis

## 3.2 Market and Demand Analysis

### South Ayrshire is a Regional Golf Leader:

1. 14 x 18-hole courses with 7 operated by South Ayrshire Council
2. Strong baseline for future growth

### Shifting Participation:

1. Club membership decline
2. Rise in social and flexible golf post-COVID

# Project Data Model – Integratis

## 3.3 Engagement Feedback

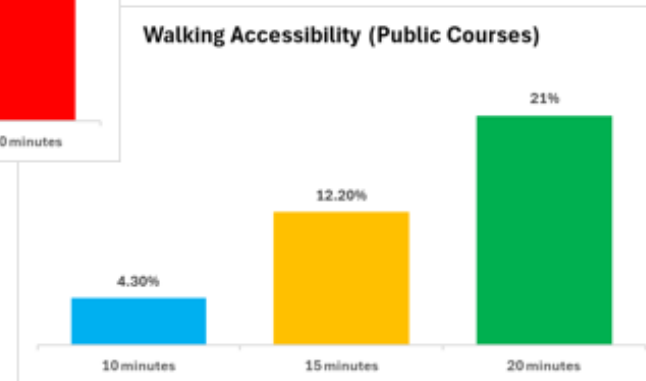
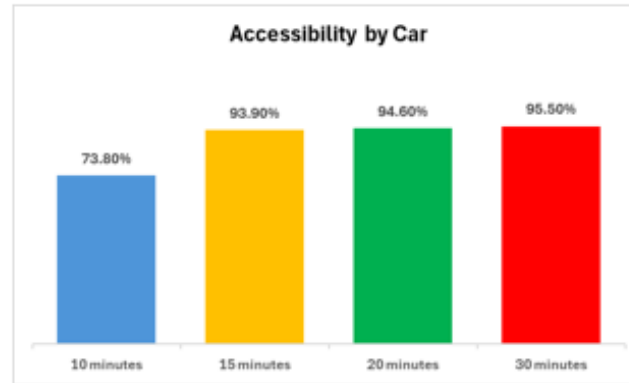
Theme	Level of Support / Concern	Category
Improved practice facilities	High support	● High Support
Golf Development Centre	Strong support	● High Support
Café and social facilities	Moderate support	● Support
Accessibility and inclusion	Growing support	● Emerging Support
Environmental sustainability	Emerging interest	● Emerging Support
Communication and transparency	Requested improvement	● Mixed
Pro shop / starter hut relocation	Mixed views	● Mixed
Loss of green space / visual impact	Moderate concern	● Concern
Concerns about commercialisation	Notable concern	● Concern

# Project Data Model – Integratis

## 3.4 Accessibility and Participation

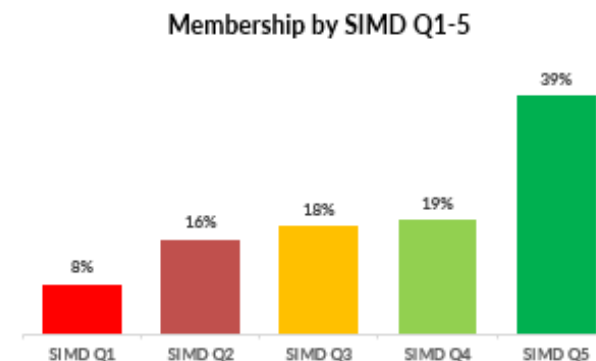
### Accessibility Challenges

1. Better car/cycle access to public courses
2. Poor public transport/walkability



### Equity Gaps

1. 92.5% male membership
2. Only 16% from deprived areas
3. Need to engage women, juniors, lower-income groups

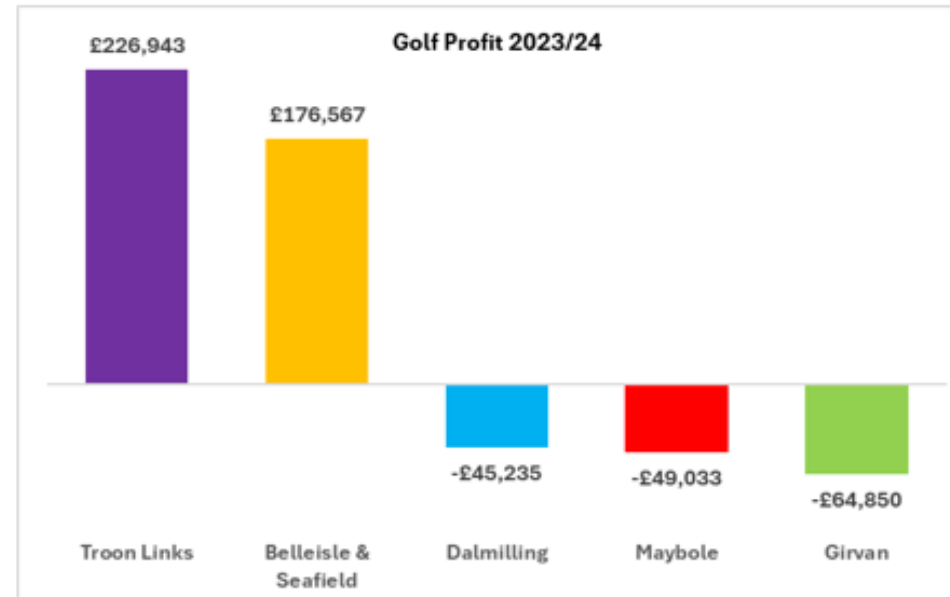


# Project Data Model – Integratis

## 3.5 Financial Performance

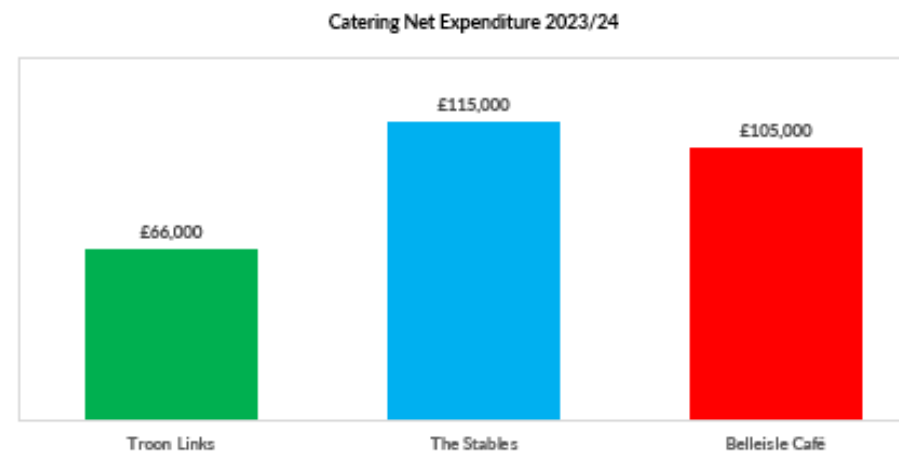
### Golf Operations

1. Belleisle & Seafield now deliver £177k surplus
2. Troon Links top performer
3. Maybole and Girvan in deficit



### F&B Operations

1. All cafés operate at a loss
2. Belleisle Cafés: -£220k combined in 2023/24



# Financial Modelling Revised Options 1, 2 & 3

## 3.6 Belleisle Catering /Golf

Option 1	Intoroduce 10 bay range			
Option 2	Introduce 8 bay golf pod			
Option 3	Merge catering and introduce Trackman and 8 bay golf pod			
	2026/27	2026/27	2026/27	2026/27
Income:	Current	Option 1	Option 2	Option 3
Golf	-£ 916,600	-£ 1,035,423	-£ 1,067,575	-£ 1,162,005
Catering	-£ 346,636	-£ 346,636	-£ 346,636	-£ 366,704
<b>TOTAL</b>	<b>-£ 1,263,236</b>	<b>-£ 1,382,058</b>	<b>-£ 1,414,211</b>	<b>-£ 1,528,709</b>
Expenditure:				
Golf	£ 699,031	£ 644,214	£ 664,814	£ 664,814
Catering	£ 455,942	£ 455,942	£ 455,942	£ 310,513
<b>TOTAL</b>	<b>£ 1,154,972</b>	<b>£ 1,100,156</b>	<b>£ 1,120,756</b>	<b>£ 975,327</b>
<b>Net</b>	<b>-£ 108,263</b>	<b>-£ 281,903</b>	<b>-£ 293,455</b>	<b>-£ 553,383</b>

\* 15% uplift in F&B income notional at present and would require further modelling to confirm as further increases would also need to take into account additional staff and supplies costs.

Additional efficiency savings as a result of course improvements are summarised in subsequent slide

## Financial Modelling Options 1, 2 & 3

### 3.6 Belleisle Catering /Golf – Budget Forecasts

- |  |   |   |
|--|---|---|
| • <b>Option 1 Investment:</b> £3,600,000 | • <b>Option 2 Investment:</b> £2,820,000  | • <b>Option 3 Investment:</b> £5,420,000  |
| • Course Improvements: £2,400,000*       | • Course Improvements: £2,400,000*        | • Course Improvements: £2,400,000*        |
| • Development Centre:   £1,200,000       | • GolfPod:                     £ 420,000  | • GolfPod:                     £ 420,000  |
|  |   | • Clubhouse Works:         £2,600,000*    |
| <br>                                     |   |   |
| • <b>Option 1 Yearly NP</b> - £ 47,903** | • <b>Option 2 Yearly NP</b> - £ 110,145** | • <b>Option 3 Yearly NP</b> - £ 201,083** |

\* Course improvements to be defined up to £2.4m.

\*\* Borrowing Cost of £65,000 per £1m over 40 years have been subtracted from the totals above.

# 4 Concept Designs.

# Concept Designs

## 4.1 Overview

Following the feasibility study from Pangea Golf Architecture, Integratis Consulting produced a report outlining a strategic vision for developing a modern, inclusive facility at Belleisle.

The study identified six options for consideration, ranging from doing nothing to changing the operating model, as well as significant redesigns of the buildings and facilities.

Alliance Leisure Services analysed the findings and following feedback from South Ayrshire Council, engaged CD Architects to develop concept designs.

Additionally, we engaged with GolfPod to create designs for an eight-bay, self-contained driving range at an identified location.

The following pages outline the designs for these concepts.

Please see Appendices for the full feasibility design reports.

# Option 1.

# Option 1 Original Design

## 4.2 Original Course Design with Enhanced Practice Area

- Improvements to the golf course to improve irrigation, bunkering and safety
- Erect a 10-bay covered golf range located at the existing Belleisle first hole
- The driving range would be built into the existing landscape in front of Belleisle House to minimise the visual impact
- Redesign of existing course layout to accommodate new bays
- No alterations to The Stables or Clubhouse

Budget Cost:

Course Works: £2,400,000\*

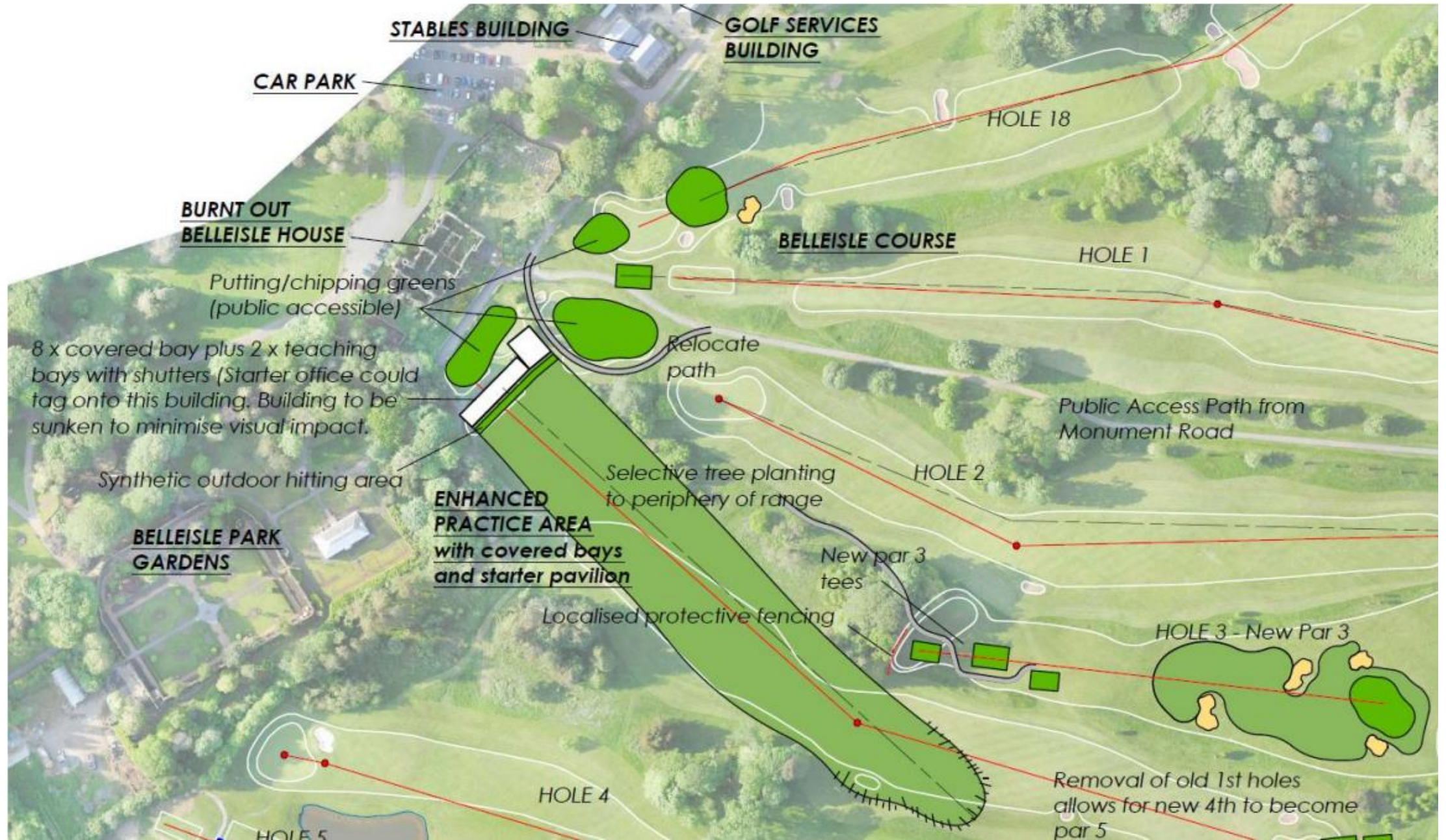
Golf Development Centre: £1,400,000

**Option 1 Total: £3,800,000**

\*Efficiency savings in relation to course improvements are detailed in Financial Modelling Section







# Option 2.

## Option 2 Revised Design

### 4.3 Revised Course Design with GolfPod

- Improvements to the golf course to improve irrigation, bunkering and safety
- 8 x covered golf bay product supplied by GolfPod located in North / Rear existing car park area
- Key maintenance work and realignment of the existing holes

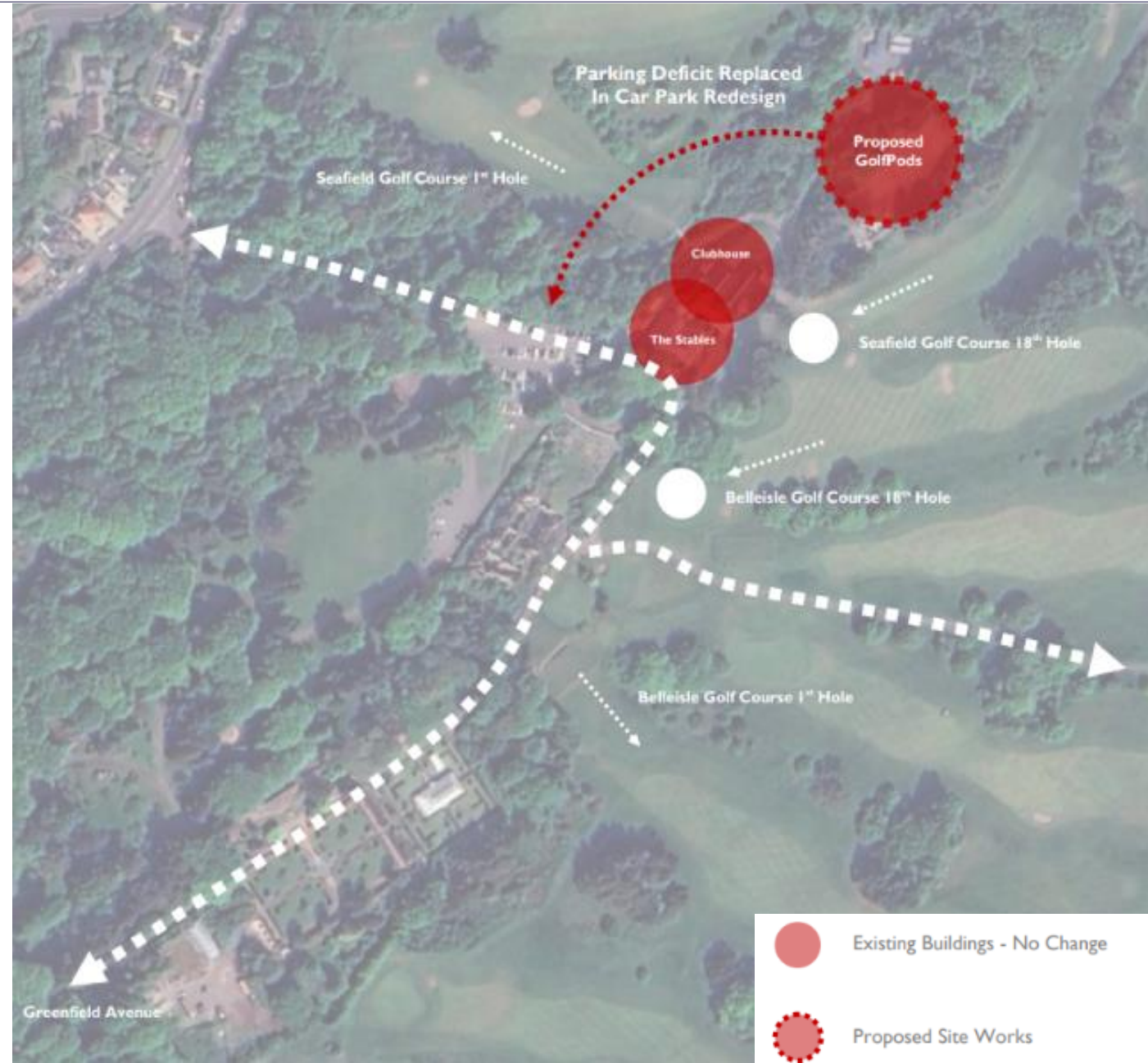
#### Budget Cost:

Course Works: £2,400,000\*

GolfPod: £ 420,000

**Option 2 Total: £2,820,000**

\*Efficiency savings in relation to course improvements are detailed in Financial Modelling Section





# Option 3.

## Option 3 Concept Designs & Budget Costs

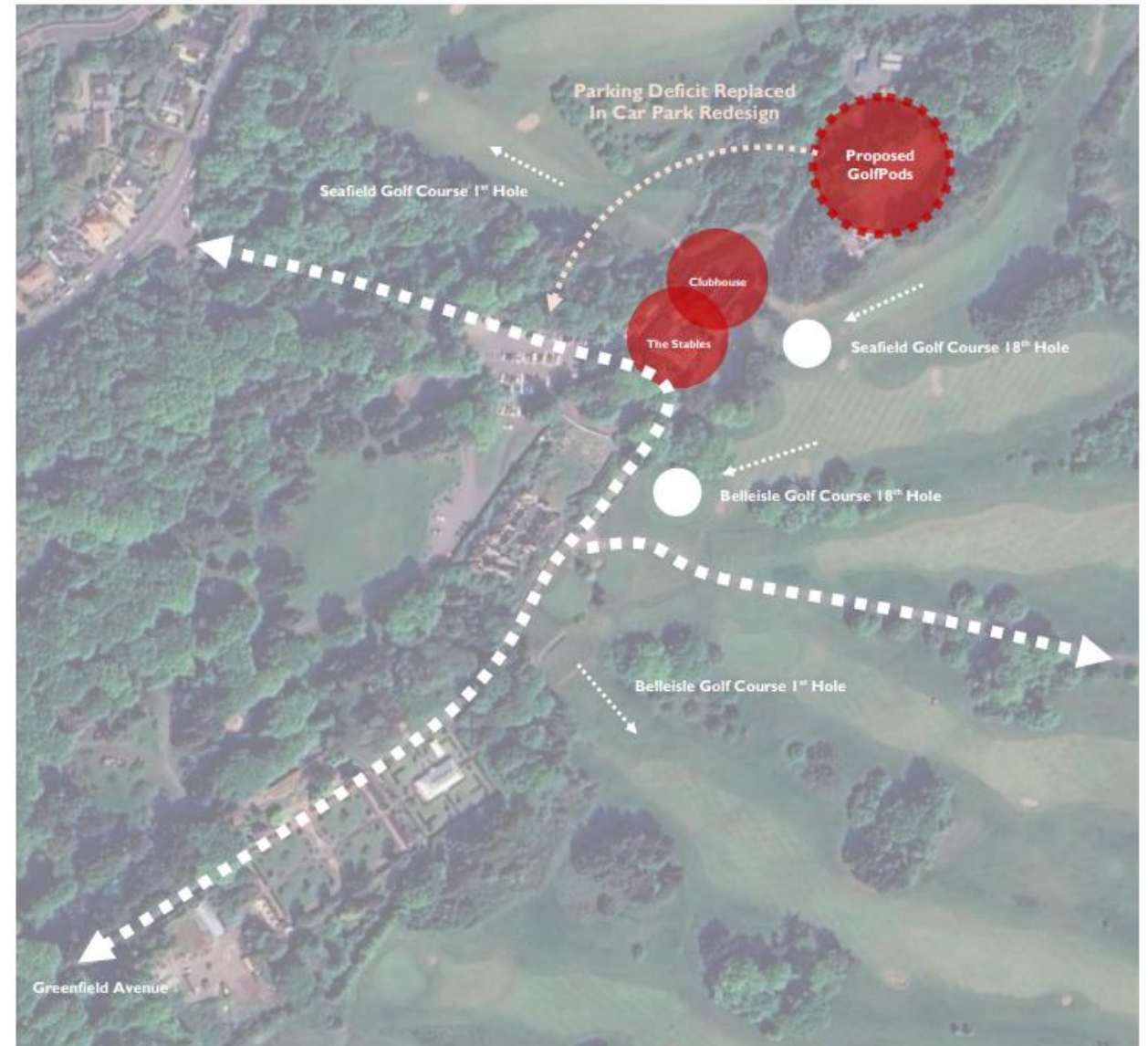
### 4.4 Revised Course Design with GolfPod and Clubhouse Development

- Redesign Clubhouse / Stables to enhanced offering and generate profit from F&B / Simulators
- 8 x covered golf bay product supplied by GolfPod located in North / Rear existing car park area
- Key maintenance work & realignment of the existing holes

#### Budget Costs:

Club House	£2,600,000
Golf Course	£2,400,000*
GolfPod	£ 420,000
<b>Option 3 Total</b>	<b>£5,420,000</b>

\*Efficiency savings in relation to course improvements are detailed in Financial Modelling Section



# Option 3 Concept Design

Approach from Car Park – Activation of the Space



# Option 3 Concept Design

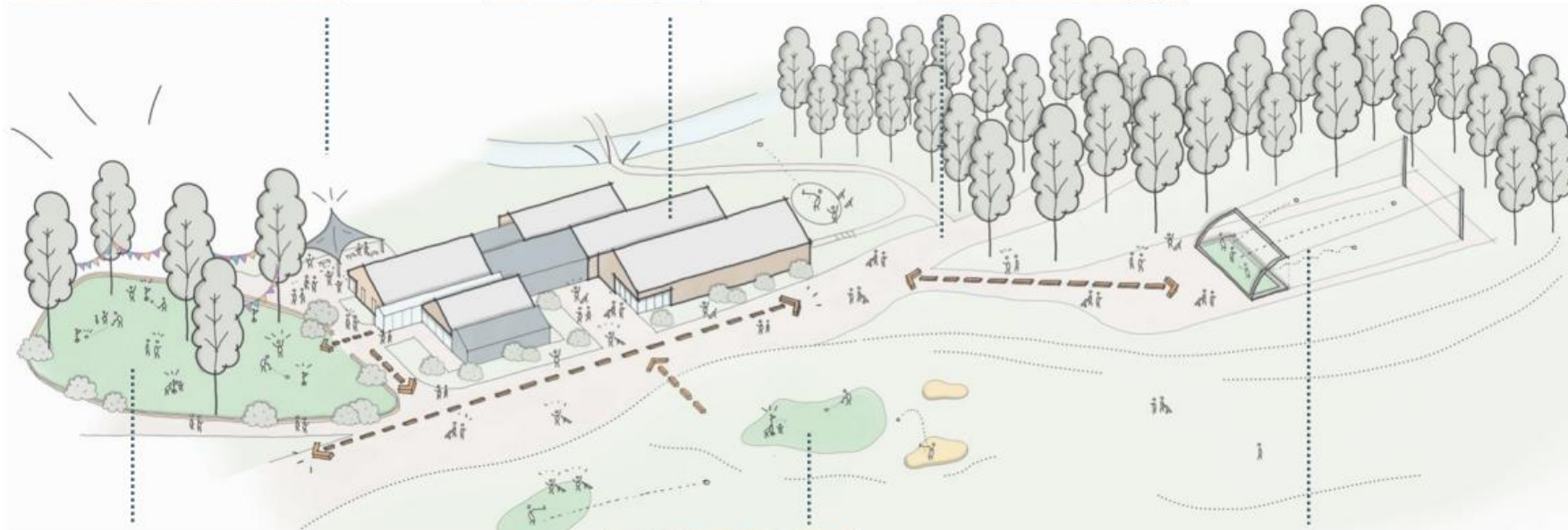
## Approach to New Main Entrance – *Courtyard Hub*



# Option 3 Concept Design

## Approach to New Main Entrance – *Courtyard Hub*

### CONCEPT MASTERPLAN FEATURES

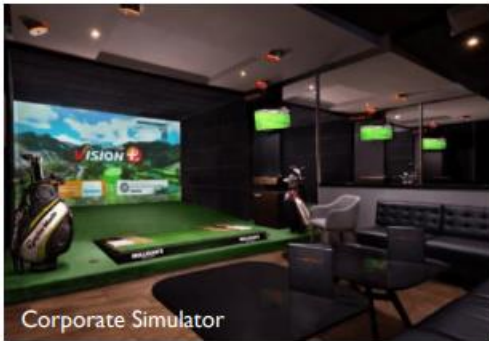


# Option 3 Concept Design

## One Building Facility



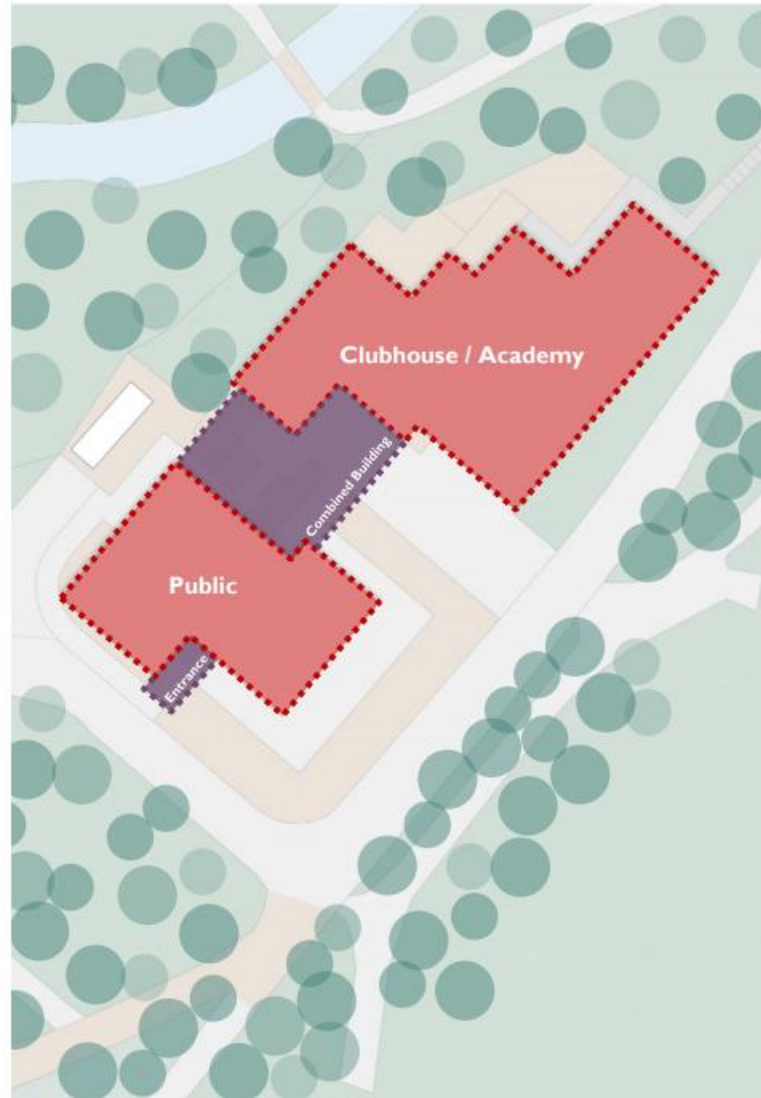
Training Simulators



Corporate Simulator



Enhanced Retail Experience



Shared Reception / Bar / Severy Facility



Lounge Facilities



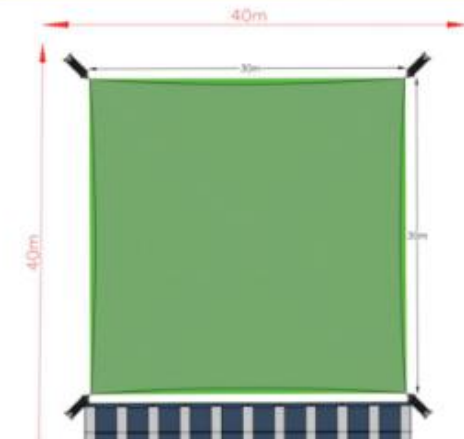
Corporate Meeting Facility

## Option 2 & 3

### GolfPod Specifications

Key aspects of the GolfPod:

- Towers: Galvanised black steel towers, 15m and 12m tall
- Astro: Premium astro base with drainage and type 1 base
- Covers: Galvanized steel covers
- Floodlights: Spotlights used to generate a low 30 lux outfield coverage
- Budget Purchase Cost **£420,000 (included in budget cost options)**
- Alternative option to partner or profit share.



# 5 Project Total Budget Costs.

# Project Budget Costs

## 5.1 Axiom Budget Costs

Detailed overleaf are high-level budget costs for each option provided by Axiom Project Services. These costs have been benchmarked against similar projects within the UK. We have shown baseline costs with a 5% variation for the upper and lower ranges.

These costs are gross and inclusive of Main Contractor Preliminaries, OHP, design fees and surveys, and design & construction risk.

Estimated Project Management & Alliance Leisure Services Fees are included. We have also allowed for a 10% client contingency and 4% inflation ( on Q2 2025 costs).

Excluded are UK Leisure Framework Access Fees. The UKLF access fee ranges from 0.95% and 0.5% as detailed below:

Project Value (£M)	Framework Access Charge
Up to £999,999	0.95%
£1m - £1,999,999	0.75%
£2m - £4,999,999	0.50%

*Axiom's detailed costing report is included in Appendix F*

# Project Total Budget Costs

## 5.2 Budget Costs

Following public consultation, a range of options was presented for consideration in line with South Ayrshire's Golf Strategy.

These options have evolved with full analysis of the previous design options, public consultation and feedback from South Ayrshire Council.

The key objective is to deliver a better customer experience for the members and strengthen the financial sustainability of the golf provision at Belleisle Golf Course.

Potential efficiency savings in relation to course improvements are detailed overleaf.

Option	Description	Budget Costs	
Option 1	Original Course Design with enhanced Practice Area	£	3,600,000
Option 2	Revised Course Design With Golf Pod	£	2,820,000
Option 3	Revised Course Design With Golf Pod & Clubhouse Development	£	5,420,000

## Course Improvement Costs Estimated Breakdown - Belleisle

Redevelopment of Belleisle Golf Course, Ayr	Cost	Essential	Desirable	Comments
Preliminaries	£179,627	Yes		This will reduce depending upon the final contract value
Site clearance and earthworks	£233,316			
Works to holes 1 & 2	£111,753	Bunkers	Tees	Bunkers are essential, tees desirable. Financial split TBC
Works to hole 3	£116,124		Yes	
Works to holes 4 – 10	£235,690	Bunkers	Tees	Bunkers are essential, tees desirable. Financial split TBC
Works to hole 11	£191,937	Bunkers	Tees, Wetlands	Bunkers are essential, tees desirable. Financial split TBC
Works to holes 12 – 18	£223,486	Bunkers & Hole 15,17 & 18	Tees Hole 18 Greens	Bunkers are essential, tees desirable. Holes 15 ,17&18 changes essential (H&S) Financial split TBC
Irrigation installation	£505,000		Yes	
Services/provisional sums	£55,210	Yes		This will need further clarification
Contingency	£93,000			This will need further analysis
<b>TOTAL ESTIMATED COST OF WORKS</b>	<b>£1,945,143</b>			
Delivery Fees @15%	£291,771			
<b>TOTAL ESTIMATED COSTS</b>	<b>£2,236,914</b>			

# 6 Fees.

# Fees

## 6.1 Fee Terms & Invoicing

This proposal is based on the development utilising the UK Leisure Framework and its standard suite of documentation.

Further to full analysis of the feasibility report we will gain direction on the next stage of this project from South Ayrshire Council. At this stage Alliance Leisure will present the project team to take this forward and detail the pre-construction design fees for each stage of the project moving forward.



# 7 Principles of Delivery.

# Principles of Delivery

## 7.1 Construction Playbook

Launched in December 2020, the Playbook sets out key policies and guidance for public works projects, outlining how contracting authorities and suppliers should engage with each other. The Alliance Leisure approach particularly aligns with the following key policies:

**Early supply chain involvement:** Investing time early to get projects right from the start, which will lead to better designs, resulting in both reduced changes and unforeseen cost increases, and faster on-site delivery. This is a key factor of our approach, setting projects up for success.

**Outcome-based approach:** Adopting an outcome-based approach to gauge success, with clear measures set at the outset to monitor and measure supplier performance and drive improvement.

**Risk allocation:** Through the pre-construction process, working collaboratively with the Council to ensure risks are appropriately allocated and ultimately owned, or jointly owned, by the parties best able to manage and bear them.



“

Perhaps the playbook's most important act, reflecting the changes made in the Treasury's Green Book, is to endorse the need to look beyond capital cost as the sole success criterion.

Recognising projects have cost constraints, the playbook invites the commissioning of work and the selection of contractors based on a wider definition of value.

# Principles of Delivery

## 7.2 Sustainability & Social Value

### Carbon Management

Alliance Leisure have robust Environmental practices in place having achieved the Investors in the Environment Silver Award.

ALS are committed to ensuring that performance environmentally is at the forefront of all our projects and that the consideration of impacts, both carbon and financially, are paramount.

Alliance work with principle contracting and architectural partners who are accredited to ISO14001:2004 for Environmental Systems and strive to deliver sustainable developments which have reduced carbon emission rates and offer energy savings throughout the life of the development.

The principles of sustainability shall be reviewed at all design stages of the proposed projects to introduce carbon reduction measures and technologies, based on a balanced review of the impact on operational efficiencies, project budget and payback.

### Social Value

ALS are committed to maximising the benefits of developments to communities, not only to enable more people to be physically active, but to ensure engagement where appropriate with local companies and supply chain to ensure the project contributes back into the local economy.

As the project moves from concept to delivery, KPI's will again be agreed with clients to consider what local advantages are optimal with regard to local key objectives and the scope of the project.

- Local spend % of the project
- Fair payment terms to supply chain
- Engagement with local community
- Apprenticeships
- Increase in visits
- Reduction in carbon output
- Increase in employment opportunities
- Improve access opportunities for target groups

Example Project KPI's in Construction:



# Principles of Delivery

## 7.3 Sportscotland Sport for Life

ALS fully supports and embraces Sport Scotland’s Sport for Life strategy and applaud its scope and ambition. We intend to align ourselves closely with their vision to both enhance our work and achieve our goal of facilitating increased activity levels among communities in Scotland.

Sport Scotland have identified five ‘big benefits’ of getting into sport and physical activity. These neatly align with the solutions provided by ALS in the following ways:

sportscotland

Sport for life



### Helps the Economy

The recovery and reinvention of ailing leisure facilities is ALS’s specialty, and a challenge that we have flourished in time after time during our twenty years of practice.



### Strengthen Communities

Community is at the heart of ALS’s core objectives, and we use our extensive knowledge and understanding of leisure facilities to help provide facilities that most benefit and encourage connections with the communities they serve.



### Develops Skills

From expansive and innovative soft play, to enthralling outdoor spaces, to high-quality swimming facilities and 3G pitches, the development of children plays a foundational role in our planning.



### Supports Health

As well as the numerable benefits of exercise to health and wellbeing, we have overseen several developments that go a step further to improve the health and wellbeing of their customers. These range from the inclusion of facilities for local NHS subsidiaries, to the creation of toning suites for elderly customers.



### Improves Activity

At ALS we see active environments as a vast area of potential for increasing the opportunities communities have to stay fit and healthy. We have worked to produce some incredible outdoor adventure play facilities, splashpads, zip wire, and more, to bring an innovative and exhilarating edge to outdoor activity.

# 8 Social Value.

## Social Value

### 8.1 Community Benefits of the Golf Strategy

**Inclusive Access:** Ensures golf remains **affordable & accessible** to all residents, regardless of age or ability.

**Health & Wellbeing:** Promotes **active lifestyles** and mental wellbeing through increased participation in outdoor sport.

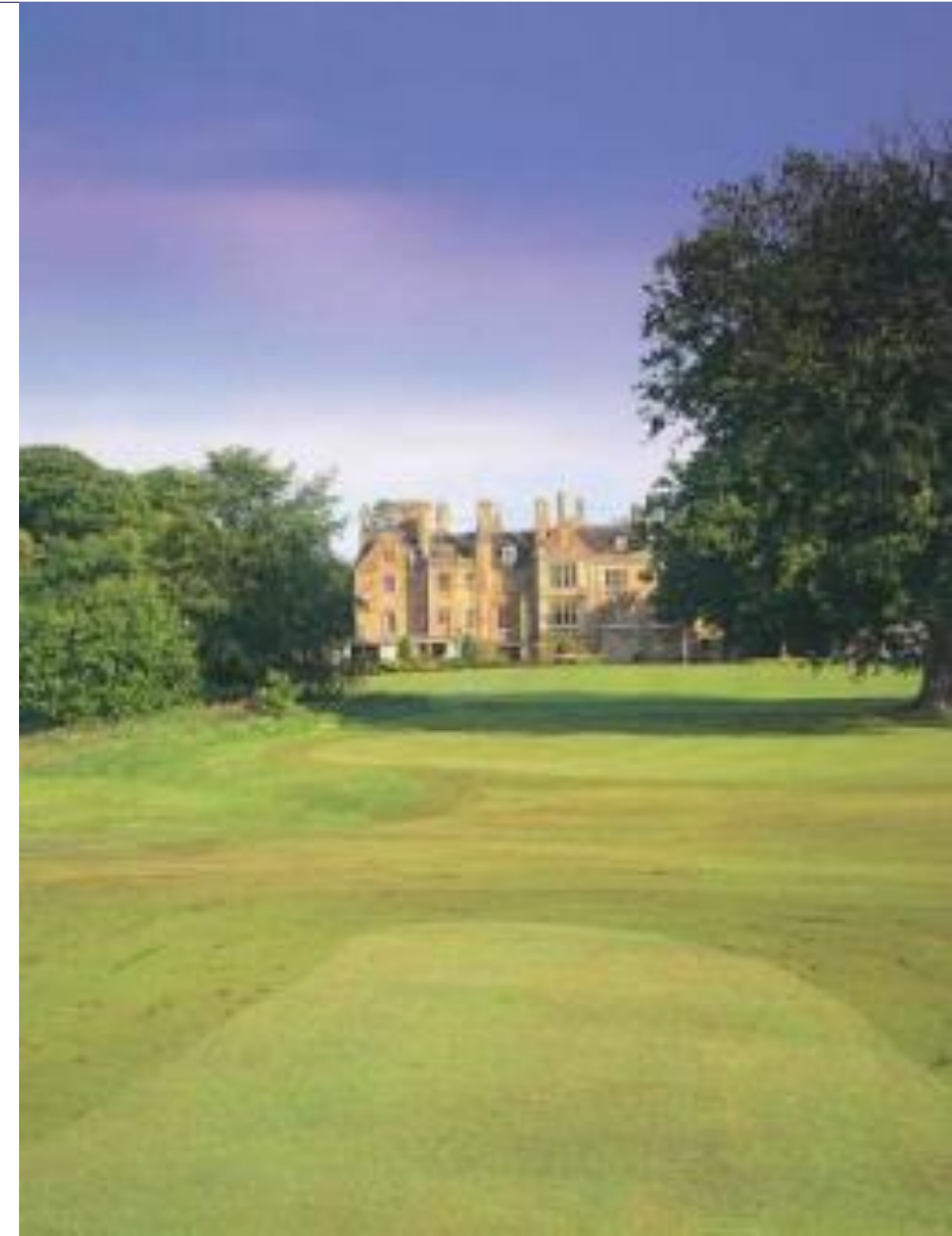
**Youth & Family Engagement:** Develops **practice facilities & programmes** to encourage involvement from **young people, families, & female golfers**.

**Environmental Improvements:** Enhances course **resilience to climate change** & supports **sustainable land management**.

**Economic Impact:** Attracts **visitors and tournaments**, boosting local tourism & supporting jobs.

**Safety & Modernisation:** Upgrades infrastructure to meet **modern safety standards** & improve the overall experience for users.

**Community Pride:** Elevates the reputation of South Ayrshire's golf courses, fostering **local pride and identity**.



# 9 Next Steps.

# Next Steps

## 9.1 Project administration

The following information sets out the next steps for South Ayrshire Council in progressing with Alliance Leisure under the UK Leisure Framework for the project at Belleisle Golf Course.

Alliance Leisure Services will collaborate with South Ayrshire Council to fully review the feasibility study and select the preferred option(s) to take forward in line with available project budget.

Alliance Leisure Services will next present a fee proposal to South Ayrshire Council to develop the identified options for pre-construction.

In respect of progressing the identified project as outcomes from this feasibility, the approach would follow the 'gateway principles'.



# Appendices.

<b>Appendix A</b>	<b>RIBA Plan of Works</b>
<b>Appendix B</b>	<b>Integratis Report - Attached Electronically</b>
<b>Appendix C</b>	<b>Pangea Golf Feasibility Report - Attached Electronically</b>
<b>Appendix D</b>	<b>CD Architects Feasibility Report - Attached Electronically</b>
<b>Appendix E</b>	<b>GolfPod Proposal - Attached Electronically</b>
<b>Appendix F</b>	<b>Axiom Costing Report - Attached Electronically</b>

# Appendix A: RIBA Plan of Works



# RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

### Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

### Planning Note:

**Planning Applications** are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See *Overview* guidance.

### Procurement:

The RIBA Plan of Work is procurement neutral – See *Overview* guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.

- ER Employer's Requirements
- CP Contractor's Proposals

	0	1	2	3	4	5	6	7
	<b>Strategic Definition</b>	<b>Preparation and Briefing</b>	<b>Concept Design</b>	<b>Spatial Coordination</b>	<b>Technical Design</b>	<b>Manufacturing and Construction</b>	<b>Handover</b>	<b>Use</b>
	← Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →							
<b>Stage Outcome</b> at the end of the stage	The best means of achieving the <b>Client Requirements</b> confirmed  <small>If the outcome determines that a building is the best means of achieving the <b>Client Requirements</b>, the client proceeds to Stage 1</small>	<b>Project Brief</b> approved by the client and confirmed that it can be accommodated on the site  <small>The brief remains "live" during Stage 2 and is derogated in response to the <b>Architectural Concept</b></small>	<b>Architectural Concept</b> approved by the client and aligned to the <b>Project Brief</b>  <small>The brief remains "live" during Stage 2 and is derogated in response to the <b>Architectural Concept</b></small>	Architectural and engineering information <b>Spatially Coordinated</b>	All design information required to manufacture and construct the project completed  <small>Stage 4 will overlap with Stage 5 on most projects</small>	Manufacturing, construction and <b>Commissioning</b> completed  <small>There is no design work in Stage 5 other than responding to <b>Site Queries</b></small>	Building handed over, <b>Aftercare</b> initiated and <b>Building Contract</b> concluded	Building used, operated and maintained efficiently  <small>Stage 7 starts concurrently with Stage 6 and lasts for the life of the building</small>
<b>Core Tasks</b> during the stage	Prepare <b>Client Requirements</b> Develop <b>Business Case</b> for feasible options including review of <b>Project Risks</b> and <b>Project Budget</b> Ratify option that best delivers <b>Client Requirements</b> Review <b>Feedback</b> from previous projects Undertake <b>Site Appraisals</b>  <small>Project Strategies might include: - Conservation (if applicable) - Cost - Fire Safety - Health and Safety - Inclusive Design - Planning - Plan for Use - Procurement - Sustainability</small>  <small>See RIBA Plan of Work 2020 Overview for detailed guidance on <b>Project Strategies</b></small>	Prepare <b>Project Brief</b> including <b>Project Outcomes</b> and <b>Sustainability Outcomes</b> , <b>Quality Aspirations</b> and <b>Spatial Requirements</b> Undertake <b>Feasibility Studies</b> Agree <b>Project Budget</b> Source <b>Site Information</b> including <b>Site Surveys</b> Prepare <b>Project Programme</b> Prepare <b>Project Execution Plan</b>  <small>No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.</small>	Prepare <b>Architectural Concept</b> incorporating <b>Strategic Engineering</b> requirements and aligned to <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b> Agree <b>Project Brief Derogations</b> Undertake <b>Design Reviews</b> with client and <b>Project Stakeholders</b> Prepare stage <b>Design Programme</b>	Undertake <b>Design Studies</b> , <b>Engineering Analysis</b> and <b>Cost Exercises</b> to test <b>Architectural Concept</b> resulting in <b>Spatially Coordinated</b> design aligned to updated <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b> Initiate <b>Change Control Procedures</b> Prepare stage <b>Design Programme</b>  <small>Specialist subcontractor designs are prepared and reviewed during Stage 4</small>	Develop architectural and engineering technical design Prepare and coordinate design team <b>Building Systems</b> information Prepare and integrate specialist subcontractor <b>Building Systems</b> information Prepare stage <b>Design Programme</b>  <small>Specialist subcontractor designs are prepared and reviewed during Stage 4</small>	Finalise <b>Site Logistics</b> Manufacture <b>Building Systems</b> and construct building Monitor progress against <b>Construction Programme</b> Inspect <b>Construction Quality</b> Resolve <b>Site Queries</b> as required Undertake <b>Commissioning</b> of building Prepare <b>Building Manual</b>  <small>Building handover tasks bridge Stages 5 and 6 as set out in the <b>Plan for Use Strategy</b></small>	Hand over building in line with <b>Plan for Use Strategy</b> Undertake review of <b>Project Performance</b> Undertake seasonal <b>Commissioning</b> Rectify defects Complete initial <b>Aftercare</b> tasks including light touch <b>Post Occupancy Evaluation</b>  <small>Adaptation of a building (at the end of its useful life) triggers a new Stage 0</small>	Implement <b>Facilities Management</b> and <b>Asset Management</b> Undertake <b>Post Occupancy Evaluation</b> of building performance in use Verify <b>Project Outcomes</b> including <b>Sustainability Outcomes</b>  <small>Adaptation of a building (at the end of its useful life) triggers a new Stage 0</small>
<b>Core Statutory Processes</b> during the stage:	Strategic appraisal of <b>Planning</b> considerations  Planning Building Regulations Health and Safety (CDM)	Source pre-application <b>Planning Advice</b> Initiate collation of health and safety <b>Pre-construction Information</b>	Obtain pre-application <b>Planning Advice</b> Agree route to <b>Building Regulations</b> compliance Option: submit outline <b>Planning Application</b>  <small>See <b>Planning Note</b> for guidance on submitting a <b>Planning Application</b> earlier than at end of Stage 3</small>	Review design against <b>Building Regulations</b> Prepare and submit <b>Planning Application</b>  <small>See <b>Planning Note</b> for guidance on submitting a <b>Planning Application</b> earlier than at end of Stage 3</small>	Submit <b>Building Regulations Application</b> Discharge pre-commencement <b>Planning Conditions</b> Prepare <b>Construction Phase Plan</b> Submit form F10 to HSE if applicable	Carry out <b>Construction Phase Plan</b> Comply with <b>Planning Conditions</b> related to construction	Comply with <b>Planning Conditions</b> as required	Comply with <b>Planning Conditions</b> as required
<b>Procurement Route</b>	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led							
<b>Information Exchanges</b> at the end of the stage	<b>Client Requirements</b> <b>Business Case</b>	<b>Project Brief</b> <b>Feasibility Studies</b> <b>Site Information</b> <b>Project Budget</b> <b>Project Programme</b> <b>Procurement Strategy</b> <b>Responsibility Matrix</b> <b>Information Requirements</b>	<b>Project Brief Derogations</b> <b>Signed off Stage Report</b> <b>Project Strategies</b> <b>Outline Specification</b> <b>Cost Plan</b>	<b>Signed off Stage Report</b> <b>Project Strategies</b> <b>Updated Outline Specification</b> <b>Updated Cost Plan</b> <b>Planning Application</b>	<b>Manufacturing Information</b> <b>Construction Information</b> <b>Final Specifications</b> <b>Residual Project Strategies</b> <b>Building Regulations Application</b>	<b>Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> <b>Practical Completion</b> certificate including <b>Defects List</b> <b>Asset Information</b>  <small>If <b>Verified Construction Information</b> is required, verification tasks must be defined</small>	<b>Feedback on Project Performance</b> <b>Final Certificate</b> <b>Feedback</b> from light touch <b>Post Occupancy Evaluation</b>	<b>Feedback</b> from <b>Post Occupancy Evaluation</b>  Updated <b>Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in **Bold Type**.

Further guidance and detailed stage descriptions are included in the RIBA Plan of Work 2020 Overview.

# Belleisle Golf Project



1.	Introduction	5
2.	Strategic and Policy Context	7
3.	Market and Demand Analysis	13
4.	Site and Infrastructure Assessment	54
5.	Financial Feasibility	54
6.	Scenario Options	60
7.	Sensitivity Analysis	63
8.	Final Options	65
9.	Appendices	66

## Executive Summary

The Belleisle Golf Development Centre feasibility study presents a strategic vision to enhance the golf infrastructure in South Ayrshire. It aims to future-proof the region's golfing services by developing a modern, inclusive facility at Belleisle, aligned with both local and national priorities for health, inclusivity, and sustainability. The proposed Centre will act as a key asset for South Ayrshire, reinforcing its position as a leading destination for both golfing and leisure tourism.

The study has identified 6 options for consideration from do nothing, changes to operating model through to significant redesign of buildings and facilities. Each option has been costed and represents a significant opportunity to improve the net income generated from the facilities ranging from £198,000 to £298,000 increased profit.

From the options we have identified 2 Scenarios that we believe both enhance the offering and profitability but also represent a significant growth opportunity.

Scenario A looks at a combined Food and Beverage service and the installation of an additional 3 golf simulators. This would collectively increase net profit from the current £108,283 to £367,133 per annum.

Scenario B looks at the merging of the catering, removal of starters, development of indoor simulators and the addition of the 8 bay GolfPod installation. Collectively this increases net profitability from £108,183 to £441,936 per annum.



# 1. Introduction

## 1.1 Background

South Ayrshire Council is developing a phased approach to the development of its golf offering, concentrating initially on Belleisle Golf Course. This phase will focus on assessing the feasibility of developing a new Golf Development Centre at Belleisle, ensuring that the Council's strategic priorities are met within the specified timeframes and resource constraints. This new focus aligns with the Council's goal to achieve long-term sustainability for golf services, with Belleisle as the initial centrepiece. Scope of the feasibility study.

## 1.2 Stakeholder Engagement

At this stage the internal stakeholders of South Ayrshire Council staff have been engaged, and a review of recent public engagement results and feedback have been taken into account.

## 1.3 Methodology

The project has used a 4-stage methodology of:



## 2. Strategic and Policy Context

This section outlines the strategic and policy frameworks that underpin and justify the development of the Belleisle Golf Development Centre. The project is not an isolated initiative but part of a wider regional and national effort to promote health and well-being, economic development, sustainability, and community inclusion. By aligning with key policy documents at all levels of government, the Belleisle project ensures it delivers against recognised priorities, maximising its impact and long-term viability.

From addressing the challenges of declining participation and financial pressure on public services, to capitalising on Scotland's reputation as the Home of Golf, the Belleisle project exemplifies a modern, strategic approach to sport and community development. This alignment is not only important for meeting stakeholder expectations but is also essential in securing support, funding, and partnership opportunities.

### 2.1 National Strategic Context

#### 2.1.1 Scotland's National Performance Framework (NPF)

The NPF sets out Scotland's long-term vision for a successful and inclusive society, focusing on well-being, equality, and sustainability. The Belleisle project directly supports the NPF's key outcomes by:

- **Health:** Enhancing access to physical activity through modern, accessible golfing facilities.
- **Economy:** Contributing to local economic resilience through increased tourism, job creation, and community spending.
- **Environment:** Incorporating environmentally sustainable practices to protect natural resources and reduce carbon footprints.
- **Community:** Promoting inclusivity and reducing barriers to participation in sport. This alignment demonstrates how the project transcends traditional sport development to address broader societal outcomes.

## 2.1.2 Scotland's Physical Activity Framework

The Physical Activity Framework advocates for increasing physical activity across all age groups to improve health and reduce inequalities. The Belleisle development supports these aims by:

- Designing facilities that cater to diverse abilities and demographics.
- Delivering targeted programmes to engage underrepresented groups such as women, juniors, and individuals with disabilities.
- Promoting golf as a gateway to wider physical and mental health benefits. This positions the project as a pivotal contributor to Scotland's ambition of reducing inactivity and fostering healthier communities.

## 2.1.3 Current Challenges in Local Government in Scotland

Scottish local authorities are under mounting pressure to balance budgets while meeting increasing service demands. Key challenges include:

- **Financial Constraints:** Shrinking budgets necessitate projects that deliver measurable economic and social value.
- **Demographic Changes:** Aging populations and shifting leisure preferences require innovative solutions to engage communities.
- **Climate Commitments:** Local government must deliver on sustainability targets, integrating eco-friendly practices into projects. By addressing these challenges, the Belleisle project exemplifies a forward-thinking model that aligns with local government priorities, offering cost-effective, sustainable, and inclusive solutions.

## 2.2 Regional and Local Context

### 2.2.1 South Ayrshire Council Plan

The South Ayrshire Council Plan focuses on improving health, boosting economic growth, and fostering community cohesion. The Belleisle project supports these priorities by:

- **Enhancing Health and Well-being:** Providing state-of-the-art facilities that encourage physical activity and social interaction.
- **Economic Development:** Attracting visitors, creating jobs, and driving revenue through golf tourism and related services.
- **Community Inclusion:** Ensuring accessibility and offering programmes tailored to diverse groups, fostering a sense of belonging. This alignment ensures that the Belleisle project delivers tangible benefits aligned with Council objectives.

### 2.2.2 South Ayrshire Golf Strategy (2022–2032)

The South Ayrshire Golf Strategy outlines a vision for sustainable and inclusive golf development. The Belleisle project complements the existing golf facilities across South Ayrshire by enhancing accessibility, modernising infrastructure, and diversifying participation opportunities, ensuring a cohesive and forward-thinking approach to municipal golf. The Belleisle project is a cornerstone of this strategy, contributing to:

- Increased participation through high-quality, accessible facilities.
- Enhanced operational efficiency and financial sustainability.
- Leveraging golf's social value to build stronger communities.

By integrating these goals, the project uniquely positions South Ayrshire as a leader in municipal golf innovation by offering a model for sustainable, inclusive, and modernised golf facilities. Unlike many other regions, South Ayrshire is demonstrating how golf can simultaneously address economic, social, and environmental priorities, making it a benchmark for others to follow.

## 2.3 Golf and Visitor Sector Context

### 2.3.1 Scottish Golf Tourism and Visitor Strategy (2022–2030)

This strategy positions Scotland as a global leader in golf tourism, focusing on sustainability, inclusivity, and innovation. The Belleisle development aligns with its objectives by:

- Offering unique visitor experiences that attract both domestic and international golfers.
- Supporting environmentally sustainable tourism practices.
- Enhancing Scotland's global reputation as the Home of Golf. The project not only strengthens the local golf offering but also contributes to national ambitions in tourism growth.

## 2.4 Post-COVID Recovery and Tourism Trends

The COVID-19 pandemic reshaped tourism trends, with greater demand for outdoor activities and local experiences. Belleisle addresses these trends by offering an expansive and picturesque setting for golf and leisure, complemented by state-of-the-art facilities that cater to a diverse audience. The project's emphasis on accessibility and community engagement ensures it meets the growing preference for inclusive, localised, and outdoor recreation. Belleisle capitalises on these trends by:

- Providing an open, safe environment for recreation and leisure.

- Supporting recovery in domestic tourism through high-quality facilities.
- Attracting new audiences by offering inclusive, accessible, and affordable golfing opportunities.

## 2.5 Sustainability and Environmental Policies

Sustainability is at the heart of the Belleisle project, reflecting Scotland's broader environmental commitments. Key initiatives include:

- Using energy-efficient technologies and sustainable materials in construction and operations.
- Promoting biodiversity through enhanced landscaping and eco-friendly maintenance practices.
- Encouraging environmentally conscious behaviours among users and staff. By prioritising sustainability, the project ensures long-term viability while contributing to global climate goals.

## 2.6 Alignment with Community and Social Objectives

Belleisle is designed to serve as more than a golf facility—it is a community hub that fosters social connections and educational opportunities. Key contributions include:

- Partnering with schools and community organisations to promote golf and physical activity.
- Offering programmes that encourage lifelong learning, skill development, and volunteering.
- Creating a space that reflects community values and strengthens local pride. This approach positions the project as a catalyst for social cohesion and community well-being.

## Conclusion

The Belleisle Business Plan is a strategic initiative that integrates local, regional, and national priorities to deliver transformative benefits. By aligning with frameworks such as Scotland's National Performance Framework, the South Ayrshire Council Plan, and the Scottish Golf Tourism and Visitor Strategy, the project demonstrates its relevance and impact. This alignment ensures that the Belleisle project not only promotes health and inclusivity but also drives sustainable economic growth and strengthens community engagement, making it a transformative initiative for the region. Its commitment to health, inclusivity, sustainability, and economic growth ensures that Belleisle becomes a model for innovative, community-focused golf development in Scotland. Through this alignment, the project not only addresses present challenges but also secures a sustainable and vibrant future for South Ayrshire.

## 3. Market and Demand Analysis

### 3.1 Comparative Analysis of Golf Provision in Ayrshire

This analysis summarises the current level and type of golf provision across East, North, and South Ayrshire. The review has been conducted in the context of the Belleisle Golf Development Centre feasibility study and supports South Ayrshire Council's objectives to modernise, diversify, and strengthen golf provision. The findings provide evidence of local and regional disparities and help demonstrate the strategic need for investment in a new development facility at Belleisle.

#### 3.1.1 Summary of Provision by Local Authority

Local Authority	18-Hole Courses	9-Hole Courses	Driving Ranges	Indoor Golf Studios	Total Golf Facilities
East Ayrshire	6	1	0	0	7
North Ayrshire	11	3	0	0	14
South Ayrshire	14	1	1	1	17
<b>Total</b>	31	5	1	1	38

#### 3.1.2 Key Findings

##### South Ayrshire Offers the Most Extensive Golf Provision

- South Ayrshire leads in overall provision with 17 golf facilities:
  - 14 x 18-hole courses

- The region's only driving range (Roodlea Golf Centre)
- The only indoor golf studio (T2Green Indoor Golf Studio)
- This establishes South Ayrshire as the regional leader in golf infrastructure and opportunity.

### East and North Ayrshire Lack Practice and Learning Facilities

- While both local authorities offer a reasonable number of courses, they lack practice and development infrastructure such as driving ranges and indoor studios.
- This gap presents a **distinct advantage** for South Ayrshire in supporting year-round golf participation, skill development, and entry-level pathways.

### The Belleisle Development Centre Can Address Remaining Gaps

- Despite the strong base, South Ayrshire's public-sector practice and learning provision is still limited.
- The proposed Belleisle Golf Development Centre would:
  - Create a municipally led, high-quality facility for coaching and practice.
  - Enhance year-round participation and pathways for new and existing players.
  - Strengthen South Ayrshire's position as a destination for golf development **and education**.

### Strategic Fit with Belleisle Project Objectives

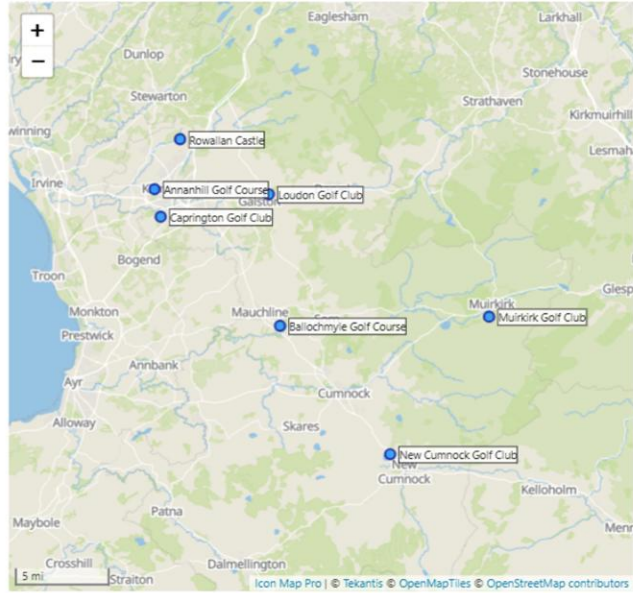
The comparative data clearly supports the strategic objectives of the Belleisle project:

- **Grow Participation:** Traditional course access alone does not attract new audiences. A modern facility provides structured development and coaching.
- **Enhance Customer Experience:** Indoor and outdoor practice amenities enable year-round use and broader appeal.
- **Respond to Market Trends:** National trends show a shift away from traditional club membership to flexible, accessible, and skills-based engagement.
- **Widen Access and Inclusion:** Purpose-built practice and simulation facilities offer opportunities for juniors, women, older adults, and those with accessibility needs.

## Conclusion

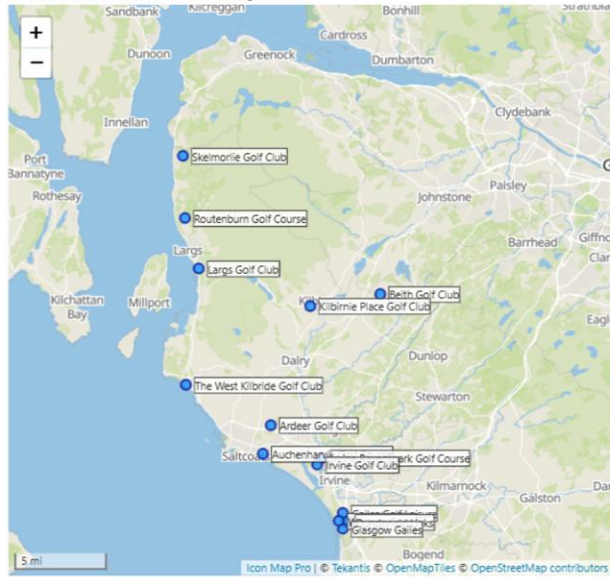
South Ayrshire already enjoys the strongest and most diverse golf infrastructure in Ayrshire. However, to sustain and grow this leadership—particularly in response to changing participation patterns, strategic ambitions, and public-sector challenges—investment in a modern, inclusive, and development-focused facility at Belleisle is well justified. The Belleisle Golf Development Centre would future-proof golf services in the region and contribute significantly to local health, inclusion, tourism, and economic goals.

### Current Golf Provision - East Ayrshire



Local Authority	18-Hole Course	9-Hole Course	Total
<b>East Ayrshire</b>			
Annanhill Golf Course	1		1
Ballochmyle Golf Course	1		1
Caprington Golf Club	1		1
Loudon Golf Club	1		1
Muirkirk Golf Club		1	1
New Cumnock Golf Club	1		1
Rowallan Castle	1		1
<b>Total</b>	<b>6</b>	<b>1</b>	<b>7</b>
<b>Total</b>	<b>6</b>	<b>1</b>	<b>7</b>

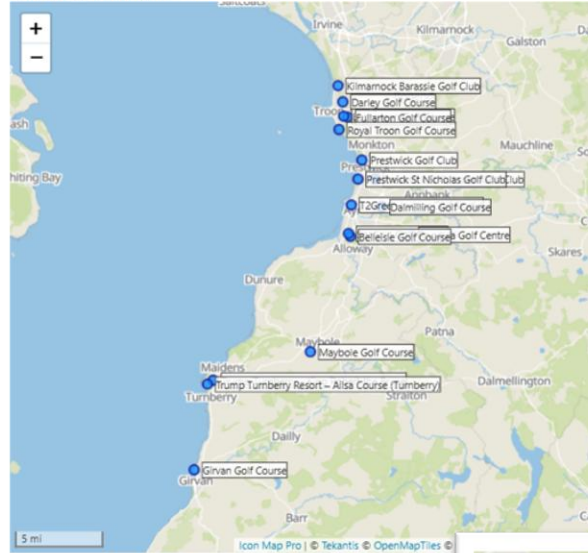
### Current Golf Provision - North Ayrshire



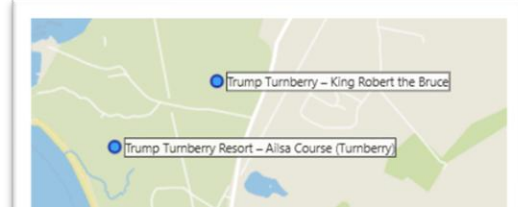
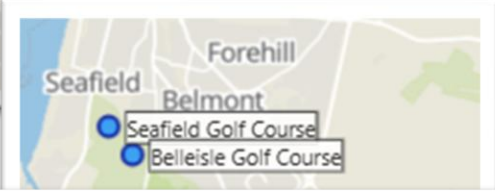
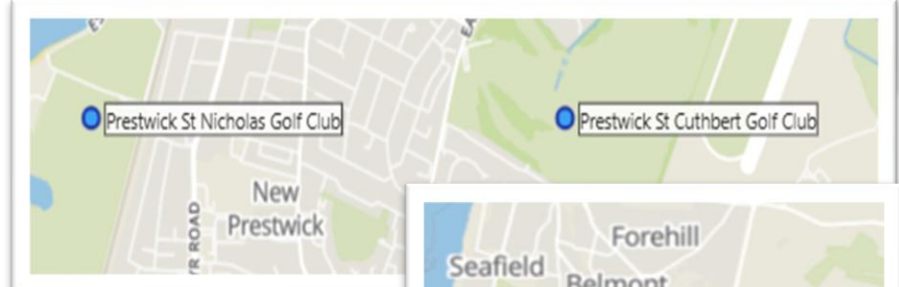
Local Authority	18-Hole Course	9-Hole Course	Total
<b>North Ayrshire</b>			
Ardeer Golf Club	1		1
Auchenharvie Golf Course		1	1
Beith Golf Club		1	1
Dundonald Links	1		1
Gailes Golf Leisure		1	1
Glasgow Gales	1		1
Irvine Golf Club	1		1
Irvine Ravenspark Golf Course	1		1
Kilbirnie Place Golf Club	1		1
Largs Golf Club	1		1
Routenburn Golf Course	1		1
Skelmorlie Golf Club	1		1
The West Kilbride Golf Club	1		1
Western Gales	1		1
<b>Total</b>	<b>11</b>	<b>3</b>	<b>14</b>
<b>Total</b>	<b>11</b>	<b>3</b>	<b>14</b>



Current Golf Provision - South Ayrshire



Local Authority	18-Hole Course	9-Hole Course	Driving Range	Indoor Golf Studio	Total
<b>South Ayrshire</b>					
Belleisle Golf Course	1				1
Dalmilling Golf Course	1				1
Darley Golf Course	1				1
Fullarton Golf Course	1				1
Girvan Golf Course	1				1
Kilmarnock Barassie Golf Club	1				1
Lochgreen Golf Course	1				1
Maybole Golf Course		1			1
Prestwick Golf Club	1				1
Prestwick St Cuthbert Golf Club	1				1
Prestwick St Nicholas Golf Club	1				1
Roodlea Golf Centre			1		1
Royal Troon Golf Course	1				1
Seafield Golf Course	1				1
T2Green Indoor Golf Studio				1	1
Trump Turnberry - King Robert the Bruce	1				1
Trump Turnberry Resort - Ailsa Course (Turnberry)	1				1
<b>Total</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>17</b>
<b>Total</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>17</b>



### 3.1.3 Golf Course Provision per Population

This analysis reviews the relative density of golf course provision per 10,000 residents across South, North, and East Ayrshire. The findings are presented for both public courses alone and the combined total of public and private facilities. These figures provide an important spatial and demographic context for the Belleisle Golf Development Centre feasibility study and help to demonstrate South Ayrshire's strategic position within the regional golf landscape.

#### Public Courses

Local Authority	Population	Courses	Courses per 10,000 of population
South Ayrshire	109,162	8	0.73
North Ayrshire	131,136	3	0.22
East Ayrshire	117,853	1	0.08

- South Ayrshire has the **highest density of public golf course provision** in Ayrshire, with 0.73 courses per 10,000 residents.
- This is more than **three times the level in North Ayrshire** and nearly **nine times the provision in East Ayrshire**.
- This reflects South Ayrshire Council's longstanding commitment to accessible, public-sector-led golf services.

## Public and Private Courses

Local Authority	Population	Courses	Courses per 10,000 of population
South Ayrshire	109,162	15	1.37
North Ayrshire	131,136	14	1.06
East Ayrshire	117,853	7	0.59

- South Ayrshire again leads in total provision, with 1.37 courses per 10,000 population, exceeding both the Ayrshire average (1.01) and the levels found in North and East Ayrshire.
- While North Ayrshire has a comparable number of total courses, South Ayrshire's population is smaller, giving it a higher per capita density.

## Implications for the Belleisle Development Project

- Foundation for Growth: South Ayrshire's strong baseline provision makes it the natural location for enhanced golf infrastructure, including development-focused investment such as the Belleisle Golf Development Centre.
- Public Sector Leadership: The comparatively high rate of public course provision positions the Council as a leader in accessible golf, reinforcing its capacity and credibility to deliver new public-facing assets.
- Strategic Equity: While private course provision may contribute to the totals in other areas, South Ayrshire's investment in public access ensures wider community benefits and alignment with inclusion objectives.
- Destination Development: This density also supports the Council's ambition to develop South Ayrshire as a national and international golf destination, combining both elite and grassroots provision.

## Conclusion

South Ayrshire clearly outperforms neighbouring local authorities in both public and total golf course provision per capita. This strengthens the strategic case for the Belleisle Golf Development Centre by demonstrating existing investment, accessibility leadership, and capacity for further growth. The project has the potential to build on this strong foundation to address remaining gaps in development infrastructure and participation pathways.

## 3.2 Accessibility

### 3.2.1 Golf Course Accessibility

This analysis examines the levels of accessibility to golf courses in South Ayrshire, comparing **Local Authority (public)** and **Private** golf provision across four travel modes (cycling, driving, public transport, and walking) and a range of travel times (10 to 30 minutes). The findings provide valuable insights for the Belleisle Golf Development Centre feasibility study by identifying accessibility gaps, equity issues, and opportunities to enhance inclusive access in line with the project's objectives.

### 3.2.2 Summary of Findings

#### Driving Offers the Highest Accessibility Overall

- **Local Authority courses** are significantly more accessible by car:
  - 10 minutes: 73.8% of the population
  - 15 minutes: 93.9%

- 20 minutes: 94.6%
  - 30 minutes: 95.5%
- **Private courses** show lower levels of accessibility by car at every interval:
  - 10 minutes: 45.7%
  - 15 minutes: 75.0%
  - 20 minutes: 81.1%
  - 30 minutes: 87.0%
- This indicates that public golf facilities are better distributed and more equitably positioned for car access, reinforcing their role in delivering inclusive participation.

### Active Travel (Cycling and Walking) Access is Limited but Stronger for Public Courses

- Cycling Access (Local Authority vs Private):
  - 10 minutes: 54.1% vs 34.7%
  - 15 minutes: 70.9% vs 44.7%
  - 20 minutes: 81.0% vs 55.7%
- Walking Access:
  - 10 minutes: 4.3% (Local Authority) vs 6.1% (Private)
  - 15 minutes: 12.2% vs 15.4%
  - 20 minutes: 21.0% vs 20.0%

- While both categories demonstrate relatively low walkability, local authority courses are significantly more accessible by cycling across all distances. This supports the strategic potential of Belleisle to serve local communities through active travel routes.

### Public Transport Access is Low Across the Board

- Public transport accessibility is markedly limited:
  - 10 minutes: 4.3% (Local Authority), 6.0% (Private)
  - 15 minutes: 13.4% vs 17.9%
  - 20 minutes: 21.5% vs 29.7%
  - 30 minutes: 47.2% vs 52.2%
- Private courses appear marginally better served at longer travel times, but overall access via public transport remains poor.
- This highlights a need for improved transport connectivity to key public golf facilities, especially if the Belleisle Development Centre aims to support more inclusive and sustainable access.

### Implications for the Belleisle Development Project

- The data confirms that local authority courses are more accessible by car and bicycle, reinforcing the role of public golf provision in supporting community-level participation.
- However, walking and public transport access remain low, presenting a challenge to the project's ambition of expanding access to a broader demographic, including those without private vehicles.
- To support Belleisle's goals of inclusion, sustainability, and community engagement, the following should be considered:
  - Integration with cycling and walking networks.

- Signage and safe pedestrian access routes.
- Engagement with local transport providers to explore improved links.
- Provision of secure cycle storage and other end-of-trip facilities.

## Conclusion

This accessibility analysis highlights that South Ayrshire’s local authority golf courses, particularly Belleisle, are well positioned in terms of vehicle and cycle access but face barriers in terms of public transport and walkability. Addressing these barriers through targeted infrastructure and partnership measures will be critical to achieving the project’s objectives of growing participation, enhancing equity, and supporting sustainable access to golf and physical activity.

<b>Measure</b>	<b>Local Authority</b>	<b>Private</b>
10 Minutes cycling	54.1%	34.7%
10 Minutes driving	73.8%	45.7%
10 Minutes public transport	4.3%	6.0%
10 Minutes walking	4.3%	6.1%
15 Minutes cycling	70.9%	44.7%
15 Minutes driving	93.9%	75.0%
15 Minutes public transport	13.4%	17.9%
15 Minutes walking	12.2%	15.4%
20 Minutes cycling	81.0%	55.7%
20 Minutes driving	94.6%	81.1%
20 Minutes public transport	21.5%	29.7%
20 Minutes walking	21.0%	20.0%
30 Minutes driving	95.5%	87.0%
30 Minutes public transport	47.2%	52.2%

### 3.2.3 Driving Range Accessibility

This analysis reviews the accessibility of the existing golf driving range in South Ayrshire for the local population, based on four transport modes (driving, cycling, public transport, and walking) across multiple time thresholds. The findings are examined in the context of the Belleisle Golf Development Centre project, which aims to improve access to golf development infrastructure and support broader, more inclusive participation in golf throughout the region.

#### Summary of Accessibility Findings

##### High Dependence on Private Car Travel

- Driving is the **primary mode of access** to the existing driving range:
  - 10 minutes: 23.1%
  - 15 minutes: 57.1%
  - 20 minutes: 74.0%
  - 30 minutes: 87.8%
- This suggests a **heavy reliance on car ownership** to utilise existing practice facilities, limiting access for those without private vehicles.

##### Minimal Active Travel Access

- Access by **cycling** is highly restricted:
  - 10 minutes: 1.4%
  - 15 minutes: 3.0%

- 20 minutes: 13.2%
- Walking access is non-existent at all time intervals.
- These figures highlight the facility's limited suitability for community-based or active travel access, particularly for residents in more central or urbanised areas.

### No Public Transport Access

- Public transport access is recorded as **0.0%** at all distance intervals (10–30 minutes).
- This reflects a **complete lack of public transport connectivity** to the existing driving range and presents a significant barrier for individuals without access to a car.

### Implications for the Belleisle Development Project

- The data highlights a clear case for locating a driving range within the Belleisle Golf Development Centre:
  - **Accessibility Gap:** The current facility is geographically and functionally inaccessible for many residents, especially those in urban Ayr or Prestwick.
  - **Equity and Inclusion:** Belleisle offers a central, more connected location where an accessible range could serve a wider and more diverse population.
  - **Sustainable Travel:** Investment in walking, cycling, and public transport integration would enable non-car users to access development opportunities.
  - **Community Impact:** The Belleisle site could provide structured coaching, youth development, and inclusive access pathways not currently supported by the existing range.

## Conclusion

This accessibility analysis demonstrates a major gap in equitable access to golf driving range facilities in South Ayrshire. With car travel as the only viable means of access, many residents face exclusion from practice opportunities. The proposed Golf Development Centre at Belleisle represents a critical opportunity to address this gap, providing inclusive, accessible, and centrally located practice infrastructure aligned with South Ayrshire Council's goals of increasing participation and supporting community well-being.

<b>Measure</b>	<b>Private</b>
10 Minutes cycling	1.4%
10 Minutes driving	23.1%
10 Minutes public transport	0.0%
10 Minutes walking	0.0%
15 Minutes cycling	3.0%
15 Minutes driving	57.1%
15 Minutes public transport	0.0%
15 Minutes walking	0.0%
20 Minutes cycling	13.2%
20 Minutes driving	74.0%
20 Minutes public transport	0.0%
20 Minutes walking	0.0%
30 Minutes driving	87.8%
30 Minutes public transport	0.0%

### 3.2.4 Indoor Practice Accessibility

This analysis assesses the level of access to indoor golf practice facilities in South Ayrshire across multiple transport modes (cycling, driving, walking, and public transport) and time intervals (10–30 minutes). These findings are considered in the context of the Belleisle Golf Development

Centre feasibility study, which seeks to enhance participation, accessibility, and inclusion through the development of modern, high-quality golf facilities.

## Summary of Accessibility Findings

### Driving is the Primary Mode of Access

- Driving provides the broadest access to indoor practice facilities:
  - 10 minutes: 43.7% of the population
  - 15 minutes: 58.7%
  - 20 minutes: 69.0%
  - 30 minutes: 87.4%
- Although car access is stronger here than for active travel or public transport, it is still lower than accessibility to outdoor golf courses, reflecting the more limited distribution of indoor facilities.

### Moderate Cycling Access with Some Equity Potential

- Cycling accessibility improves noticeably with increased travel time:
  - 10 minutes: 23.3%
  - 15 minutes: 43.6%
  - 20 minutes: 53.2%
- This presents an opportunity for encouraging active travel to indoor golf facilities through safer infrastructure and targeted local interventions.

## Limited Access by Walking and Public Transport

- Walking access remains minimal:
  - 10 minutes: 2.2%
  - 15 minutes: 5.4%
  - 20 minutes: 8.4%
- Public transport access, while slightly better than walking, is still low overall:
  - 10 minutes: 2.2%
  - 15 minutes: 5.6%
  - 20 minutes: 10.3%
  - 30 minutes: 37.3%
- These low figures underscore **barriers to inclusive participation** for residents who rely on walking or public transport.

## Implications for the Belleisle Development Project

- **Accessibility Constraints:** The data highlights that indoor golf practice facilities are not currently well distributed or easily accessible without a car, creating a barrier for many residents.
- **Strategic Opportunity:** Developing an indoor practice facility at Belleisle, within or adjacent to the urban core, offers a chance to:
  - Improve access for non-car users.
  - Encourage active and sustainable travel.
  - Reduce geographical inequality in practice provision.

- **Support for Participation Growth:** Indoor facilities enable year-round engagement and are particularly useful for:
  - Beginners who prefer a private or instructional setting.
  - Schools, community groups, and junior golfers.
  - Rehabilitation or accessibility-focused users.

## Conclusion

Access to indoor golf practice facilities in South Ayrshire is currently limited, especially for those travelling by public transport or on foot. Cycling and driving offer moderate levels of access, but car reliance remains dominant. The Belleisle Golf Development Centre presents a clear opportunity to improve spatial equity, promote modal shift, and deliver on South Ayrshire Council's strategic objectives of inclusive growth, sustainable access, and community well-being through golf.

Measure	Private
10 Minutes cycling	23.3%
10 Minutes driving	43.7%
10 Minutes public transport	2.2%
10 Minutes walking	2.2%
15 Minutes cycling	43.6%
15 Minutes driving	58.7%
15 Minutes public transport	5.6%
15 Minutes walking	5.4%
20 Minutes cycling	53.2%
20 Minutes driving	69.0%
20 Minutes public transport	10.3%
20 Minutes walking	8.4%
30 Minutes driving	87.4%

30 Minutes public transport	37.3%
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## 3.3 Usage

### Introduction

This section provides an analysis of usage trends across South Ayrshire Council's municipal golf courses between 2019/20 and 2023/24. The analysis includes both member and visitor rounds played at each facility and is intended to support the strategic case for investment in the Belleisle Golf Development Centre. The data offers insights into how usage has evolved over time, especially in response to post-pandemic recovery, and highlights the relative demand placed on different sites. Of particular note, Fullarton, Lochgreen, and Darley make up the Troon Links complex, which should be considered collectively when evaluating demand and performance.

Course	Player Type	2019-20	2020-21	2021-22	2022-23	2023-24
Belleisle	Members	27,352	33,195	42,390	35,159	35,266
	Visitors	3,784	3,133	2,818	2,771	3,020
	<b>Total</b>	<b>31,136</b>	<b>36,328</b>	<b>45,208</b>	<b>37,930</b>	<b>38,286</b>
Seafield	Members	26,936	31,958	38,251	32,895	32,062
	Visitors	2,634	2,980	2,057	2,093	2,175
	<b>Total</b>	<b>29,570</b>	<b>34,938</b>	<b>40,308</b>	<b>34,988</b>	<b>34,237</b>
Fullarton	Members	20,183	21,746	31,678	30,113	31,378
	Visitors	3,543	3,520	3,178	3,181	3,482
	<b>Total</b>	<b>23,726</b>	<b>25,266</b>	<b>34,856</b>	<b>33,294</b>	<b>34,860</b>
Lochgreen	Members	18,233	20,841	31,277	27,700	28,373
	Visitors	4,542	4,168	4,824	4,938	5,157
	<b>Total</b>	<b>22,775</b>	<b>25,009</b>	<b>36,101</b>	<b>32,638</b>	<b>33,530</b>
Darley	Members	12,720	13,349	20,350	16,561	18,101
	Visitors	3,255	3,512	3,433	3,445	3,849

	<b>Total</b>	<b>15,975</b>	<b>16,861</b>	<b>23,783</b>	<b>20,006</b>	<b>21,950</b>
Girvan	Members	10,815	11,686	19,260	13,823	13,513
	Visitors	2,242	1,934	2,187	2,226	2,754
	<b>Total</b>	<b>13,057</b>	<b>13,620</b>	<b>21,447</b>	<b>16,049</b>	<b>16,267</b>
Dalmilling	Members	8,231	15,836	19,061	12,522	11,874
	Visitors	457	2,413	1,380	1,156	1,202
	<b>Total</b>	<b>8,688</b>	<b>18,249</b>	<b>20,441</b>	<b>13,678</b>	<b>13,076</b>
Maybole	Members	1,253	606	1,679	1,131	878
	Visitors	488	237	299	287	581
	<b>Total</b>	<b>1,741</b>	<b>843</b>	<b>1,978</b>	<b>1,418</b>	<b>1,459</b>
<b>Total</b>		<b>146,668</b>	<b>171,114</b>	<b>224,122</b>	<b>190,001</b>	<b>193,665</b>

### 3.3.1 Usage Overview by Course

#### Belleisle

- Usage increased from 31,136 in 2019/20 to a high of 45,208 in 2021/22, before stabilising at 38,286 in 2023/24.
- Consistently among the top-performing courses, reflecting strong local demand and strategic importance.

#### Seafield

- Usage grew from 29,570 to 40,308 by 2021/22 but dipped slightly to 34,237 in 2023/24.
- Closely aligned with Belleisle, confirming the importance of the Belleisle-Seafield hub.

#### Tron Links (Fullarton, Lochgreen, Darley)

- Fullarton: Increased from 23,726 to 34,860 by 2023/24.

- Lochgreen: From 22,775 to 33,530.
- Darley: From 15,975 to 21,950.
- Combined, Troon Links usage rose from 62,476 in 2019/20 to 90,340 in 2023/24, underscoring its role as the most heavily utilised golf destination in the region.

### Girvan

- Usage rose from 13,057 to 16,267 over the five-year period.
- Though modest in absolute terms, the steady growth suggests a stable user base.

### Dalmilling

- Peaked at 20,441 in 2021/22 before declining to 13,076 in 2023/24.
- Fluctuations suggest inconsistency in usage, possibly due to service or access issues.

### Maybole

- Lowest usage among all sites, fluctuating from 1,741 in 2019/20 to 1,459 in 2023/24.
- Despite marginal improvement from a pandemic low, demand remains minimal, reinforcing its classification as an at-risk facility.

## 3.3.2 Visitor vs Member Patterns

- Member rounds account for the majority of usage at all courses, 87%.

- Visitor play is most prominent at Lochgreen, Fullarton, and Belleisle, suggesting tourism or external interest plays a supporting role at these key sites.
- Maybole and Dalmilling show particularly low visitor engagement.

## Conclusion

The usage data reinforces the strategic importance of Belleisle and Seafield, both of which have maintained consistently high demand over a five-year period. Troon Links remains the dominant cluster in terms of volume, and its continued investment is crucial. Belleisle's role as a high-demand venue supports the business case for developing a dedicated Golf Development Centre, which could accommodate sustained participation levels, enhance visitor experiences, and unlock further growth. Conversely, persistently low usage at Maybole highlights the need for a critical review of its viability within the broader estate. Overall, the usage trends support a strategic shift toward consolidating investment in the most active and sustainable locations.

### 3.3.3 Utilisation

This section examines the tee time utilisation patterns at Belleisle and Seafield Golf Courses over both peak (April to September) and off-peak (October to March) seasons. The data provides percentage-based utilisation across hourly time slots, seven days a week. The purpose of this analysis is to assess operational efficiency, identify capacity for growth, and support the business case for developing a new Golf Development Centre at Belleisle. A comparative assessment of the two sites is included to evaluate relative demand and highlight potential areas for optimisation and investment. Detailed data tables are contained in the [appendices](#).

#### Off-Peak Season Analysis

- Belleisle
  - Average daily utilisation during off-peak season is **43.53%**.

- Highest demand occurs between **08:00 and 12:00**, with peak utilisation reaching **67.43%** at 08:00.
- Weekends, particularly **Saturday (54.82%)** and **Sunday (51.18%)**, are busier than weekdays.
- Very low occupancy after **14:00**, falling to **13.14%** by 15:00 and virtually unused by 17:00 (**2.43%**).
- **Seafield**
  - Slightly lower off-peak utilisation overall, averaging **42.87%**.
  - Highest usage also between **08:00 and 12:00**, peaking at **71.86%** at 09:00.
  - Similar weekend preference with **Saturday (55.00%)** and **Sunday (49.45%)** leading demand.
  - Usage also declines markedly after early afternoon, with utilisation under **12%** by 15:00.

## Peak Season Analysis

- **Belleisle**
  - Marked increase in activity, with an average peak utilisation of 77.13%.
  - Time slots from 08:00 to 13:00 operate at consistently high capacity, ranging from 78% to 89%.
  - Wednesday and Tuesday show the highest daily averages (84.46% and 81.46%, respectively).
  - Evening slots post-17:00 remain active but taper, with 18:00 averaging 70.29% and 19:00 dropping to 54.71%.
- **Seafield**
  - Slightly lower average peak utilisation of 73.66%, indicating a well-used but less intensive schedule.
  - Peak hours are broadly similar to Belleisle, with 09:00 to 13:00 maintaining 81% to 87% occupancy.
  - Wednesday and Thursday have the strongest average day utilisation (77.85% and 78.31%).

- Evening play shows a steeper drop-off compared to Belleisle, particularly at 18:00 (64.00%) and 19:00 (63.14%).

## Comparison and Key Insights

- Belleisle consistently outperforms Seafield in both off-peak and peak periods, highlighting its role as the primary venue.
- Both courses show underutilisation during the afternoon and early evening in the off-peak season, suggesting opportunity for programme development or targeted marketing to boost usage in these slots.
- Peak demand during summer months is extremely strong, especially mid-morning through early afternoon, indicating constraints on further growth without additional capacity.
- High weekday utilisation at Belleisle (particularly Tuesday and Wednesday) may reflect broader demographic use, such as retirees and active seniors.

## Conclusion

The tee time utilisation data reinforces the strategic relevance of Belleisle as a high-performing golf facility. During peak season, Belleisle operates near full capacity throughout most of the day, with demand only slightly easing in the evening. Seafield also performs strongly, although at a slightly lower intensity. These patterns validate the need for infrastructure development at Belleisle to increase capacity, manage demand more effectively, and sustain growth. Opportunities also exist to target underutilised off-peak afternoon slots through programming, dynamic pricing, or community outreach. Collectively, the findings support investment in the Belleisle Golf Development Centre as a means of future-proofing provision and enhancing operational resilience across the estate.

## 3.4 Membership

Understanding the current profile of South Ayrshire Council's golf membership totalling 3,060 members is essential for informing the development of the proposed Belleisle Golf Development Centre. The Centre aims to increase participation, reduce inequalities, and promote more inclusive engagement with golf. This summary analyses membership across gender, location, levels of deprivation, and age, providing insight into who currently accesses public golf services and identifying areas where accessibility and inclusion can be improved.

### 3.4.1 Summary Analysis

#### Gender Breakdown

- **Male members account for 92.5%** of the total golf membership (2,830 out of 3,060).
- **Female representation is only 7.5%** (230 members).
- This significant gender imbalance presents a clear opportunity for the Belleisle Golf Development Centre to develop targeted programmes and initiatives that encourage greater participation from women and girls.

#### Geographic Distribution (by Council Ward)

- Membership is **heavily concentrated in Ayr West (838 members)** and **Troon (585 members)**, together representing approximately 46.4% of all members.
- Other wards with notable figures include Ayr East (396), Prestwick (355), and Ayr North (249).
- Membership from more rural areas—Kyle, Girvan and South Carrick, and Maybole, North Carrick and Coylton—each remains below 250, highlighting the importance of centrally located, well-connected facilities such as Belleisle to broaden geographic accessibility.

## SIMD Distribution (Deprivation Profile)

- Golf membership is disproportionately weighted toward individuals from less deprived areas:
  - SIMD Q5 (least deprived): 1,200 members (39%)
  - SIMD Q1 (most deprived): 254 members (8%)
- Only 16% of members come from the two most deprived quintiles (Q1 and Q2).
- This illustrates a clear **equity gap** in golf participation. Addressing this imbalance should be a core objective of the Belleisle Golf Development Centre through inclusive pricing models, targeted outreach, and beginner-friendly programmes. Doing so will support South Ayrshire Council's broader socio-economic goals—reducing inequalities, improving health and wellbeing, and ensuring that public services are accessible to those most in need.

## Age Distribution

- The majority of members are older adults:
  - Ages 60–79 account for 1,240 members (40.5%).
  - A further 431 members are aged 50–59.
- Youth and young adult participation is considerably lower:
  - Ages 10–19: 371 members (12.1%)
  - Ages 20–39: 369 members (12%)
  - Children under 10: just 33 members (1.1%)
- These figures underline the need for a development-focused facility like Belleisle to create structured pathways for younger participants and ensure the long-term sustainability of the sport in South Ayrshire.

## Conclusion

The current golf membership profile across South Ayrshire Council facilities reveals notable disparities by gender, socio-economic background, and age. The proposed Belleisle Golf Development Centre presents a critical opportunity to address these imbalances. By delivering a facility that prioritises inclusion, accessibility, and development, the Council can enhance community engagement, increase participation from underrepresented groups, and contribute to wider policy goals related to health, equality, and active lifestyles.

## 3.5 Financial Analysis

### 3.5.1 Introduction

The financial analysis presented in this section provides a detailed examination of South Ayrshire Council's municipal golf operations and associated hospitality services over a five-year period (2019/20 to 2023/24). This review supports the development of a robust and evidence-based business case for the proposed Belleisle Golf Development Centre. In line with the wider objectives of the project, the analysis seeks to understand current financial performance, identify areas of efficiency and risk, and inform future investment and service delivery decisions.

The financial evaluation covers two key areas:

- **Golf Course Operations:** A comparative assessment of the income, expenditure, and net operating positions of Troon Links, Maybole, Girvan, Dalmilling, and Belleisle & Seafield. The analysis highlights the varying financial health of each facility, noting both surpluses and ongoing deficits.
- **Food & Beverage Operations:** An appraisal of financial performance at the three main Council-managed golf cafes (Troon Links Café, The Stables, and Belleisle Café), focusing on income generation, cost management, and operational sustainability.

This dual analysis provides a comprehensive financial overview that is crucial for prioritising investment, ensuring value for money, and shaping a future delivery model that is resilient, efficient, and aligned with the Council's strategic aims.

### 3.5.2 Golf Courses

This financial analysis examines five years of income and expenditure data (2019/20 to 2023/24) for South Ayrshire Council's municipal golf courses: Troon Links, Maybole, Girvan, Dalmilling, and Belleisle & Seafield. The purpose is to assess the relative financial performance of each venue to support the strategic case for investment in the Belleisle Golf Development Centre. The analysis focuses on net operating positions, income trends, cost profiles, and sustainability. Notably, within this data, income and surpluses are represented by **negative values**, while expenditure and deficits are shown as **positive values**.

#### Summary Analysis

- Troon Links
  - Troon Links is the highest income-generating facility, with income rising from £731k in 2019/20 to £1.08m in 2023/24.
  - However, it also incurs the highest operational costs, increasing from £650k to £850k.
  - The facility consistently operates at a net surplus, with a peak of £239k in 2020/21, though surpluses narrowed to £226k in 2023/24.
  - Despite the high throughput, cost pressures—particularly in staffing and property—warrant further review.
- Maybole
  - Maybole is a **hilly 9-hole course** with no off-course staffing. Historically, income was collected via the Maybole swimming pool, but this has now moved solely online.

- Maybole consistently shows a **net deficit**, it should be noted that the site operates at **very low income levels** (below £17k annually).
- The 2024/25 Council Budget **removed the greenkeeping staffing budget entirely**, with basic maintenance now being covered by reallocating resources from Belleisle.
- Maybole is considered an **at-risk facility**, having faced uncertainty for 10–15 years, but has remained open due to a lack of political will to close it. This significantly undermines its sustainability.
- Girvan
  - Girvan generates **moderate income** ranging from **£91k to £182k**, with expenditures averaging **£200k–£247k**.
  - As a result, it consistently runs at a **net deficit**, with **2023/24 reaching £65k**.
  - Personnel costs are notably high for a venue of this scale, limiting the ability to balance costs with revenue.
  - Without intervention, Girvan's financial viability will remain marginal.
- Dalmilling
  - Dalmilling has shown **improved financial performance** over the period, moving from a **net deficit of £102k in 2020/21** to a deficit of £45k in 2023/24.
  - This turnaround appears to result from increased income allocation and reduced transport and administrative costs.
  - However, fluctuating staff and property costs signal potential inefficiencies that could benefit from further optimisation.
- Belleisle & Seafield
  - Belleisle & Seafield jointly represent one of the most significant operational hubs.
  - Income has increased steadily from **£519k in 2019/20 to nearly £790k in 2023/24**, placing it second only to Troon Links.

- Costs have remained high, averaging **£600k+ annually**, largely driven by employee costs and maintenance.
- Notably, the site has shifted from operating at a **deficit prior to the pandemic** to delivering a **consistent annual surplus**, culminating in **£177k in 2023/24**.
- This turnaround highlights a significant improvement in financial performance and reinforces the site's strategic importance. Further structural investment could support sustained success and long-term viability.

## Conclusion

South Ayrshire Council's golf courses demonstrate a wide range of financial performances. Troon Links and Belleisle & Seafield are high-income, high-cost centres, both showing strong long-term potential. Importantly, Belleisle & Seafield have transitioned from operating at a deficit prior to the COVID-19 pandemic to achieving consistent surpluses in recent years—highlighting their improved financial viability and strategic relevance. Dalmilling has also improved operational efficiency, though it still operates at a marginal deficit. Girvan remains in a structurally weak position with high costs and moderate income, while Maybole is clearly at risk, operating with minimal income and no on-site staff, and reliant on resource redirection from Belleisle for basic maintenance. These findings underscore the case for strategic investment in Belleisle Golf Development Centre to build on its improved performance, support network-wide optimisation, and deliver sustainable modernisation across the Council's golf estate.

*Note: "Season Ticket Allocation" refers to the distribution of centrally held season ticket income based on usage at each course site.*

### 3.5.3 Food & Beverage Operations

This section presents a comparative financial analysis of the three main café operations managed by South Ayrshire Council: **Troon Links Café**, **The Stables**, and **Belleisle Café**. The purpose of this analysis is to assess the income, expenditure, and net financial position of each café over a five-year period, to inform future investment decisions and operational planning, particularly within the context of the Belleisle Golf Development Centre.

## Overview of Performance Trends

### Troon Links Café

- **Income:** Income has grown steadily, from **£130k in 2019/20 to £174k in 2023/24**, largely from Food & Beverage and Bar Sales.
- **Expenditure:** Expenditure rose sharply from **£178k to £240k**, driven primarily by employee costs (up from £104k to £148k) and supplies/services.
- **Net Position:** Troon Café consistently operates at a **net deficit**, ranging from **£48k in 2019/20 to £66k in 2023/24**.
- **Observation:** Despite increased income, rising staff costs and supply costs continue to constrain financial sustainability.

### The Stables

- **Income:** Income was stable from 2019/20 to 2022/23 but jumped in 2023/24 to **£129k**, driven by a significant increase in Food & Beverage sales.
- **Expenditure:** Costs rose dramatically in 2023/24 to **£244k**, mainly due to staffing costs reaching **£147k**, doubling from the previous year.
- **Net Position:** The annual deficit widened significantly in 2023/24 to **£115k**, compared to £52k in the previous year.
- **Observation:** The rise in income is outweighed by a disproportionate rise in staff and property costs, which may not be sustainable.

### Belleisle Café

- **Income:** Belleisle Café income increased steadily from **£129k in 2019/20 to £161k in 2023/24**, despite dips during pandemic years.
- **Expenditure:** Operating costs also rose, from **£191k in 2019/20 to £266k in 2023/24**, largely driven by staff costs and supplies.
- **Net Position:** The café operated at a consistent **annual deficit**, rising from **£62k in 2019/20 to £105k in 2023/24**.

- **Observation:** While income growth has been strong, costs—particularly employee expenses—have outpaced revenue gains, limiting financial viability under the current model.

## Summary Comparison

Café Location	2023/24 Income	2023/24 Expenditure	2023/24 Net Position
Troon Links	£174k	£240k	<b>-£66k</b>
The Stables	£129k	£244k	<b>-£115k</b>
Belleisle Café	£161k	£266k	<b>-£105k</b>

## Conclusion

Across all three café sites, operations are currently running at a net deficit, despite upward trends in income—especially post-pandemic. Troon Links and Belleisle show consistent but growing losses, while The Stables saw a sharp increase in deficit due to cost pressures. In the context of the Belleisle Golf Development Centre, these findings underscore the need to:

- Reassess pricing, staffing models, and service levels.
- Explore operational efficiencies or alternative delivery models.
- Align hospitality offerings with broader revenue-generation goals for the golf estate.

A future business case for the Belleisle Golf Development Centre must incorporate sustainable hospitality service models that avoid the current trajectory of growing losses despite revenue improvements.

### 3.5.4 Overall Conclusion

The financial analysis underscores the importance of a targeted, evidence-based approach to modernising South Ayrshire Council's golf estate. Golf operations show a mixed financial picture: while Troon Links remains the strongest performer and Belleisle & Seafield have transitioned into consistent surplus positions post-pandemic, others such as Maybole and Girvan continue to present structural deficits and sustainability concerns.

Similarly, the Council's Food & Beverage operations face significant challenges. All three cafes reviewed operate at a net deficit, with cost inflation outpacing income growth. Without intervention, these trends risk undermining the broader financial stability of the golf estate.

These findings provide a clear rationale for investing in the Belleisle Golf Development Centre. The site is well positioned both geographically and financially to serve as a flagship venue within the Council's golf portfolio. However, any future investment must be paired with operational reforms, particularly in hospitality and staffing models, to ensure long-term sustainability. By aligning financial performance with service quality and strategic ambition, South Ayrshire Council can secure a modern, inclusive, and economically viable future for municipal golf.

## 3.6 National Picture

### Trends in Golf Participation and Club Membership (2015–2025)

Golf participation in Scotland has shifted significantly over the past decade. Traditional club memberships declined through the 2010s, falling by 11% between 2015 and 2018 (source: European Golf Participation Report, 2018). This led to financial pressure and closures for some private clubs. Simultaneously, more players adopted a pay-and-play model, increasing competition between private and municipal courses.

The COVID-19 pandemic reversed this trend temporarily. Golf was one of the first sports to return in 2020, triggering a surge in interest. Club memberships rose by over 25,000 between 2019 and 2021, reaching 207,676 – the highest since 2014. Growth was strongest among juniors and adults, supported by more flexible membership and booking options.

Participation in rounds also surged, with an 84% increase in 2022 versus 2019. While levels have since stabilised, over 60% of UK clubs reported waiting lists by 2023. The challenge now is sustaining this renewed interest.

## South Ayrshire Context

Locally, South Ayrshire mirrored national trends. While private club membership declined pre-COVID, municipal season ticket numbers rose. A Flexi-Membership option introduced during the pandemic attracted 3,700 users. Today, the golfer base is estimated to be evenly split between club members and social players. Future growth will rely on attracting juniors, women, and families through flexible and accessible services.

## Growth and Dynamics of Golf Tourism in Scotland

Golf tourism contributes over £300 million annually to Scotland's economy and supports around 4,700 jobs. Visitors, mainly from North America and Europe, are typically affluent, club-affiliated, and aged 45+. They stay longer and spend more, averaging £388 per night, which combines golf with sightseeing and leisure activities.

Ayrshire benefits significantly from this market. With prestigious courses like Royal Troon and Trump Turnberry, the region attracted £17.1 million in golf tourism annually (as of 2017). Many golf tourists include Ayrshire in their itineraries, presenting opportunities for municipal courses to offer overflow play when championship venues are full or expensive.

## Revenue Models: Municipal vs Private Courses

Municipal courses operate on high-volume, low-margin models to ensure community access. Season tickets and green fees are kept affordable, but this can lead to budget pressure when demand dips. Some councils have responded by outsourcing course operations or creating trusts to manage them, as seen in East Lothian and Fife.

Private clubs rely on membership subscriptions and often supplement revenue with visitor green fees. While high-profile clubs thrive, others have had to innovate to stay competitive, adopting flexible memberships and allowing casual play.

Hybrid models are emerging, such as the R&A's "Golf It!" in Glasgow, combining practice facilities, entertainment, and non-golf amenities to attract broader audiences and revenue.

### Strategic Implications for Belleisle Golf Course and the Development Centre

Belleisle is central to South Ayrshire's Golf Strategy 2022–2032. The planned Golf Development Centre (GDC) responds to changing participation patterns and the need for inclusive, flexible facilities.

- **Participation:** The GDC will cater to modern golfers, beginners, and families. Indoor and covered bays support year-round use and engagement.
- **Retention:** Course improvements (irrigation, drainage, bunkers) enhance playability and help retain new golfers gained during the pandemic.
- **Tourism:** Belleisle can attract golf tourists priced out of or unable to access championship courses. Its heritage and setting make it attractive for visitors seeking quality yet accessible experiences.
- **Revenue:** The GDC diversifies income beyond green fees to include lessons, equipment hire, and range fees. Partnerships with national initiatives and local schools could attract grant funding and new users.
- **Sustainability:** Investments aim to reduce maintenance costs and grow revenue, supporting a shift toward self-sufficiency. A development fund (e.g. a season ticket levy) could ensure future reinvestment.
- **Community Value:** The GDC can deliver social returns by promoting health, inclusion, and youth engagement. Its integration with Belleisle Park enhances its role as a community hub.

## Conclusion

Scotland's evolving golf landscape underscores the relevance of South Ayrshire's investment at Belleisle. The GDC aligns with national and local trends in participation, tourism, and sustainability, as well as with the goals of the South Ayrshire Golf Strategy 2022–2032. It offers a modern, flexible model that supports increased participation—particularly among juniors, women, and families—while enhancing financial viability and tourism appeal. This alignment ensures Belleisle remains a flagship municipal asset and plays a pivotal role in delivering a sustainable and inclusive future for golf in South Ayrshire.

## 3.7 Public Engagement Feedback

The public engagement exercise on the proposed developments at Belleisle Golf Course generated a range of views from respondents. This analysis reviews all feedback received and identifies key themes, levels of support and concern, and emergent suggestions. The findings are categorised and ranked by frequency and significance.

The engagement feedback was reviewed in full, including both structured and open-text responses. Themes were extracted and categorised based on common topics, which were then ranked according to the number of references, tone of sentiment (positive, negative, neutral), and relevance to the core objectives of the Belleisle Golf Development project.

### Ranked Key Themes Emerging from Feedback

#### Feedback on Repurposing the 1st Hole

The proposal to repurpose the current 1st hole for a new practice area generated mixed views.

- **Supportive feedback** highlighted the strategic value of creating a modern practice facility to attract new players, especially juniors and beginners. Some noted that the 1st hole is not particularly distinctive and could be repurposed without significant loss.
- **Opposition** centred around concerns over the integrity of the course layout, with some respondents expressing emotional attachment to the existing hole. There were also suggestions to consider alternative locations to preserve the current configuration.
- **Neutral or conditional responses** called for further justification and detailed plans showing how the playing experience would be maintained.
- The overall sentiment suggests that while there is potential support, it is contingent on clear communication, transparent planning, and evidence that the course will retain its 18-hole offering without loss of quality.

### Strong Support for Improved Practice Facilities

- Respondents widely supported proposals to improve and modernise the practice area.
- Comments noted that covered bays and modern teaching facilities (e.g. Trackman) would enhance the offering.
- Perceived as necessary to attract new and younger players, especially beginners.

### Positive Response to Golf Development Centre Concept

- General support for the creation of a Golf Development Centre, particularly one that incorporates lessons, indoor facilities, and enhanced training space.
- Endorsements for investment in infrastructure that supports coaching, development pathways, and community engagement.

### Concerns Around Loss of Green Space and Visual Impact

- Objections focused on the potential overdevelopment of green space.
- Concerns raised about the visual impact of large or modern buildings in a heritage setting.
- Requests for sympathetic design that aligns with the natural environment.

### Support for Inclusion of Café and Social Facilities

- Several respondents welcomed the integration of café or hospitality space as a way to make the facility more inclusive and sociable.
- There was interest in making the centre welcoming to non-golfers and families.

### Mixed Views on Relocation of the Pro Shop and Starter Hut

- Some support the consolidation of facilities for efficiency.
- Others expressed reservations about changing or relocating heritage buildings or disrupting operational familiarity.

### Concerns About Commercialisation and Overdevelopment

- A recurring theme was concern about the facility becoming too commercial or losing its community-oriented character.
- Comments advised against prioritising visitors and elite services at the expense of local access.

### Desire for Improved Accessibility and Inclusiveness

- Positive mentions of making golf more accessible to underrepresented groups.
- Suggestions included free or subsidised coaching for juniors, dedicated sessions for women, and better disability access.

### Need for Clear Communication and Transparency

- Respondents called for better consultation and communication as the project progresses.
- Concerns that plans may change or be implemented without further public engagement.

### Interest in Environmental Sustainability

- Some respondents expressed interest in eco-friendly design, energy-efficient facilities, and sustainability commitments.
- Recommendations for green building standards and electric vehicle infrastructure.

## Requests for Phased Development and Cost Control

- Several participants recommended a phased approach to development.
- Cautions were raised about cost escalation and long-term financial sustainability.

## Summary Table

Theme	Level of Support/Concern	Type
Improved practice facilities	High support	Positive
Golf Development Centre	Strong support	Positive
Loss of green space/visual impact	Moderate concern	Negative/Neutral
Café and social facilities	Moderate support	Positive
Pro shop/starter hut relocation	Mixed views	Mixed
Concerns about commercialisation	Notable concern	Negative
Accessibility and inclusion	Growing support	Positive
Communication and transparency	Requested improvement	Neutral/Negative
Environmental sustainability	Emerging interest	Positive
Phased approach/cost concerns	Practical feedback	Neutral/Constructive

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## Conclusion

The feedback demonstrates broad support for the vision of a modern, inclusive Golf Development Centre at Belleisle. However, respondents also emphasise the importance of retaining the course's heritage, managing the scale of development, and ensuring clear community benefits. Addressing the noted concerns transparently and proactively will be critical to maintaining stakeholder support as the project advances.



## 4. Site and Infrastructure Assessment

CD Architects have undertaken a detailed feasibility Study to look at the potential opportunities. [25016 Belleisle Feasibility Study Rev D.pdf](#)

The proposals are to improve both the business and the visitor experience of the site by improving customer flow, revenue streams, Time On Property and customer flow.

## 5. Financial Feasibility

This section looks at the options identified in the architectural feasibility report and looks at the financial impacts of each option. On the basis of current facilities financial performance, it is expected that performance will remain static. The following options consider how to increase revenue and minimise expenditure whilst maintaining a high quality offering.

### 5.1 Option 1 - Do nothing

This considers the current financial projections and rolls forward the current operating model and income and expenditure profiles. Significant work has been undertaken on the current catering offerings across the golf estate and improvements have been made but it is projected that catering will continue to make losses with the current combined loss at Belleisle of £135,809 for year 2024/25. reducing to £106,122 in 2024/25. This is then projected to increase to £109,306 in 2026/27 as shown in [Table 5.1](#).

<b>Catering</b>		
Belleisle Café	Income Total	-£148,526
	Expenditure Total	£246,341
	Net	£97,815

The Stables *	Income Total	-£198,110
	Expenditure Total	£209,601
	Net	£11,491
<b>F&amp;B Total</b>	<b>Income Total</b>	<b>-£346,636</b>
	<b>Expenditure Total</b>	<b>£455,942</b>
	<b>Net</b>	<b>£109,306</b>

**Table 5-1**

## 5.2 Option 2 - Merge catering and remove starter provision

Currently there are 2 catering services being delivered at Bellisle. A café delivered from the Stables Building and another service in the Clubhouse Building mainly servicing golf club members. Currently the 2 operations operate at a combined loss, summarised in table?. As can be seen both offerings operate at a loss with the Bellisle Café in excess of six figures.

Therefore, this option considers the merging of the 2 catering offerings into one with all food and Beveridge offerings being serviced from the Stables Building. [Table 5.2](#) summarises the financial impact of reducing the number of staff required and only running a single kitchen. As can be seen this option turns the projected catering losses for 2026/27 to a small surplus of £5,964, representing a £115,270 improvement.

<b>Merge Catering</b>		
		-
The Stables	Income Total	£313,273
	Expenditure Total	£307,309
	<b>Net</b>	<b>-£5,964</b>

## Table 5-2

In addition to the catering option, we are proposing that rather than having a dedicated starter team, that this service should be wrapped into the service agreement with the professional shop and delivered by the Professional on behalf of South Ayrshire Council. As well as generating savings in terms of staff costs it should also increase footfall and potential sales opportunity for the Golf Shop by requiring all golfers to go to the shop desk prior to playing. The proposed removal of starters is projected to save £81,168 per annum and is also supported by the fact that the majority of golf bookings are made online through the BRS system.

Table 5.3 shows the combined impact of these proposals on the total budget position.

Option 2	Income Total	Expenditure	Net
<b>Belleisle &amp; Seafiel Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>Grand Total</b>	<b>-£1,229,873</b>	<b>£922,736</b>	<b>-£307,136</b>

Table 5-3

### 5.3 Option 3 – Creation of 10 bay driving range

This option would see the erection of a 10-bay covered golf range located at existing Belleisle first hole. The driving range would be built into the existing landscape in front of Belleisle house to minimise the visual impact. This option would require the redesign of existing course layout to accommodate the new bays.

The profiling has been built based on an average operation of 9.00am to 8.30pm, recognising that in the summer the light will last longer, with less operational time in the winter. The model assumes an 80% occupancy for the 10 bays at peak times – after 5pm Monday to Friday and weekends, and a 20% occupancy at off-peak times. This creates an opportunity for up to 14,000 bay hrs per annum. This is projected to generate £115,362 per annum. The model also assumes that this would be a non-staffed facility and therefore expenditure can be kept to a minimum and we would expect it to generate a net profit of £87,414.

Table 5.4 shows the combined impact of these proposals on the total budget position.

<b>Option 3</b>	<b>Income Total</b>	<b>Expenditure</b>	<b>Net</b>
<b>Belleisle &amp; Seafield Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>10 Bay Range</b>	-£115,362	£27,948	-£87,414
<b>Grand Total</b>	<b>-£1,345,235</b>	<b>£950,685</b>	<b>-£394,550</b>

**Table 5-4**

## 5.4 Option 4 – Creation of 8 bay GolfPod installation

Through utilising the innovative GolfPod system it is possible to install an 8-bay offering without having to redesign the main golf course. Whilst there are several operating models proposed we have worked on the assumption that the installation would be fully owned by South Ayrshire Council.

The profiling has been built based on an average operation of 9.00am to 10pm. The model assumes an 80% occupancy for the 8 bays at peak times – after 5pm Monday to Friday and weekends, and a 20% occupancy at off-peak times. This creates an opportunity for up to 11,000 bay hrs per annum.

Due to the smaller footprint and minimal need for staff coverage, this option becomes financially attractive with a projected surplus of £98,629 per year.

**Table 5.5** shows the combined impact of these proposals on the total budget position.

<b>Option 4</b>	<b>Income Total</b>	<b>Expenditure</b>	<b>Net</b>
<b>Belleisle &amp; Seafiel Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>8 Bay Golf Pods</b>	-£146,578	£47,948	-£98,629
<b>Grand Total</b>	<b>-£1,376,450</b>	<b>£970,685</b>	<b>-£405,766</b>

**Table 5-5**

## 5.5 Option 5 – Development of Indoor Simulators

This option looks at the embracement of technology to provide additional practice facilities for members without the need to build an external range. This has the advantage of making better use of the available space especially when combined with the merger of the catering offering to 1 building. This option is projected to generate a profit of £59,996. The net profit shown is inclusive of all licencing, maintenance and lifecycle maintenance costs. [Table 5.6](#) shows the combined impact of these proposals on the total budget position.

<b>Option 5</b>	<b>Income Total</b>	<b>Expenditure</b>	<b>Net</b>
<b>Belleisle &amp; Seafiel Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>Golf Simulators</b>	-£100,320	£40,324	-£59,996

<b>Grand Total</b>	<b>-£1,330,193</b>	<b>£963,060</b>	<b>-£367,133</b>
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Table 5-6

## 5.6 Option 6 - Merging both building together

This option would create the same revenue model as option 5 but give improved customer experience.

## 6. Scenario Options

As can be seen from the summary in [Table 6.1](#) below all of the 6 options would bring an increased level of operating profit to the site. In this section we consider the feasibility of bringing together multiple options in order to have the biggest impact and return on investment.

	<b>2025/26</b>					
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
	Do nothing	Merge catering and no starters	10 bay range	8 GolfPod	Simulators	Merge the buildings
Income Total	-£1,263,236	-£1,229,873	-£1,345,235	£1,376,450	-£1,330,193	£1,330,2193
Expenditure Total	£1,154,972	£922,736	£950,685	£970,685	£963,060	£963,060
<b>Net Profit/Loss</b>	<b>-£108,263</b>	<b>-£307,136</b>	<b>-£394,550</b>	<b>-£405,766</b>	<b>-£367,133</b>	<b>-£367,133</b>

Table 6-1

Currently we have only looked at the impact of the changes to catering and starter services along with each individual golfing opportunity. Below we have looked at the impact of:

- A. Bringing together Option 2 and 5
- B. Bringing together Options 2, 4 and 5

## 6.1 Scenario A.

A combined Food and Beverage service would be delivered from the Stables building and be responsible for servicing F&B requirements across the site. In addition, the 'freed' up space from closing the Belleisle Café would allow for the installation of an additional 3 golf simulators. This would improve the offering both from a teaching opportunity but also from a golf practice and social event perspective. **Table 6.2** summarises the impact on the total operating income and expenditure by doing this.

<b>Scenario A</b>	<b>Income Total</b>	<b>Expenditure</b>	<b>Net</b>
<b>Belleisle &amp; Seafield Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>Golf Simulators</b>	-£100,320	£40,324	-£59,996
<b>Grand Total</b>	<b>-£ 1,330,193</b>	<b>£963,060</b>	<b>-£367,133</b>

**Table 6-2**

We have also undertaken a sensitivity analysis for this option to understand the impact of various income and expenditure scenarios.

## 6.2 Scenario B.

Here we again look at again the merging of the catering, removal of starters, development of indoor simulators and the addition of the 8 bay GolfPod installation. This has the added advantage of not requiring as much external space to be delivered and therefore could be built on the overflow car park site negating the need to reconfigure the golf course which is known to be an unpopular option based on member feedback.

**Table 6.3** summarises the impact on the total operating income and expenditure by doing this.

For this scenario, due to the addition of both the golf pods and the simulators, we have taken the income of both down by 10% as a cautionary reduction, with the anticipation that there would be a potential that each would compete against each other to a minimal effect.

<b>Scenario B</b>	<b>Income Total</b>	<b>Expenditure</b>	<b>Net</b>
<b>Belleisle &amp; Seafield Golf</b>	-£916,600	£615,427	-£301,173
<b>The Stables</b>	-£313,273	£307,309	-£5,964
<b>8 Bay Golf Pods</b>	-£131,920	£47,948	-£83,972
<b>Golf Simulators</b>	-£91,152	£40,324	-£50,828
<b>Grand Total</b>	<b>-£1,452,944</b>	<b>£1,011,008</b>	<b>-£441,936</b>

**Table 6-3**

## 7. Sensitivity Analysis

We have undertaken a sensitivity analysis for the 2 scenarios describe in section 6 above. For this we have used aggregate testing which allows us to take a broader, more holistic approach that considers the combined effects of multiple changes in inputs to better understand the overall sensitivity of the system or model being studied. This allows us to better understand the behaviour of the scenario under realistic, complex conditions.

### 7.1 Scenario A

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	£293,706	£245,553	£197,400	£149,247	£101,094	£52,941	£4,788	£-43,365	£-91,518
	-15%	£360,216	£312,063	£263,910	£215,757	£167,604	£119,451	£71,298	£23,145	£-25,008
	-10%	£426,725	£378,572	£330,419	£282,266	£234,113	£185,960	£137,807	£89,654	£41,501
	-5%	£493,235	£445,082	£396,929	£348,776	£300,623	£252,470	£204,317	£156,164	£108,011
	0%	£559,745	£511,592	£463,439	£415,286	£367,133	£318,980	£270,827	£222,674	£174,521
	5%	£626,254	£578,101	£529,948	£481,795	£433,642	£385,489	£337,336	£289,183	£241,030
	10%	£692,764	£644,611	£596,458	£548,305	£500,152	£451,999	£403,846	£355,693	£307,540
	15%	£759,273	£711,121	£662,968	£614,815	£566,662	£518,509	£470,356	£422,203	£374,050
	20%	£825,783	£777,630	£729,477	£681,324	£633,171	£585,018	£536,865	£488,712	£440,559

This sensitivity analysis table shows the net financial position (£) under varying levels of income and expenditure, ranging from a 20% decrease to a 20% increase for each. The results clearly illustrate that financial performance improves with increased income and/or decreased expenditure, as shown by the progression from red (loss) to green (profit). The breakeven point appears to lie between 0% and +5% income variation when expenditure is at or slightly above 0%, indicating a narrow buffer.

## 7.2 Scenario B

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	£353,549	£302,999	£252,448	£201,898	£151,347	£100,797	£50,247	-£304	-£50,854
	-15%	£426,196	£375,646	£325,095	£274,545	£223,995	£173,444	£122,894	£72,343	£21,793
	-10%	£498,843	£448,293	£397,743	£347,192	£296,642	£246,091	£195,541	£144,991	£94,440
	-5%	£571,491	£520,940	£470,390	£419,839	£369,289	£318,739	£268,188	£217,638	£167,087
	0%	£644,138	£593,587	£543,037	£492,487	£441,936	£391,386	£340,835	£290,285	£239,735
	5%	£716,785	£666,235	£615,684	£565,134	£514,583	£464,033	£413,483	£362,932	£312,382
	10%	£789,432	£738,882	£688,331	£637,781	£587,231	£536,680	£486,130	£435,579	£385,029
	15%	£862,080	£811,529	£760,979	£710,428	£659,878	£609,327	£558,777	£508,227	£457,676
	20%	£934,727	£884,176	£833,626	£783,076	£732,525	£681,975	£631,424	£580,874	£530,323

The sensitivity analysis table for scenario B presents a stronger overall financial position compared to Scenario A. At every combination of income and expenditure variation, the net values are consistently higher. The breakeven threshold (where net value approaches zero) has shifted into the negative zone: a 0% income change with a +10% expenditure still yields a positive result (£340,835), unlike in the first table where profitability began only around 0% or slightly higher income with controlled expenditure.

## 7.3 Summary

Scenario B reflects a more resilient financial model with increased margins or stronger baseline assumptions (e.g., improved initial income, reduced costs, or better efficiency). Compared to the first, it offers a broader safety net in adverse conditions and significantly greater profitability in favourable ones. This would suggest improved financial health or assumptions that are more optimistic or realistic based on revised projections.

## 8. Final Options

Further to the initial issue of this report we have refined the options development to align with the architectural proposals which have been discussed in recent briefing presentations. The final options are as follows:

- Option 1 - introduction of 10 bay driving range
- Option 2 - Introduction of 8 bay golf pod range
- Option 3 – Merge catering offerings and introduction of Trackman suites and 8 bay golf pod range

The table below summarises the financial impact of each option. At present these figures are exclusive of any required borrowing costs.

	2026/27	2026/27	2026/27	2026/27
	Current	Option 1	Option 2	Option 3
<b>Income:</b>				
<b>Golf</b>	-£916,600	-£1,035,423	-£1,067,575	-£1,162,005
<b>Catering</b>	-£346,636	-£346,636	-£346,636	-£366,704 *
<b>TOTAL</b>	<b>-£1,263,236</b>	<b>-£1,382,058</b>	<b>-£1,414,211</b>	<b>-£1,528,709</b>
<b>Expenditure:</b>				
<b>Golf</b>	£699,031	£644,214	£664,814	£664,814
<b>Catering</b>	£455,942	£455,942	£455,942	£310,513
<b>TOTAL</b>	<b>£1,154,972</b>	<b>£1,100,156</b>	<b>£1,120,756</b>	<b>£975,327</b>
<b>Net</b>	<b>-£108,263</b>	<b>-£281,903</b>	<b>-£293,455</b>	<b>-£553,382</b>

\* 15% uplift in F&B income notional at present and would require further modelling to confirm as further increases would also need to take into account additional staff and supplies costs.

## 9. Appendices

### 9.1 Model Options Summary Tables

		2025/26						2026/27					
		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
		Do nothing	Merge catering and no starters	10 bay range	8 Golfpod	Simulators	Merge the buildings	Do nothing	Merge catering and no starters	10 bay range	8 Golfpod	Simulators	Merge the buildings
<b>Belleisle &amp; Seafield</b>	Income Total	-£916,600	-£916,600				-£916,600	-£944,098	-£944,098	£0	£0	£0	-£944,098
	Expenditure Total	£699,031	£615,427				£615,427	£720,002	£633,890	£0	£0	£0	£633,890
<b>Belleisle &amp; Seafield Total</b>		<b>-£217,569</b>	<b>-£301,173</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£301,173</b>	<b>-£224,096</b>	<b>-£310,208</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£310,208</b>
<b>Belleisle Café</b>	Income Total	-£148,526					-£322,172	-£152,982	£0	£0	£0	£0	-£331,837
	Expenditure Total	£246,341					£310,513	£253,731	£0	£0	£0	£0	£319,828
<b>Belleisle Café Total</b>		<b>£97,815</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£11,659</b>	<b>£100,749</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£12,009</b>
<b>The Stables *</b>	Income Total	-£198,110	-£313,273			-£8,640		-£204,053	-£322,671	£0	£0	-£8,899	£0
	Expenditure Total	£209,601	£307,309			£3,110		£215,889	£316,528	£0	£0	£3,204	£0
<b>The Stables * Total</b>		<b>£11,491</b>	<b>-£5,964</b>	<b>£0</b>	<b>£0</b>	<b>-£5,530</b>	<b>£0</b>	<b>£11,836</b>	<b>-£6,142</b>	<b>£0</b>	<b>£0</b>	<b>-£5,695</b>	<b>£0</b>
<b>10 Bay Range</b>	Income Total			-£115,362				£0	£0	-£118,823	£0	£0	£0
	Expenditure Total			£27,948				£0	£0	£28,787	£0	£0	£0
<b>10 Bay Range</b>		<b>£0</b>	<b>£0</b>	<b>-£87,414</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£90,036</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>8 Bay GolfPod</b>	Income Total				-£146,578			£0	£0	£0	-£150,975	£0	£0
	Expenditure Total				£47,948			£0	£0	£0	£49,387	£0	£0
<b>8 Bay GolfPod</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£98,629</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£101,588</b>	<b>£0</b>	<b>£0</b>
<b>Trackman Studio</b>	Income Total					-£91,680	-£94,430	£0	£0	£0	£0	-£94,430	-£97,263
	Expenditure Total					£37,213	£38,330	£0	£0	£0	£0	£38,330	£39,480
<b>Trackman Studio</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£54,467</b>	<b>-£56,101</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>-£56,101</b>	<b>-£57,784</b>
<b>Grand Total</b>		<b>-£108,263</b>	<b>-£307,136</b>	<b>-£87,414</b>	<b>-£98,629</b>	<b>-£59,996</b>	<b>-£312,832</b>	<b>-£111,511</b>	<b>-£316,350</b>	<b>-£90,036</b>	<b>-£101,588</b>	<b>-£61,796</b>	<b>-£380,000</b>

**Integrated Impact Assessment**

The Integrated Impact Assessment (IIA) supersedes the previous Equality Impact Assessment incorporating Fairer Scotland Duty (EQIA (inc FSD)) form.

The term 'proposal' is used to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions within South Ayrshire Council.

**This assessment should be started as early on in the development process of a 'proposal'. It does not require to be completed if the proposals in a cabinet/panel report are providing performance or financial updates.**

**PURPOSE**

Local government and partner agencies work in complicated legislative and strategic landscapes that often unintentionally result in silo working and inefficient use of resources. To increase opportunities for effective collaboration and ensure key local and national priorities are always part of our decision-making process, a new integrated impact assessment has been developed.

This integrated impact assessment will encourage services to explore where priorities overlap and converge, allowing for a more joined up approach to tackling shared strategic challenges and will consider the following areas:

- The impact of the policy/proposal on different communities and groups of people;
- Whether South Ayrshire Council is meeting it's legal requirements in terms of the Public Sector Equality Duty and Human Rights;
- Actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage (the Fairer Scotland Duty);
- Whether there is an impact on children's rights (United Nations Convention on the Rights of the Child (UNCRC));
- Whether there is an impact on Sustainability, climate change and biodiversity;
- South Ayrshire has the oldest demographic profile in Scotland, any planning needs to take cognisance of any potential impact on older people;
- Recognising the impact that trauma can have on people's lives and our steps to becoming a trauma-informed organisation; and
- Our commitment to The Promise that care experienced children and young people will grow up loved, safe and respected.

Guidance on completing this tool:

Project Details
Equalities and Fairer Scotland Duty
Child Rights and Wellbeing Impact Assessment
Environment
Cross Cutting
Update Log
SUMMARY REPORT
Evidence Tab

To be completed. This tab provides a record of the project title, aims, consultation and responsible officer.

All sections must be completed. This tabs asks questions on public sector equality duty criteria

All sections must be completed where required following screening stage.

All sections must be completed. This tab asks questions on 11 environmental questions.

All sections must be completed. This tab asks questions on xx cross-cutting questions.

This tab should be completed every time an update is made to the IIA

This tab will automatically be filled in based on the answers to the Environment and Cross -Cutting tabs.

**Answering each section:**

You will see guidance next to each section. This provides further information on considerations that will help you determine your impact rating.

There are drop down menus for some of the questions - if you click on the cell to answer underneath the question you will see a pull down menu arrow on the right hand side. Please add your justifications for your answers in the free text box at the end of each section. This helps with the review process and provides a track record as the project develops.

The summary report must be attached to panel papers.

## Summary

The purpose of the **Integrated Impact Assessment** is to consider the wide range of possible impacts that a proposal could have on equality, human rights, environmental and cross-cutting criteria.

Starting this assessment **as early as possible** will help shape a strong proposal by highlighting positive areas and identifying mitigations actions for areas of improvement. **Completing the IIA is an ongoing process and you won't be able to answer every question the first time you use it - questions will be answered over time as your proposal develops and not necessarily following the order of the tabs.** By completing the update log it will allow you to track updates to the IIA.

Use of this tool will also help ensure proposals are meeting Council commitments to Public Sector Equality Duties, Child Rights and Wellbeing, Sustainability and Climate Change as well as other council cross-cutting priorities identified within our Council Plan.

Further information can be found in the eight step guide to assessing impact and the equality duty developed by the [Equality and Human Rights Commission](#).

### What is being assessed:

*A report to Council providing an update on the options for the Enhanced Practice Facility at Belleisle Golf Course and the golf course enhancement works at various courses. recommending various works at Belleisle Golf Course and the consolidation of previously approved funding.*

### What type of proposal is being assessed?

*The proposal is that Council approves Option 3 as detailed within the report which includes the introduction of GolfPod facilities, enhances the off-course user experience through improved connectivity between the existing golf clubhouse and Stables buildings, and delivers the associated programme of Golf enhancements at Belleisle. Also seeking approval for the consolidation of previously approved capital budgets and to proceed with the appointment of external specialist consultants.*

### Directorate:

Housing, Operations and Development

### Service:

Professional Design Services

### Name of Lead Officer:

Pauline Bradley

### Job Title:

Service Lead - Professional Design Services

### Date the IIA was started:

04/05/26

### Aims, objectives, anticipated outcomes of proposals

*The proposal being assessed is an update to Council on the planned development at Belleisle Golf Course and to seek a decision on the preferred option (three options presented).*

### Link to Council Plan priorities:

Priority 1: Spaces and Places

### Please select from drop down menu

yes

Priority 2: Live Work Learn

no

Priority 3: Civic and Community Pride

no

**If not linked to Council plan priorities please detail below strategic link:**

*Detail here if required*

### PERFORMANCE AND MONITORING

When is the proposal intended to come into effect?

14/05/26

When will the proposal be reviewed?

Quarterly capital monitoring reports

Which Panel will have oversight of the proposal?

Cabinet

### EVIDENCE USED IN DEVELOPING THE PROPOSAL

(this provides the opportunity to set out the evidence on impacts that have been collected in the development of the proposal)

### Please select from drop down menu

**CAN YOU CONFIRM THAT CONSULTATION HAS BEEN CARRIED OUT AS PART OF THIS PROCESS?**

yes

### Involvement and Consultation

In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation?

**Who** did you involve, **when** and **how**?

*Please provide detail here*

**Who?**

*Elected Members, Golf Club Members, Golf Season Ticket holders, general public*

**When?**

*Summer 2024 & Autumn 2025*

**How?**

*Inperson event at Belleisle  
Dedicated micro-site*

### Data and Research

In assessing the impact set out above what evidence has been collected from research or other data. Please specify **what**

*Option 3 was identified as the preferred option and gained the most support and positive comments.*

### What evidence has been provided by partners? Please specify partners

*Integratis have prepared the document contained within Appendix 2 to the report. This report takes a detailed look at:*

- Data collection and review
- Feasibility analysis
- Commercial opportunities at Belleisle
- Phased masterplan for Golf South Ayrshire

### Have you identified any gaps and uncertainties in your understanding of the issues that need to be explored further?

*This document includes income projections for future years.*

### Have there been any changes made to the proposal as a result of consultation and/or research? Please explain

No

**Thank you for completing this section. Please continue to the next tab to answer the Equalities categories.**

## Guidance Notes

### Roles and Responsibilities

It is the responsibility of officers to provide as full information on potential positive and negative equality impacts to Elected Members as necessary, to ensure that they can meet their statutory responsibility, to give due regard to equality and diversity within the decision making process.

An Integrated Impact Assessment Summary Report must be attached to all proposals being submitted for approval by Panel or Full Council which has been approved by Service Lead/Assistant Director/Director (as appropriate). This summary report will provide information on the level of impacts (using a colour-coded RAG status) and any relevant mitigations required to be put in place for negative impacts.

It is the responsibility of Elected Members to satisfy themselves that the information provided within the Integrated Impact Assessment is sufficiently robust and given appropriate weighting in decision-making processes, in order to ensure appropriate consideration is given to the potential equality impacts of the proposals before them for approval, and to act on the findings of the impact assessments.

### Involvement and Consultation

Both the relevant equalities legislation and the duty to achieve best value demand effective consultation and engagement. This question allows the policy maker to describe how this was achieved. Setting out the details can also help to identify those groups that may have been unintentionally missed out.

Auditors will expect to see evidence of engagement with relevant groups where policies are targeted at those groups. For example if a policy has been developed for a group of people with a particular disability, have people from that group been involved in its development?

**Example:** The development of the policy has involved a wide range of consultation with stakeholders, tenants, residents and the wider community alike. For example: Steering groups; community groups; voluntary sector, SA1000; public consultations and SAC social media platforms.

Discussion sessions may be held at varying times – with afternoon and evening sessions available.

All venues considered with regard to their accessibility – in terms of physical accessibility, cultural issues and in terms of transport links.

### [Community Engagement Strategy.](#)

This strategy is for anyone who plays a part in helping South Ayrshire to thrive and improve the lives of all our citizens. This includes public and private organisations, voluntary and community groups, residents, workers, students and any individual with an interest in how their environment and community can grow and flourish. The strategy is written for:

- People who are involved in making decisions This includes individuals, community groups, businesses, voluntary organisations and anyone else who may get involved with decision making.
- Organisations who involve people in making decisions This includes the Council, Community Planning Partners, private, voluntary and community sectors.

As highlighted in the Equality and Human Rights Commission eight-step guide, once relevant evidence has been collected 'it needs to be applied to the policy (proposal) as it is being developed or reviewed. A judgement needs to be made at each stage of the development process as to what the likely effect will be and whether changes are needed. You must assess the impact of your proposals against the needs of the general duty for each relevant equality group'.

In considering whether your proposal eliminates discrimination you should consider whether there is evidence to indicate that your proposal:

- May result in less favourable treatment for particular groups,
- May give rise to indirect discrimination, harassment or victimisation
- May lead to discrimination arising from disability
- Builds in reasonable adjustments where these may be needed.

In considering how your proposal contributes to advancing equality of opportunity you should consider whether it will help you to:

- Remove or minimise disadvantage
- Meet the needs of different groups
- Encourage increased participation of particular groups
- Take account of disabled people's impairments.

In considering how your proposal will affect good relations, you should consider whether it will help you to:

- Tackle prejudice and
- Promote understanding.

**It is almost never sufficient to state simply that a proposal will universally benefit everyone, and therefore people with protected characteristics will automatically benefit. Specific steps will sometimes be required to address existing disadvantage, meet different needs or accommodate difference and diversity.**

**Example:** When developing a policy to respond to increases in gender-based violence, you will need to assess the potential impact of your proposals on women from ethnic minority communities, as well as LGBT and disabled women and children. An effective impact assessment will help you to be aware of any needs of particular groups and the likely wider effects of implementing your proposed policy.

**What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population?

The whole population of South Ayrshire **yes**  
Particular groups **no**

Identify the protected groups that your policy affects, provide the impact rating and detail mitigating actions.

PROTECTED CHARACTERISTICS	IMPACT RATING Please select impact rating from drop down menu	BRIEFLY EXPLAIN WHY YOU CHOSE THIS IMPACT RATING The proposals will provide for an enhanced user experience for all age groups.	MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey), if none required insert 'not applicable')
Age <i>different age groups e.g. older people or children and young people</i>	positive impact		
Disability <i>People with disabilities/long term conditions</i>	positive impact	Improved accessibility between the current Golf Clubhouse and Stables building.	
Gender Reassignment <i>The process of transitioning from one sex to another.</i>	no impact		
Marriage and Civil Partnership <i>People who are married or in a civil partnership.</i>	no impact		
Pregnancy and Maternity <i>Women who are pregnant and/or on maternity leave</i>	no impact		
Race (including Gypsy Travellers) <i>People from different racial backgrounds and minority ethnic communities</i>	no impact		
Religion or Belief <i>A person's religion or belief (including non-belief)</i>	no impact		
Sex <i>Women and men, girls or boys</i>	no impact		
Sexual Orientation <i>Lesbian, gay, bisexual, heterosexual/straight</i>	no impact		
Care Experienced (as a protected characteristic specific to SAC) <i>Care-experienced refers to anyone who is currently in care, or anyone who is from a looked after background or who has been in care at any stage in their life, no matter how short, including adopted children who were previously looked-after by a local authority (Scottish Funding Council 2018)</i>	no impact		

Consideration must be given to the likely impact the policy will have on people experiencing different kinds of social disadvantage, particularly to children and families. Identify the areas that your policy affects) providing the impact rating and detail mitigating actions. Please refer to the guidance notes which provides an outline of what each of the socio-economic duties mean.

SOCIO-ECONOMIC INEQUALITIES (Fairer Scotland Duty)	IMPACT RATING Please select impact rating from drop down menu	BRIEFLY EXPLAIN WHY YOU CHOSE THIS IMPACT RATING The proposals will provide opportunity to maintain and improve the financial viability of operating a major leisure asset.	MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey), if none required insert 'not applicable')
Low Income / Income Poverty	positive impact		
Low and /or no wealth	positive impact	As above.	
Material Deprivation	positive impact	As above.	
Socio-economic Background	positive impact	As above.	
Area Deprivation	positive impact	As above.	

Human Rights	IMPACT RATING High negative impact Medium negative impact Low negative impact No impact Positive impact	BRIEFLY EXPLAIN WHY YOU CHOSE THIS IMPACT RATING Please detail here	MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey), if none required insert 'not applicable')
Does the proposal have an impact on Human Rights?	no impact		

Public Sector Equality Duty - this proposal will assist or inhibit the Council's ability to eliminate discrimination, advance equality of opportunity and foster good relations as follows: **this section is copied into the summary report - please keep response detailed but brief**

Public Sector Equality Duty	Impact
Eliminating unlawful discrimination, harassment, and victimisation?	No impact.
Advancing equality of opportunity?	No impact.
Fostering good relations?	No impact.

Thank you for completing this section. Please continue to the next tab to answer the Child Rights and Wellbeing Impact Assessment

negative impact
uncertain / not clear
positive impact
no impact

**GUIDANCE NOTES**

The purpose of this section is to highlight what communities or groups you are likely to need to take into consideration within the equality impact process. Since most of the Council's services are people centred and have a direct impact on people at some time, it is likely that most Council policies will impact on all or some of these groups. The council is covered by the Public Sector Equality Duty (PSED) and the Human Rights Act and we also have responsibilities in relation to child poverty as stipulated in the Child Poverty (Scotland) Act 2017. This means we can use an integrated approach to focus on equality, human rights, socio-economic disadvantage and child and family poverty. Please indicate whether there are likely to be positive or negative impacts on these communities or groups if the proposal is implemented. This will help show at a glance any proposals that do not deliver services to these groups of people.

Further information on protected characteristics can be found:

[Protected characteristics | Equality and Human Rights Commission \(equalityhumanrights.com\)](#)

**GUIDANCE NOTES**

What likely impact will this proposal have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (this section to be completed for any Strategic Decisions). Does the proposal improve people's life circumstances? Consideration must be given particularly to children and families.

**Low Income/Income Poverty** cannot afford to maintain regular payments such as bills, food, clothing  
**Low and/or no wealth** enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future  
**Material Deprivation** being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies  
**Area Deprivation** where you live (rural areas), where you work (accessibility of transport)  
**Socio-economic Background** social class i.e. parent's education, employment and income

**GUIDANCE NOTES**

issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections. Consider the various articles, in particular 6, 7, 8, 9, 10, 11, 12 and 14 and Article 1 of Protocol 1, Article 2 of Protocol 1 and Article 3 of Protocol 1.

Article 6 Right to a fair and public hearing  
Article 7 No punishment without law  
Article 8 Respect for your private and family life, home and correspondence  
Article 9 Freedom of thought, belief or religion  
Article 10 Freedom of expression  
Article 11 Freedom of assembly and association  
Article 12 Right to marry and start a family  
Article 14 Protection from discrimination

**GUIDANCE NOTES**

**Eliminate discrimination**  
in determining how the proposal will there is evidence to indicate that:  
-the policy may result in less favourable treatment for particular groups;  
-the policy may give rise to indirect discrimination;  
-the policy is more likely to assist or impede you in making reasonable adjustments.  
*Could this policy reduce or help make progress towards reducing discrimination and harassment for particular communities or groups, including employees?*

**Advance equality of opportunity**  
In determining how the proposal will advance equality of opportunity you should record whether it will help you to:  
-remove or minimise disadvantage;  
-meet the needs of different groups; and  
-encourage increased participation of particular groups.  
*Could the implementation of this policy improve or reduce access to the service provided for any groups?*

**Foster good relations**  
In determining how the proposal will affect good relations, you should record whether it will help you to:  
-tackle prejudice; and  
-promote understanding.  
*Could this policy improve or cause a deterioration in relations between particular communities or groups of people?*

**ADDITIONAL GUIDANCE NOTES**

**Introduction**

South Ayrshire Council provides services to a diverse community and the decisions made by the Council have a profound influence on the health and wellbeing of that community.

**Background**

The Equality Act 2010 came into force in April 2011 introducing a new Public Sector Equality Duty (PSED) (often referred to as the 'general duty') that requires the Council in the exercise of their functions to have 'due regard' to the need to:

Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct

Advance equality of opportunity between those who share a protected characteristic and those who do not, and

Foster good relations between those who share a protected characteristic and those who do not.

**Protected Characteristics**

The legislation requires that people are not discriminated against, harassed or victimised on the grounds of their 'Protected Characteristic'. The nine Protected Characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race – including ethnic or national origin, nationality and Gypsy/Travellers
- religion or belief (including lack of belief)
- sex
- sexual orientation

Supplementary legislation was introduced by the Scottish Government in 2012 (the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012). This legislation was introduced with the purpose of enabling better performance of the PSED contained in s149 (1) of the Equality Act 2010. This supplementary legislation requires Local Authorities to be proactive in meeting the 'general duty' and including the duty to equality impact assess (EIA) all:

- policies
- strategies
- procedures
- processes
- financial decisions (this includes proposals to outsource or procure any of the functions of an organisation)
- the full range of functions, and
- activities (including service delivery)

both new and at review, that affect the Council's communities and employees i.e. potentially anything the Council does. It is important to note that the impact and relevance of a policy does not just depend on the number of those people and groups who are affected, but also by the significance of the effect on them.

To meet the duty to give 'due regard' to the equality duty, an equality impact assessment should be undertaken at the start of proposed activities, procedures and processes etc. being planned, developed and reviewed. This process also ensures that any unintended actual or potential unlawful discrimination is prevented before it is presented to Panel. Therefore, it is not acceptable to prepare an EIA merely to meet the Panel Report timetable.

**Similarly, EIAs, which incorporate equality impact assessments must not be retrospectively completed, as this would render any decision on a proposal requiring an EIA unlawful, as demonstrated by recent case law.**

**Fairer Scotland Duty (Socio-economic disadvantage)**

Further information relating to the Fairer Scotland Duty can be found here:  
[Fairer Scotland Duty guidance for public bodies - gov.scot \(www.gov.scot\)](#)

The Fairer Scotland Duty (FSD) Part 1 of the Equality Act 2010, places a legal responsibility on the Council to actively consider ('pay due regard' to) how they can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

This duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making.

In broad terms, 'socio-economic disadvantage' means living on a low income compared to others in Scotland, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services. Socio-economic disadvantage can be experienced in both places and communities of interest, leading to further negative outcomes such as social exclusion. Disadvantage can also arise depending on your social class; this is more difficult to measure and will require further consideration.

In summary, socio-economic disadvantage is focused on:  
**low income** - cannot afford to maintain regular payments such as bills, food, clothing

**low wealth** - enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future

**material deprivation** - being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies

**area deprivation** (including communities of interest and communities of place) - where you live, where you work, visit or spend a continuous amount of time can all have an impact i.e. rural areas, accessibility of transport, education and employment impact, people who have experienced homelessness and / or the asylum system, those who share an identity and / or a Protected Characteristic

**Socio-economic background** - disadvantage that can arise from parents' education, employment and income - social class in other words.

**CHILD RIGHTS AND WELLBEING (CRWIA) ASSESSMENT**

There is a 3 stage process to CRWIA. The flowchart to the right lays out different steps you should take. Templates are detailed below with the key questions for each stage of the process, supported by guidance on what you need to consider at each stage.

**CRWIA Stage 1**  
**Screening - key questions**

**Name of proposal and describe its overall aims?**  
*Golf South Ayrshire - Belleisle Golf Course Enhanced Practice Facility and Course Enhancements.*  
*The purpose of the report is to provide an update, and seek a decision, on the various options for the Enhanced Practice Facility at Belleisle Golf Course and the golf course enhancement works at various golf courses.*

**What aspects of the proposal will affect children and young people up to the age of 18?**  
*The Articles of the UNCRC and the child wellbeing indicators under the Children and Young People (Scotland) Act 2014 apply to all children and young people up to the age of 18, including non-citizen and undocumented children and young people. Belleisle Golf Course provides sport and recreational facilities for children and young people. The Stables cafe also provides an improved experience for children eating or dining before or after they use the facilities.*

**Please specify the likely impact – direct or indirect – will the policy/measure have on children and young people?**  
*Direct impact refers to policies/measures where children and young people are directly affected by the proposed changes, e.g. in early years, education, child protection or looked after children (children in care). Indirect impact refers to policies/measures that are not directly aimed at children but will have an impact on them. Examples include: welfare reforms, parental leave, housing supply, or local transport schemes. Please select from drop-down below:*

direct

**Which groups of children and young people will be affected?**  
*Under the UNCRC, 'children' can refer to: individual children, groups of children, or children in general. Some groups of children will relate to the groups with protected characteristics under the Equality Act 2010: disability, race, religion or belief, sex, sexual orientation. 'Groups' can also refer to children by age band or setting, or those who are eligible for special protection or assistance: e.g. preschool children, children in hospital, children in rural areas, looked after children, young people who offend, victims of abuse or exploitation, child migrants, or children living in poverty. The Articles of the UNCRC and the child wellbeing indicators under the Children and Young People (Scotland) Act 2014 apply to all children and young people up to the age of 18, including non-citizen and undocumented children and young people.*  
 All groups

**CRWIA DECLARATION: Will this require a CRWIA? Explain your reasons?**  
 Please select:

**Reason for decision:** Positive impacts only and no policies being developed.

**AUTHORISATION**

<b>Proposal lead (Name, title, Service):</b>	<b>Assistant Director or Equivalent (Name, title):</b>
Chris Cox	Assistant Director Planning and Development
<b>Date:</b>	
	04/05/2026

**Thank you for completing this section. If a Stage 2 CRWIA is not required, please continue to the next tab to complete the Environmental Impact Assessment. If a Stage 2 is required to be completed, please continue below. \*\*If you have selected 'no' a CRWIA is not required please select 'no impact' below on row 33\*\***

**CRWIA Stage 2 The CRWIA – key questions**

**1. Which UNCRC Articles are relevant to the policy/measure?**  
*List all relevant Articles of the UNCRC and Optional Protocols. All UNCRC rights are underpinned by the four general principles: non-discrimination; the best interests of the child; the right to life, survival and development; and the child's right to have their views given due weight.*

**2. What impact will the policy/measure will have on children's rights?**  
*THE IMPACT IS THAT UNACCEPTABLE*

**Reason for decision:**  
 Please detail here

**3. Will there be different impacts on different groups of children and young people?**  
*Which groups of children will be affected by the policy/measure? Are there competing interests between different groups of children and young people, or between children and young people and other groups?*  
 Please detail here

**4. If a negative impact is assessed for any area of rights or any group of children and young people, what options have you considered to modify the proposal, or mitigate the impact?**  
*If options to modify the policy/measure are included here, include associated resource implications where relevant.*  
 Please detail here

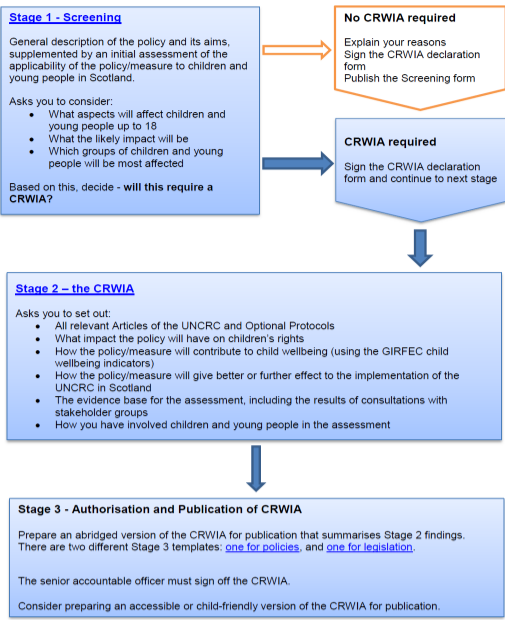
**5. How will the policy/measure contribute to the wellbeing of children and young people in Scotland?**  
*Outline how the implementation of the policy/measure will support public bodies in Scotland to meet their duties to safeguard, support and promote the wellbeing of children in their area, with wellbeing defined by eight wellbeing indicators. The indicators are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, and Included.*  
 Please detail here

**6. How will the policy/measure give better or further effect to the implementation of the UNCRC in Scotland?**  
*This will inform Scottish Ministers' duty to report to Parliament on children's rights under the Children and Young People (Scotland) Act 2014.*  
 Please detail here

**7. What evidence have you used to inform your assessment? What does it tell you?**  
*The evidence base may include demographic information, academic research, service monitoring/inspection reports, service evaluation reports, user surveys, etc. In particular, look at what existing evidence tells you about children and young people's views and experiences of the relevant service(s); and/or what it tells you about children and young people's views of the policy proposal. Identify any gaps in the evidence base, and set out how you will address these.*  
 Please detail here

**8. Have you consulted with relevant stakeholders?**  
*This would include public or targeted consultations with children and young people, their parents/carers and the children's workforce.*  
 Please detail here

**9. Have you involved children and young people in the development of the policy/measure?**  
*Is there enough information on the views of the children and young people who will be affected by the policy/measure that enables you to make an informed assessment of impact?*  
 Please detail here



Does your proposal have a direct impact on the lives of children and young people?

The United Nations Convention for the Rights of the Child (UNCRC) is a statement that details rights that everyone under the age of 18 years old are entitled to. These rights cover all aspects of children's lives and are detailed in Articles with each right being interdependent and of equal weighting. The UNCRC is becoming enshrined into Scots Law in 2021. Legislation and policy have become more centred around the rights of children, such as the Children and Young People's (Scotland) Act 2014. The Scottish Youth Parliament's successful "Right Here, Right Now" campaign which echoed the desire for the UNCRC to be in Scotland's Law.

These rights are fundamental and South Ayrshire is committed to upholding these rights by building these rights and freedoms into everyday practice across all spaces that are occupied by children, including education and communities. The framework sets out how we can support children and deliver these promises.

**Overview**

The UNCRC states that the best interests of the child must be upheld (Article 3) and no child can be discriminated against (Article 2). All children have the right for their views, feelings and wishes to be listened to and taken seriously (Article 12). Absolute right to life, survival and development (Article 6). Children should all be aware of the UNCRC and how these rights apply to them (Article 42). It is important to note that all rights are interconnected and interdependence; they cannot be separated out and one right is not more important than another.

**Participation, Progression and Involvement**

Participation is the right to do things, have influence over the things that matter to you, express what you think and how you feel and have your voice heard, both as an individual child and as a group. The right to freedom is considered vital to adults and should be for children. Children have the right to express their thoughts and opinions, think and believe what they choose, have access to information, practice their chosen religion, have friends and join groups if this doesn't impact other children's rights or break the law. (Articles 13, 14 & 15)

The Government must respect the rights and responsibilities of parents and carers to support children at a level appropriate to their development and support them to do this by providing the support and services required. (Article 5 & 18)

Children have the right to privacy (Article 16). In South Ayrshire we will protect the information of children, keep up to date with guidance in relation to information sharing and be transparent on the reasons for gathering information about children and how the information will be used.

Every child has a right to education provision that fulfils their potential as a successful learner, confident individual, effective contributor, and responsible citizen. (Articles 23, 28 & 29)

Every child has access to learning and healthcare services that meets their individual needs and which promotes resilience and wellbeing (Articles 24, 28 & 29)

Children with disabilities and from minority communities have their individual needs recognised and responded to. We recognise these rights apply to everyone and everyone should be treated fairly (Articles 2, 23 & 30)

**Provision**

Provision is a way of living, how children and young people should be cared for, what they have the right to have, receive and have access to. This is the responsibility of families/carers/guardians, governments/local authorities/local organisations (Article 3, 4 & 5).

Every child has the right to provisions, including receiving the best health and medical care possible; access to an education and services suited to their needs; and access to activities for play, fun and enjoyment (Article 15, 24, 31), part of the *South Ayrshire Wellbeing Pledge*. Every child has access to learning and healthcare services that meets their individual needs and which promotes resilience and wellbeing (Articles 24, 28 & 29).

**Protection**

All children have the right to loving and nurturing relationships that protect them from harm and keep them safe and free from being judged or taken advantage of by others.

Children have the right to be protected from harm and punishment and to be offered help and support if they have been hurt, neglected, or badly treated (Article 19, 37 & 39). If a child is not able to live at home with their parents or if they have had to leave their country because it is not safe, they have the right to extra support (Article 20 & 22). If a child is living away from home for their care or protection, they have the right to have their living arrangements reviewed regularly (Article 25).

Children have the right to be protected from all forms of exploitation including, criminal exploitation, sexual exploitation, human-trafficking, child labour and abduction (Article 11, 33, 34, 35 & 36). You have the right to protection from work that is bad for your health or education (Article 32) Children have the right to be protected in times of war and should not be in the army or battle under the age of 15 (Article 38). If a child is in alleged to be in conflict with the law, they have the right to received legal help and be treated fairly (Article 40).

**Guidance Notes for CRWIA part of EIA Tool**

- Stage 1 – Purposes**  
 Sets out basic information on the strategy, policy, programme, or service.
1. What is the strategy/policy/programme/service? Summarise its overall aims and any aims specific to children.
  2. What aspects will affect children and young people up to the age of eighteen?
  3. Who will it affect? Which groups of children and young people?
- Stage 2 – Build and Assess**  
 Sets out how the proposal relates to broad human rights principles and relevant articles of the UNCRC (see Annex 1 for an overview of the seven principles of a child rights-based approach and the articles of the UNCRC).
4. Which UNCRC articles are relevant to the strategy/policy/service/programme?
  5. What is the likely/actual impact? Is it positive, negative, or neutral? (If a negative impact is assessed for any area of rights or any group of children and young people, you must list and recommend options to modify the proposal or mitigate the impact)
  6. How will the strategy/policy/service/programme deliver, support, and promote children's rights?
- Stage 3 – Voice and Evidence**  
 Where you present the evidence for your assessment. The CRIA should summarise the evidence base for the strategy, policy, programme, or service itself, and supplement it with child-specific research data which can be drawn from local needs analysis, demographic information, academic research, service monitoring/inspection reports, service evaluation reports, user surveys etc.
7. How do you know? What is your evidence?
  8. Have you sourced and included the views and experiences of children and young people?
  9. How do you plan to review the strategy/policy/service/programme to ensure it respects, protects, and fulfils children's rights?

**Suggested List of Contents for a published CRIA**

- Description of the strategy/policy/service/programme
- Scope of the CRIA, identifying the children and young people affected and summarising the evidence base for the assessment, including results from stakeholder consultation and participation and engagement work
- A list of the UNCRC articles relevant to the proposal Your assessment of the impact of the proposal on children's rights
- What you know about children and young people's views and experiences that are relevant to the proposal
- Outline of the monitoring and review process for the implementation of the strategy/ policy or delivery of the service/programme, remembering to include children and young people in this process
- The UN Convention on the Rights of the Child (UNCRC) is a core human rights instrument and the most widely ratified of all international treaties. The UK Government ratified the UNCRC in 1991.
- Children's rights cover every aspect of a child or young person's life from birth up to the age of eighteen. They exist wherever the child is: at home, at school, in an institution, or in the community. And they apply whatever the status of the child: whether they are citizens, migrants, residents, or visitors. Children's rights recognise that children are key actors in their own development. They are rights holders whose ability to enjoy their rights can be held back by attitudinal and structural barriers that need to be identified and adjusted. The duty bearers within the human rights framework are those responsible for making policies, developing strategies, implementing legislation, and designing and delivering services. They are also responsible for making adjustments to attitudinal and structural barriers, preferably with the direct involvement of children.
- A child rights impact assessment (CRIA) is one of the general measures of implementation of the UNCRC. Under the UNCRC, all levels of government and those delivering public services (including those commissioned from the voluntary or private sectors) must ensure that the best interests of the child are a primary consideration in all actions concerning children. But no one can know whether this principle is being fulfilled without a child-specific impact assessment and monitoring process in place. There are three distinct types of impact:
- NEGATIVE** Where the proposal fails to comply with the UNCRC: May reverse the enjoyment of existing rights or may prove detrimental to groups of children.
- POSITIVE** Where the proposal is compliant with UNCRC requirements: May make changes recommended by the UN Committee on the Rights of the Child and/or has the potential to further progress the enjoyment of children's rights.
- NEUTRAL** Where the proposal brings no lessening of or progress in children's rights.
- [https://www.unicef.org/uk/child-friendly-cities/wp-content/uploads/sites/3/2022/06/CRIA\\_June-2022.pdf](https://www.unicef.org/uk/child-friendly-cities/wp-content/uploads/sites/3/2022/06/CRIA_June-2022.pdf)

**Engagement and participation**

- Involve children and young people** so that you can tap into their experiences and perspectives. Identify existing networks and groups that can support this engagement, wherever possible.
- Be inclusive and representative**, and pay attention to diversity, when assessing implications for children's rights. The same law, policy or practice may impact differently on the rights of individual children or groups of children.
- Involve other key stakeholders** who are part of developing or implementing the law, policy, or practice.
- Invest in ongoing and meaningful pathways** for children and young people's participation: then particular involvement over CRIs or CRIs can tap into these.
- Involve children and young people in considering the solutions** as well as identifying the problems.
- Evidence**
- Identify sources of evidence that could help inform the analysis.** Where might you find existing data and information? Are there academic, governmental or third sector sources relevant to the CRWIA? Are there internal organisational data and information available?
- Strive to access and use the best data and information available.** Be aware that some sources may not be comprehensive or completely up to date; however, they may be indicative and as such could still be useful to include.
- Consider the evidence from a children's rights perspective.** How well does it help address children's rights issues? What is missing? Does it consider the diversity of children and young people and particularly is there evidence for those whose rights are most at risk?

**Consolidating the assessment**

- Remember the CRIA should guide action**, such as changes or refinements to law, policy and practice to ensure they are rights respecting.
- Pay attention to the whole UNCRC rights framework in the assessment** and ensure you are systematically identifying particularly relevant rights.
- Identify any thematic areas for consideration.** For example, relating to children with characteristics or circumstances, or relating to specific provisions for children such as health, education, or protection.
- Make explicit the sources of data and information used** to inform the analysis, and the limitations of these.
- Separate out your summary analysis and your conclusions**, so that the connections are clear between your evidence, your analysis of this evidence and what you conclude based on your analysis.
- Write clear, actionable recommendations** to help policy makers and decision makers take them on board and apply them more readily.
- Publish the CRIA, including a **child-friendly version**.

**Tracking progress into the future**

- Ensure key policy makers and decision makers feel responsible and adopt the completed CRIA** as a points of reference.
- Keep a focus on the areas of law, policy, or practice that the assessment suggests may need closer attention.** Based on the CRIA recommendations, monitor how these evolve and continue to challenge where necessary to ensure they are rights respecting.
- Consider law, policy, and practice developments as statements of intent.** We often cannot anticipate everything that will happen when they are implemented. There will be unanticipated positive and negative effects for children's rights. Continue to capture this learning and observation during implementation.
- Learn from each CRIA process** in order to improve practice and approaches in conducting future ones. This is an opportunity to identify if there were any gaps in the assessment and consider how they could have been filled. For example, specific groups of children and young people might have been affected by the proposal but not engaged in the CRIA; this could be addressed in future.

**Sharing learning for action**

Many public and private bodies will be involved in conducting CRIs following the incorporation of the UNCRC into Scots law. It is important to share the learning from the experience of doing a CRWIA – it will help others to optimise their processes and contribute to a strengthening of rights respecting approaches across Scotland. Collectively, we have less experience in conducting CRIs: there is much to learn from CRIA that applies to CRIE, but we still have even more need to develop CRIs.

**Useful Websites**

- [UNCRC Conventions](#)
- [Scottish Government CRIA List](#)
- [Scottish Government Guidance p3](#)
- [Scottish Government Guidance p9](#)
- [Scottish Government – Embedding Children's Rights Position Statement](#)
- [Observatory of Children's Human Rights in Scotland](#)
- [ENOC Common Framework of Reference on Child Rights Impact Assessment A Guide on How to carry out CRIA](#)
- [UNICEF – Child Friendly Cities - CRIA](#)
- [Wales CRIA Publications](#)

**CRWIA – Stage 3 (this will be published on the Summary Report - please ensure answers are detailed but brief)**

Publication Template	
CRWIA for a non-legislative policy/measure	
CRWIA title:	x
Publication date:	x
Summary of policy aims and desired outcomes	x
Executive summary	x
Background	x
Scope of the CRWIA, identifying the children and young people affected by the policy, and summarising the evidence base	x
Children and young people's views and experiences	x
Key Findings, including an assessment of the impact on children's rights, and how the measure will contribute to children's wellbeing	x
Monitoring and review	x
<b>CRWIA Declaration Authorisation</b>	
Policy lead	x
Name, title, service	x
Date	x
Deputy Director or Equivalent	x

this section needs to be published on Scot Gov website

**Thank you for completing this section. Please continue to the next tab to answer the Environmental Impact Assessment**

## ENVIRONMENTAL IMPACTS

Please answer all 10 sections on this page. There are 4 questions for each section. Points to consider are included under each question or set of questions. Questions A and B have drop down menus for the answers.

The Council aims to both fulfil and show leadership in relation to our statutory climate change, sustainability, and biodiversity duties across all our services, decision making and work with partners. We have committed to be net zero by 2045 and to adapt to the already locked in impacts of a changing climate. In doing so we aim to ensure a just transition for people and nature, supporting ecological recovery and wellbeing, reducing inequalities and creating sustainable, liveable places where people are connected to nature, climate literate and understand the natural systems we rely on, are supported to develop green skills and can work in a fast-evolving local green jobs market, travel less overall and make active and sustainable travel choices first.

### 1. Climate change mitigation (direct council emissions especially energy and transport, wider community and regional emissions)

Will the proposal increase the amount of greenhouse gas emissions generated, either directly or indirectly?

A. Please specify the impact your proposal will have on greenhouse gas emissions:

decrease

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

Improvements to the building fabric and MEP installations. This will allow the Golf Clubhouse and Stables, once joined by a link extension, to operate more energy efficiently.

D. MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

### 2. Sustainable procurement / sustainable resource use / circular economy / waste

Will the proposal lead to an increase in consumption of finite resources procured by the council or others? Will the proposal lead to an increase in the amount of waste generated by the council or others? How does this proposal ensure any required resources are being sourced and disposed of in the most sustainable way?

A. Please specify the impact your project will have?

improvement

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

As above.

D. MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

### 3. Climate Change Adaptation

Will the proposal ensure resilience, both in terms of the proposal and South Ayrshire more widely, in the face of our already changing climate? In South Ayrshire we are experiencing sea level rise, flooding, storm events, periods of high temperatures and drought, longer growing seasons.

A. Please specify the impact your proposal will have on climate adaptation and resilience?:

improvement

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

The planned golf course enhancement works include drainage improvements and more efficient irrigation systems.

D. MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

### 4. Just transition, green jobs and skills

Will the proposal ensure that nobody is left behind in the transition Will the proposal ensure that nobody is left behind in the transition to a low carbon economy and that those who contribute the least to the climate crisis are not the most disadvantaged by it and are indeed supported to transition in a fair and equitable way?

A. Please specify the impact your proposal will have?

improvement

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

Energy efficiency measures included in the design will support green jobs and also contribute to supply chain development.

D. MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

### 5. Climate literacy, climate conversations and positive environmental behaviours

Will the proposal help improve climate literacy, foster climate conversations and/or positive environmental behaviours, within the council and beyond with partners, businesses, community groups and individuals, including school communities?

## GUIDANCE NOTES

### 1. Climate change mitigation (direct council emissions especially energy and transport, wider community and regional emissions)

Consider:

- (1) Direct use of fossil fuels in buildings and vehicles,
- (2) Fossil fuels being burned elsewhere to meet the needs of the proposal, ie electricity or other goods involved in the proposal,
- (3) Fossil fuels being burned or consumed by service users and staff as a result of delivery of proposal
- (4) Methane released by livestock or waste processes
- (5) Fertilisers or agricultural activities
- (6) Industrial refrigeration and air-conditioning processes

### 2. Sustainable procurement / sustainable resource use / circular economy / waste

Considerations should include:

- (1) minimising use of resources to meet the proposal
- (2) whether the materials come from a sustainable, renewable source (e.g. using recycled or natural materials and grown or produced in a responsible way);
- (3) whether the goods and services have low levels of associated CO2, known as embodied carbon (e.g. from transport, treatment and manufacture); and
- (4) whether any residual materials have a low impact when disposed of (e.g. can the material be deconstructed and reused or recycled to minimise waste).

### 3. Climate Change Adaptation

Consider

- Physical infrastructure (ie existing engineered coastal or flood defences)
- Natural measures (ie shading and shelter from trees)
- Financial support (ie for housing retrofit)
- Behaviour change (ie conserving water, dressing appropriately)

A proposal can encourage maladaptation if it does not consider future climate impacts or increases future risk to climate impacts (eg a new highly-glazed building risks occupants overheating, or building on flood plains)

### 4. Just transition, green jobs and skills

Consider the polluter pays principle in relation to those who are responsible for emissions and those who are most negatively impacted and how your proposal can help shape appropriate support accordingly.

- Has good climate literacy been applied to shape and develop the transitional impacts of the proposal?
- Does the proposal seek to address skills gaps required for a low carbon economy?
- Does the proposal create or support green jobs?
- Does the proposal ensure that no groups of people are disadvantaged by the proposal?
- Does the proposal ensure that those who contribute least to climate change are not disproportionately impacted by the proposal or the transition to a low carbon economy?

### 5. Climate literacy, climate conversations and positive environmental behaviours

Consider:

- Had the proposal been informed by climate literacy?
- Does the proposal make space for climate conversations?
- Does the project seek to inform and educate about climate appropriate benefits that relate to the project?
- Does the project help shape environmentally positive and responsible attitudes and behaviours?
- Will the proposal show leadership in relation to sustainable development, climate change and biodiversity?
- Will any training or roll out associated with the proposal ensure sustainability and climate change are at the heart of the messages being communicated?

### 6. Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)

Consider:

- A range of habitats, ie freshwater, coastal, woodlands, urban and rural
- Protecting key species and protected areas
- Soil and water body pollution, degradation and erosion
- Habitat connectivity and wildlife corridors
- Fertiliser, pesticide and chemical use
- Direct impacts (loss of natural land, habitat creation opportunities) or indirect (increased noise, light or chemical pollution, rubbish and littering) Changing use of the land and sea especially for agriculture, forestry, fish farming and coastal infrastructure
- Direct exploitation of organisms via harvesting, logging, hunting and fishing
- Nature-friendly processes and activities, eg approaches to farming, fishing and forestry
- Invasive non-native species (and growing prevalence of pathogens)
- Awareness of biodiversity and connection to nature
- Location and longevity of any proposed measures

-Resilience and ecosystems services provided by the landscape

- Changes to surface permeability
- Green infrastructure
- Woodland removal or regeneration
- Other environmental impacts of changes in land use

### 7. Sustainable Food (Glasgow Declaration)

Consider:

- What is the footprint of any food involved in the proposal and can it be reduced?
- How healthy is the food and can healthy eating be better promoted through the proposal?
- Does the proposal support better access and affordability of good food?
- Does the proposal raise awareness about what constitutes good food and how people can eat better to gain additional benefits?
- Does the proposal support local food supply chains, local food businesses and access to local food?

**A. Please specify the impact your proposal will have?**

uncertain / not clear

**B. Will this impact last beyond the delivery phase of the proposal?**

unsure

**C. Briefly explain why you chose these options:**

N/A

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

**6. Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)**

*Will this proposal support nature recovery and restoration and help people to connect with nature and their local environment? Will this proposal support nature recovery and restoration and help people to connect with nature and their local environment? How will this proposal impact plants, animals, fungi and microorganisms? How will this proposal transform the current landscape and how it is used and maintained?*

**A. Please specify the impact your proposal will have?**

Improvement

**B. Will this impact last beyond the delivery phase of the proposal?**

yes

**C. Briefly explain why you chose these options:**

The on course enhancement works will improve several areas, including: drainage, irrigation, landscaping, biodiversity and the overall condition of the course including tree management.

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

**7. Sustainable Food (Glasgow Declaration)**

*How will this proposal support a sustainable relationship with food in South Ayrshire, delivering maximum co-benefits in relation to health, environment, emissions, social and economic wellbeing etc? How will this proposal support a sustainable relationship with food in South Ayrshire, delivering maximum co-benefits in relation to health, environment, emissions, social and economic wellbeing etc?*

**A. Please specify the impact your proposal will have?**

no impact / not applicable

**B. Will this impact last beyond the delivery phase of the proposal?**

not applicable

**C. Briefly explain why you chose these options:**

N/A

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

**8. Travel less by car (national target to reduce car kms driven by 20% by 2030)**

*Will this proposal help reduce the distance driven by car?*

**A. Please specify the impact your proposal will have?**

no impact / not applicable

**B. Will this impact last beyond the delivery phase of the proposal?**

not applicable

**C. Briefly explain why you chose these options:**

N/A

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

N/A

**9. Enable Sustainable and Active Travel**

*Will this proposal help people to make journeys safely and effectively using the power of their own bodies? Will this proposal help people to reduce the impact of their travel and make the journeys they need to in the most sustainable way, ie decreasing usage of more carbon-intensive modes of travel such as flying or single occupancy car use?*

**A. Please specify the impact your proposal will have?**

decrease

**B. Will this impact last beyond the delivery phase of the proposal?**

yes

**C. Briefly explain why you chose these options:**

The proposed enhanced facilities will encourage health and fitness activities with provision for cycle storage. Health and safety improvements on the course will also enable safer walking routes.

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

not applicable

**10. Liveable local places and the 20 minute neighbourhood (NPF4)**

*The 20-minute neighbourhood is all about 'living locally' – giving people the ability to meet most of their everyday needs within a 20-minute walk, short cycle or local public transport trip of their home. It is good for quality of life, reducing health inequalities, the environment and the local economy. Will this proposal help ensure people have what they need in their local communities, such as appropriate service provision and support, helping them to live more sustainably as a result?*

**8. Travel less by car (national target to reduce car kms driven by 20% by 2030)**

Consider:

- Using phone calls and video conferencing
- Making active and sustainable travel choices attractive and feasible
- Locating services nearer to where people live
- Creating local places where people want to live, work and play and can do so without relying on car travel
- Avoid creating events or facilities which will be predicted to generate new car trips
- Where car trips are required, enable the joining up of journeys, car sharing and car club use wherever possible

**9. Enable Sustainable and Active Travel**

Consider:

- Are there safe and well maintained walking, cycling and public transport routes?
- Do service users/staff know about these options? Are they promoted and signed? Are people aware of the physical and mental health benefits?
- Are there facilities available for changing, showering and storing outdoor clothes?
- Does the ethos / culture related to your proposal support and encourage people to make these choices?

**10. Liveable local places and the 20 minute neighbourhood (NPF4)**

Consider:

- Will your proposal enable people to live more locally?
- Does your proposal support local community cohesion and capacity building including community voice? Are communities empowered to make changes in their neighbourhoods to allow them to meet their daily needs in a fair and equitable way?
- Will your proposal encourage and enable safe walking, cycling, public transport and car club options to allow people to live more locally? Can people travel actively in support of their health and wellbeing, without access being limited by the cost of transport?
- Can people access healthy green and open spaces locally? Can people grow food locally?
- Does your proposal enable people to access key services locally in their home neighbourhoods, either remotely or by other means?
- Does your proposal support local facilities/services to fully delivery their potential for local people?
- Are staff supported and encouraged to work from home or local hubs?

A. **Please specify the impact your proposal will have?**  
improvement

B. **Will this impact last beyond the delivery phase of the proposal?**  
yes

C. **Briefly explain why you chose these options:**  
*The proposed enhanced facilities are close to the town centre and accessible on public transport.*

D. **MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')  
N/A



Thank you for completing this section. Please continue to the next tab to answer the cross-cutting categories.

## CROSS-CUTTING IMPACTS

Please answer all 5 sections on this page. There are 4 questions for each section. The guidance notes provide additional information to be considered when deciding the impact rating. Questions A and B have drop down menus for the answers.

### 1. Trauma Informed Approach

How will this proposal support a trauma informed approach? Why does this matter?

Trauma is 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." (SAMHSA, 2014). **Why Is This Important?** We are now realising how common trauma is and are recognising the long term impacts trauma can have on a person and/or community. Dealing with the impacts of trauma has now become a public health priority in Scotland, with around 70% of people experiencing trauma, which rises to around 98% within services. Thus, it is important that our workforce can respond appropriately in a way that supports recovery and resilience: while reducing opportunities of re-traumatisation.

A. Please specify the impact your proposal will have on a trauma informed approach:

uncertain / not clear

B. Will this impact last beyond the delivery phase of the proposal?

unsure

C. Briefly explain why you chose these options:

N/A

MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

D. Please specify the impact your proposal will have on a trauma informed approach:

N/A

### 2. Our Ageing Population

How will this proposal support our ageing population? Why does this matter?

South Ayrshire has one of the oldest populations in Scotland and this will get increasingly pronounced. For example, the over-75 population will almost double in the next 20 years. This results in challenges not just for formal health and care services - like hospitals, primary care and care homes - but also wider supports that older people may need to keep independent, healthy, active and connected. This means that services that South Ayrshire Council has responsibility for such as housing, leisure, libraries, as well as those of wider Community Planning Partners (such as transport, NHS, Health and Social Care Partnership, Voluntary Groups) will be materially affected by this significant local demand. Developing a workforce sufficient to meet this issue will be one of the most significant collective challenges in the locality.

A. Please specify the impact your project will have on our ageing population:

positive impact

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

A high proportion of current golf club members and users are in the higher age demographic, the improvements to the course and the addition of a specialist golf practice area (GolfPod) will provide an enhanced offering at Belleisle.

MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

D. Please specify the impact your project will have on our ageing population:

N/A

### 3. Health and Wellbeing

How will this proposal support the health and wellbeing of our communities? Why does this matter?

Health and wellbeing is about providing an equal chance for people to live a healthy life and supporting factors that positively impact on mental and physical health. Factors impacting health could be: access to services, quality of housing, access to blue and green space or leisure spaces, social connection, access to healthy food, stress at work or at home. Consider the choices around healthy lifestyles, physical activity or social activity that your proposal may promote or enable.

A. Please specify the impact your proposal will have on the health and wellbeing of our communities:

increase positive health outcomes

B. Will this impact last beyond the delivery phase of the proposal?

yes

C. Briefly explain why you chose these options:

In addition to the on course enhancements, there will be a variety of internal and external practice facilities including GolfPod and simulators. This will attract a larger number of people to be active and should attract a younger demographic.

MITIGATIONS/FURTHER CONSIDERATION REQUIRED (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

D. Please specify the impact your proposal will have on the health and wellbeing of our communities:

N/A

### 4. The Promise

How will this proposal support The Promise.? Why does this matter?

In 2020, Scotland made The Promise that care experienced children and young people will grow up loved, safe and respected. By 2030, that promise must be kept. It is our legal duty to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of South Ayrshire's young people with care experience. This includes supporting those who care for them. It is important to show how committed we are in South Ayrshire to working together to #KeepThePromise to all the children and families that we work with and for. We are leading, collaborating, and driving change through South Ayrshire's 10 Improvement areas which focus on a good childhood and whole family support and the use of care based language. What matters to children and families and the voices of those with lived experience should play a huge part in shaping policy and practice across all of our services moving forward.

A. Please specify the impact your proposal will have for infants, children and young people with care experience and their wider families:

no impact / not applicable

## GUIDANCE NOTES

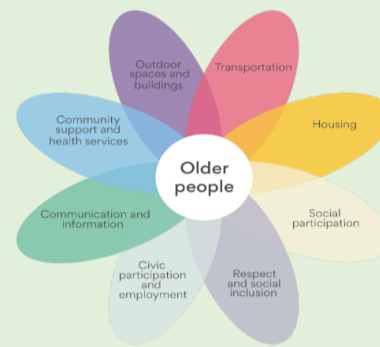
### 1 Trauma Informed and Responsive Practice.

When considering a trauma informed and responsive practice, consideration should be given to the following key questions:

- How do proposals create opportunities to embed the five key principles of a trauma-informed approach: safety; trust; choice; collaboration; and empowerment?
- How do proposals reflect an understanding of how systems, policies and processes may inadvertently cause re-traumatisation?
- Do proposals reflect an understanding of how experiences of trauma, adversity and inequality might impact on equity of access to support and positive outcomes?
- How have staff, and those who access our service, who will be impacted by this proposal, had meaningful opportunities to inform the plan's development?
- Do proposals have a feedback and review process in place to ensure continued meaningful engagement with workers and people in our community who will be impacted by this proposal?

### 2 Our Ageing Population

Because South Ayrshire essentially has the oldest demographic profile in Scotland, any planning needs to take cognisance of any potential impact on older people. South Ayrshire is now part of the global, WHO sponsored Age Friendly Community network [UK Network of Age-friendly Communities | Centre for Ageing Better \(ageing-better.org.uk\)](#) will provide more information on the range of issues that might impact on older people.



The **Eight Domains** highlighted in the diagram above are the areas of the built and social environment which, when acted upon, can help to address barriers to ageing well. Age-friendly Communities will use this framework as a lens to view their place. They will collect data, build partnerships and commit to actions under these domain areas.

### 3 Health and Wellbeing – for example, this may include issues and impacts on:

- people experiencing poor mental health
- people experiencing alcohol and/or drug addiction
- people experiencing homelessness
- people registered at deep-end GP practices (those which cover the most deprived populations)
- families with multiple and/or complex needs and young people in transition between children and adult services
- people involved in the justice system
- people receiving palliative or end-of life care

Does your project relate to any of the following?

- Likely to improve health and wellbeing? (for example, new centre or service, improved access to cycle infrastructure, housing stock repairs, access to green spaces).
- Likely to impede health and wellbeing? (closing a leisure centre, persistent noise disturbances, relocating/closing a social service, increased traffic)

### 4. The Promise

For reference, South Ayrshire promise improvement areas:

Supporting whole families is a children's rights imperative. 'Families' means all families including families of origin, kinship, foster and adoptive families.

How do plans create opportunities for whole family support that embeds the [principles of whole family support](#)?

### Language

- How do plans reflect that they are embedding destigmatising language and practices across the way they work including the systems, policies and processes used in every day practice? For example do plans use the terms, names and words that those who use services prefer, when describing issues that relate to their lives and experiences.
- Do plans contain information that is written in care-based language to ensure it is easily understood and non-stigmatising to the people who use services? For example, refraining from describing families using stigmatising language such as vulnerable, instead using language such as with vulnerabilities or under-supported.
- When there are times when statutory language needs to be used in plans - has this been done sparingly and is there an opportunity for this to be explained clearly to those who use services?
- Have plans stopped using acronyms and now use full titles instead in line with our commitment to #KeepthePromise?

### Listening to those with lived experience and the wider workforce :

- How do plans demonstrate that they are embedding what they have heard from children and families into the work that they are doing?
- How do plans demonstrate that they are embedding what they have heard from the workforce into the work that they are doing?
- Are opportunities for feedback through a review process in place for all of those who may be impacted by this plan?

### Rural Communities

Research findings carried out by the Scottish Government - 'Rural Planning Policy to 2050' asked participants the following question - 'what will the main challenges facing rural communities and businesses over the next generation'? Collated findings from the study (which took the form of survey responses and interviews) identified 6 key challenges which included:

- demographic trends (particularly depopulation)
- structural changes to the rural economy
- the 'live-ability' of rural areas (ie standard of living, quality of life, wellbeing)
- climate change an conservation
- the administrative, policy and fiscal environment
- the supply of land for development

**B. Will this impact last beyond the delivery phase of the proposal?**

**C. Briefly explain why you chose these options:**

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

**D.**

**5. Rurality**

How will this proposal support our rural communities? Why does this matter?

*Rural communities face unique challenges compared to urban areas. People living in rural communities are more likely to pay higher transport and weekly food costs. Almost two-thirds of dwellings in rural areas are not connected to the gas grid and instead will need to rely on alternative fuels. Rural communities may also experience a decline in public services and need to travel to access key services such as GPs and shops. (ref: Scottish Affairs Committee and Scottish Government Rural Scotland Key Facts 2021)*

**A. Please specify the impact your proposal will have for people who do not live in urban areas:**

**B. Will this impact last beyond the delivery phase of the proposal?**

**C. Briefly explain why you chose these options:**

**MITIGATIONS/FURTHER CONSIDERATION REQUIRED** (please summarise your mitigating actions for any negative (red) impacts you have identified, or detail areas of further consideration to be considered if you are uncertain or unclear (grey). If none required insert 'not applicable')

**D.**

Please now move to the Summary Report tab to complete the remaining information

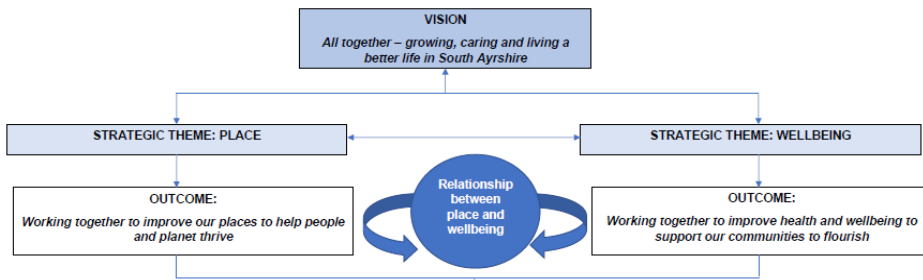
Further information can be found in the report:

[The Challenges Facing Rural Scotland - Rural Planning Policy to 2050: research findings - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/publications/2021/04/210401_rural_planning_policy_to_2050_research_findings/)



**EVIDENCE**

This tab can be used to collate any evidence you may wish to record as part of completing the IIA



CHILDREN'S SERVICE PLANNING PARTNERSHIP	COMMUNITY SAFETY PARTNERSHIP	FINANCIAL INCLUSION AND GROWTH SDP	POPULATION HEALTH SDP	SUSTAINABILITY SDP
<p><b>Priority Areas:</b></p> <p><b>The Promise</b> We will place love and relationships at the centre of the experiences and outcomes for every infant, child, and young person with care experience. We will do this through working together to fully implement the findings of the care review and The Promise by 2030.</p> <p><b>Young Carers</b> Ensuring that all children and young people under the age of 18 who support, or help to support a relative or friend, because they have a physical or mental illness, disability, issues with drugs or alcohol, communication needs, or are elderly or frail, are recognised as being a South Ayrshire young carer. To work together across the CPP to ensure that young carers have access to the necessary support, advice, and resources to live a full active and achieving life.</p>	<p><b>Priority Areas:</b></p> <p><b>Safer Communities</b> We will work in partnership to reduce violence and antisocial behaviour in South Ayrshire by working with our local licensed and hospitality trade, schools, and local communities helping make South Ayrshire a safer place to live. We will work in partnership to reduce all forms of violence against women and girls.</p> <p><b>Home, Road, and Water Safety</b> We will work in partnership to reduce the number of serious accidents at home, on our roads and in our waterways by delivering and promoting a range of safety initiatives.</p>	<p><b>Priority Areas:</b></p> <p><b>Financial Inclusion</b> We will work in partnership to help individuals and families access financial support services that will assist with fuel poverty, income maximisation and food insecurity. Partners will ensure local support is available that assists with the cost of living by ensuring advice, guidance and support services are accessible and available across South Ayrshire.</p> <p><b>Economic, Employability and Lifelong Learning Opportunities</b> We will work in partnership to prepare and assist people for employment, training, education, and volunteering opportunities. We will create opportunities that will assist our communities to thrive through economic development and local wealth building activity. We will ensure provision in South Ayrshire is aligned with local, regional, and national priorities by developing personal centred approaches for individuals accessing our services.</p>	<p><b>Priority Areas:</b></p> <p><b>Ageing Well</b> We will focus on 'Ageing Well' which will incorporate the work of our Ageing Well Strategy and the development of Age Friendly Communities. We will work with our stakeholders and local communities to co-design what our key priorities for ageing should be so that we are working together to make South Ayrshire the best place in Scotland to live and age well.</p> <p><b>Mental Health Improvement including Suicide Prevention</b> We will support the mental health and wellbeing of our communities with a focus on prevention and early intervention, aligning with Scotland's Mental Health and Wellbeing Strategy.</p> <p><b>Green Health Active Living</b> We will focus on green health which is about engaging with nature to improve physical, mental and social health and wellbeing e.g. walking, gardening/growing, bird watching. Alongside this we will focus on active living which involves building physical activity into everyday actions e.g. taking the stairs rather than a lift, having walking meetings, cycling as part of a journey.</p> <p><b>Physical Activity and Sport</b> We will co-ordinate and monitor physical activity and sport, so that everyone across the life course will have opportunities to be involved in, and remain involved in, physical activity and sporting activities.</p>	<p><b>Priority Areas:</b></p> <p><b>Energy</b> We will work to encourage appropriate energy use in South Ayrshire (reduced use through behaviour change, energy efficiency measures, good design etc) and promote low and zero carbon sources of energy where possible. We will work with partners to promote the installation of local renewable energy generation and it's use. Demonstrating best practice in Scotland.</p> <p><b>Food</b> We will promote healthy diet choices that reduce the ecological footprint of our food and encourage sustainable local food production and consumption.</p> <p><b>Travel</b> We will work to promote and enable the sustainable travel hierarchy to reduce car distance driven and ensure when travel is required it is as sustainable, active, and low emission as possible. We will support 20-minute neighbourhoods.</p> <p><b>Nature</b> We will work to create functional nature networks and connect people with nature.</p> <p><b>We will work across all the LOP priorities, and with our Community Planning Partners, to adapt to a changing climate and promote a just transition to net zero.</b></p>
<p>These are the priority areas which will be taken forward by our SDPs to support our outcomes. The interconnectedness of place and wellbeing, and the contribution that they both make to reducing inequalities and improving outcomes for our communities, mean that priorities will, in most cases, align to both outcomes and strategic themes.</p>				

# PLEASE READ CAREFULLY BEFORE CREATING SUMMARY

Click button on top right to save IIA summary as a .pdf document.

You will then be greeted with the 'Printer Setup' dialog window (shown on right). Be sure to select 'Microsoft Print to PDF' before hitting 'OK'.

Once clicked, you will be prompted to name the output file and select the destination folder.

Before hitting 'Save' in this dialog window, please double-check 'PDF Document (\*.pdf)' is selected in the 'Save as type:' option (shown in below screenshot).

