

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

7 May 2026

Dear Councillor

## **SOUTH AYRSHIRE COUNCIL**

You are requested to participate in a meeting of South Ayrshire Council to be held **on Thursday 14 May 2026 at 10.00 a.m.** for the purpose of considering the undernoted business.

This meeting will be held in the County Hall, County Buildings, Ayr on a hybrid basis for Elected Members, will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

**Yours sincerely**

**CATRIONA CAVES**  
Chief Governance Officer

### **B U S I N E S S**

1. Provost.
2. Sederunt and Declarations of Interest.
3. Minutes of meetings of the Council and Panels.

(a) Minutes of previous meetings.

Submit for approval as a correct record and authorise to be signed: -

- (i) 5 March 2026 (copy herewith).
- (ii) 26 March 2026 (copy herewith).

(b) Minutes of Panels.

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

- (i) Appeals Panel of [30 January 2026](#) and [10 March 2026](#)
- (ii) Audit and Governance Panel of [25 February 2026](#) and [25 March 2026](#).
- (iii) Cabinet of [17 March 2026](#)
- (iv) Regulatory Panel – Licensing of [18 February 2026](#) and [19 March 2026](#)
- (v) Regulatory Panel – Planning of [26 February 2026](#) (Site Visit) and [4 March 2026](#)

4. Results of Scottish Parliament Election 2026 – Submit report by Chief Executive (copy herewith).
- /5.

5. Ayrshire Transformation Board – Submit report by Chief Executive (copy herewith).
6. Council Plan 2023-28 Midway Progress Report – Submit report by Chief Executive (copy herewith).
7. Delivering the Council Ambitions – Submit report by Chief Executive (copy herewith).
8. South Ayrshire Parking Strategy – Urban and Rural Parking Framework – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
9. Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2025 to 2026 – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
10. Development Plan Scheme 2026 - Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
11. Golf South Ayrshire - Belleisle Golf Course Enhanced Practice Facility and Course Enhancements – Submit joint report by Depute Chief Executive and Director of Housing, Operations and Development and Director of Communities and Transformation (copy herewith).
12. Notice of Motion Moved by Councillor Duncan Townson and seconded by Councillor Cameron Ramsay:

**“Motion to Reinstate the Funding for the Diving Pool and its subsequent classes**

*That Council agrees:-*

- (1) In accordance with Standing order 22.1, to reconsider the item of business below with a two -thirds majority of Councillors in attendance and voting at today’s meeting;
- (2) To reverse the decision of Council to remove the diving facilities at the Citadel and to reinstate the diving from the three and five Metre diving platforms for a temporary period of one year;
- (3) To meet the costs detailed in the table below of reinstating these facilities from Council reserves for the one-year period as follows:-

	<i>2026/2027</i>
<i>Mitigating the savings proposal through the reduction in diving provision</i>	<i>£10,000</i>
<i>Energy costs associated with overfilling the flexi-pool and heating and water</i>	<i>£20,879</i>
<i>Mitigating the loss of income proposed within the budget savings</i>	<i>£40,000</i>
<i>Total</i>	<i>£70,879</i>

- (4) To request that officers present a report to Council within that one year detailing the process and capital and revenue costs of providing a removable diving board and/or replacement of the diving boards and/or the provisions of an alternative diving facility..
13. Formal Questions
14. **Pan Ayrshire EV Concessionaire Contract Update – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (Members Only).**
15. Consideration of Above Confidential Report.

For more information on any of the items on this agenda, please telephone Janice McClure, Committee Services on at 01292 612169, at Wellington Square, Ayr or  
e-mail: [janice.mcclure@south-ayrshire.gov.uk](mailto:janice.mcclure@south-ayrshire.gov.uk)  
[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

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**SOUTH AYRSHIRE COUNCIL.**

Minutes of a hybrid webcast meeting  
on 5 March 2026 at 10.00 a.m.

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

Present Remotely: Councillors Kenneth Bell, Ian Cochrane and Lee Lyons.

Apology: Councillor Martin Dowey.

Attending in County Buildings: S. Penman, Chief Executive; K. Braidwood, Depute Chief Executive and Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; M. Inglis, Director of Health and Social Care; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; M. Alexander, Service Lead - Housing; J. McClure, Committee Services Lead Officer; J. Chapman, Committee Services Officer; and C. McCallum, Clerical Assistant.

Attending Remotely: C. McGhee, Chief Internal Auditor.

**1. Provost.**

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live; and
- (2) intimated that apologies had been received from Councillor Martin Dowey.

**2. Sederunt and Declarations of Interest.**

The Chief Executive called the Sederunt for the meeting and having called the roll, confirmed that there were no declarations of interest by Members of the Council in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

Councillor Saxton declared that he held a golf season ticket, however, he did not believe that this precluded him from contributing to the setting of the budget.

## **Section 112 of the Local Government Finance Act 1992**

The Chief Executive

- (1) referred to the note on the agenda calling the meeting, to the effect that Members were subject to the provisions of Section 112 of the Local Government Finance Act 1992 which provided that a Member of the Council could not vote on a range of Council Tax issues, including setting or adjusting the rate of Council Tax, if he or she was three months or more in arrears with payment of Community Charge (Poll Tax) or two months in arrears with Council Tax;
- (2) indicated that if Section 112 applied to any Member, he or she was required to disclose that fact; and
- (3) gave the opportunity to any Member to disclose the fact that Section 112 applied to him or her and indicated that failure to disclose was also an offence.

No Members so declared.

### **3. General Services Revenue Budget 2026/27 and Common Good Fund Budget 2026/27**

There was submitted a [report](#) (issued) of 23 February 2026 by the Chief Financial Officer advising of the issues to be considered in setting the General Services revenue budget for 2026/27 and setting a Common Good Fund budget for 2026/27; and recommending that the Council

- (1) notes the funding proposal as outlined by the Cabinet Secretary for Finance and Local Government's letter of 13 January 2026 (attached as Appendix 1 to the report);
- (2) notes the funding levels included within Finance Circular 1/2026 remain provisional until the Finance Order was approved by the Scottish Parliament;
- (3) notes the anticipated budget gap for 2026/27 of £8.463m, as agreed at Council of 19 February 2026;
- (4) agrees the following specific budget items to be used to address the budget gap noted in (3) above and balance the 2026/27 budget:
  - (i) any additional investment in services that would increase the budget gap noted at (3) above;
  - (ii) the savings options to be selected from Appendix 2;
  - (iii) the use of any uncommitted reserves; and
  - (iv) the appropriate Band D Council Tax levy for 2026/27 and associated level of bad debt provision for non-collection of Council Tax; and
- (5) agrees the proposals for Common Good budgets for 2026/27 as provided in Appendix 4.

The Chief Financial Officer introduced the report and outlined the issues that required to be considered when setting the General Services Revenue Budget; advised that the Common Good budget required to be approved; advised that the budget gap for 2026/27 was £8.463m; outlined that Section 4 of the report identified the actions available to address the budget gap to ensure a legal budget was set; and advised that all Councils required to set the Council Tax by 11 March each year.

Councillor Ian Davis, seconded by Councillor Brian Connolly, moved that the Council approve the General Services Revenue Budget 2026/27 and Common Good Fund Budget 2026/27 proposals of the [Administration](#) (issued) and accept the recommendations at (1) to (5) above.

By way of Amendment, Councillor Julie Dettbarn, seconded by Councillor George Weir, moved that the Council approve the General Services Revenue Budget 2026/27 and Common Good Fund Budget 2026/27 proposals of the [SNP Group](#) and accept the recommendations at (1) to (5) above.

By way of Counter Amendment, Councillor Cameron Ramsay, seconded by Councillor Duncan Townson, moved that the Council approve the General Services Revenue Budget 2026/27 and Common Good Fund Budget 2026/27 proposals of the [Labour Group](#) and accept the recommendations at (1) to (5) above.

Questions were raised and comments made by Members in relation to:-

- (1) the Administration budget when officers were thanked for providing information to assist in developing the budget; thanking members of the public for completing the Budget Builder consultation and advising that this budget had been compiled to align with the feedback from the consultation; outlining that it had been challenging to attempt to bridge the budget gap, however, attempts had been made to reduce this gap; advising that the Council's budget was made up of 80% Scottish Government funding and 20% Council Tax and that, while additional monies had been confirmed in the Scottish Government settlement, this was short of what was required by Scottish local authorities, therefore, difficult decisions required to be taken to balance the books; that the increase in Council Tax would have been lower, however there had been a disappointing health and social care settlement, therefore, the most vulnerable must be shielded from cuts and it was proposed that Council Tax be increased by 8%; that the additional funding to the health and social care budget would be reviewed in the 2027/28 budget setting process to ascertain if future settlements and the Council's overall budget position allowed the Council to guarantee further permanent funding; that further difficult decisions would require to be taken in next year's budget and measures would be explored throughout the financial year; and that the administration budget set out a way to bridge the gap while supporting essential services and set out the approach to begin to bridge the budget gap for 2027/28 to provide the best services to the people of SA within the resources available;

- (2) the SNP Group budget when the Chief Financial Officer and his team were thanked for assisting with providing information to compile the proposed budgets; outlining that the Council was in a financially very challenging time and that there were no easy options for Members attempting to set a balanced budget for the year while striving to maintain vital frontline services; advising of the various proposals within the SNP Group budget including additional funding to the H&SCP to address increasing demographic pressures in the care system and to support the ongoing programme of transformation in health and social care focusing on early intervention and prevention which had already achieved significant savings while resulting in better outcomes for people; that it was important that the Council was a good partner of the H&SCP and provided additional funding where possible to assist the Partnership to meet pressures; advising that the three proposed budgets were similar in nature as all Members were choosing from a small range of options; outlining the various services that had not been affected in the SNP budget; advising that the SNP Group proposed a Council Tax increase of 7.5% to achieve a balanced budget which was not an easy decision, however, this budget recognised the additional funding this would provide to minimise service reductions and maintain vital services; outlining the proposed reduction to the Air Show budget; and that Members required to consider what could be afforded and the Council required to protect the people in need of support;
- (3) the Labour Group budget when Council Officers, Trade Union representatives and colleagues were thanked for their assistance during the budget setting process; that the proposals put forward by the Labour Group were difficult decisions, however, put the people of South Ayrshire first; that within the budget jobs had been prioritised as working people were the lifeline of this organisation and should not pay the price of the financial pressures placed on the Council; outlining that, whilst difficult choices had to be made in setting the budget, fairness was at the heart of every decision taken; outlining the facilities not affected in the budget; that a Council Tax increase of 6.5% was proposed which was difficult at a time when working people's finances were stretched, however, in order to present a balanced budget to protect jobs and ensure that vital assets within communities remained open, this was the unfortunate step taken; outlining the proposed funding allocated to the H&SCP; advising that this budget was not about making easy choices but of standing on the side of working people in South Ayrshire and recognising that communities were strongest when services were protected and those most in need were supported; and outlining that Members had a collective responsibility to put the people of South Ayrshire first;
- (4) the hard work and dedication of officers, Trade Union representatives and Members and thanking the Chief Financial Officer for guiding Members during the budget setting process; that savings proved harder to make each year; that a substantial amount of funding was required to fill the budget gap as the funding received from the Scottish Government was below the rate of inflation; that the only removal of posts within the Labour Group budget were for redeployment; and that it was hoped that the administration would identify options in the next twelve months to increase the Council's revenue streams to ensure there were no future job losses;
- (5) that the settlement figure from the Scottish Government each year was far lower than required to sustain services to residents of South Ayrshire; that the Scottish Government was also not fully funding the H&SCP resulting in local authorities requiring to find extra funds to support the health and social care budget; that the Finance Secretary had outlined that over 11,000 jobs were being cut within Scottish local authorities including South Ayrshire Council; and that the Labour Group did not accept some of the administration's proposals, including compulsory redundancies;

- (6) the proposed discontinuation of protected tee times at golf courses in the administration budget which would open up priority to visitors and would reduce the tee times to members; and that season ticket holders had been subsidising golf in South Ayrshire courses for years and there was a risk of losing season ticket holders which would in turn reduce revenue to the Council;
- (7) the proposed Council Tax increases within the three budgets and the proposed reduction in the current cleaning programme across all Council premises within the administration budget which would result in a reduction in lower paid employees;
- (8) the withdrawal from the ground floor of the Grain Exchange and whether this would result in job losses; and the Director of Communities and Transformation advised that it was casual staff who worked in the Grain Exchange and there would be a reduction of two FTE posts from within the casual staffing budget;
- (9) the future use of the Grain Exchange; and the Director of Communities and Transformation advised that the top two floors of the building were used for staffing accommodation and the ground floor would be used for an alternative purpose, which officers would decide on;
- (10) whether the savings from the grant funding for small business was dependent on any additional funding from Central or Scottish Government; and the Director of Communities and Transformation advised that the business grant reductions were mainstream budget and any external funding was utilised to supplement that;
- (11) what work was being carried out within communities at risk of losing public facilities to assist them in taking ownership of these facilities; and the Director of Communities and Transformation advised that a substantial amount of work had been carried out in the past few years by the Assistant Director – Communities and his team to support community associations to build capacity and resilience to take on their local assets which could be very challenging;
- (12) commending each of the proposed budgets and welcoming the recognition of the difficulties being experienced in health and social care in each of the budgets;
- (13) expressing disappointment in the reductions in various grants and budgets within the Administration and Labour budgets and seeking clarity on why the carbon budget was not included within the papers; and the Chief Financial Officer advised that he had not been requested to include the carbon budget for a few years, however, this could be included if members were so minded;
- (14) that the aim of the administration was to steer a steady and consistent course and this budget was an indication of the progress which had been made; that the proposed 8% Council Tax increase in the Administration budget was without the closure of any community facilities or removal of senior golf concessions or school crossing patrols; that it was requested that the Chief Executive ensure that work continued to rationalise the Council's estate as the organisation would soon be in a position where there would be no choice but to close community facilities as local authority financing was unsustainable which was highlighted by the current national status of the H&SCPs; that the Council was proud of its partnership with the H&SCP and accepted its role in this vital relationship which was why the medium term financial plan and workforce management plan would be vital to the future progress of the Council; that, along with the essential transformation programme, these three plans were vital to the Council becoming a more efficient and streamlined organisation; that the Council would continue to fund the improvement of education and sports and leisure estates; and that this proposed prudent budget was rebuilding the Council's reserves to place the Council in the best position to deal with future year budget turbulence;

- (15) previous statements made regarding golf season tickets advising that the increase in golf season tickets and reduced concession for season ticket holders in the administration budget was to provide positive revenue; and thanking all Members and Officers involved in the budget setting process, especially Councillor Ian Davis;
- (16) whether golf was sustainable as the majority of golfers were pensioners; that the increase in national insurance contributions would have an effect on the economy; that the cost of living crisis was not improving and oil prices were dramatically increasing which would also have an effect on the economy; referring to the cuts in the administration budget for anti-social behaviour mediation and small business grants which was disappointing; and outlining that the Air Show should have been included within the administration budget for consideration to adjust spending on this;
- (17) previous comments on the administration budget not supporting Town Centres and advising that the administration had invested in many town centres in South Ayrshire, were supporting businesses as well as libraries and leisure facilities, supporting staff and ensuring services were provided to members of the public;
- (18) transparency being very important when approving the budget and that the change in process left those Members not in the administration making a decision with scant information; that Members had a duty as a Council to ensure that they were well informed and aware of the implications and impact of the decisions being made, however, none of the implications were included within the administration budget; that the Labour Group budget was fundamental in its principles with a clear commitment to the people of South Ayrshire and there were no job losses; and that the level of Council Tax in the Labour Group budget was the lowest which was an achievement and prioritised the people of South Ayrshire;
- (19) it being incorrect to state that adequate information was not provided on the savings within the administration budget as Members were presented with information prior to the 2025 festive recess with the budget options for the 2026/27 budget, an explanation of each option and the officer responsible for this to allow Members to seek more information if required; and that this approach was welcomed by the SNP Group;

### **Point of Order**

A Point of Order was raised by Councillor McGinley that Councillor Dettbarn had spoken twice on this item and the Standing Orders only allowed for a Member to ask a question and make a comment; and Provost advised that Councillor Dettbarn had previously spoken to move the SNP Group budget and was now responding to a comment made.

- (20) whether the Equalities Training Budget had been deleted from the Labour Group budget; and Councillor Ramsay confirmed that this budget line had been removed, however, the Labour Group would be happy to make an amendment to this;
- (21) the question at number (16) above on whether golf was sustainable; and it was outlined that the main objective of this Council was to make a pathway into golf and encourage more young people and ladies into golf as it was currently weighted towards pensioners; and that it was hoped to improve facilities to attract more people into golf;

- (22) whether the reduction in the winter gritting service throughout rural communities as accepted in the Administration and SNP Group budgets had an impact assessment carried out; and the Depute Chief Executive and Director of Housing, Operations and Development advised that this would be fully risk assessed by Ayrshire Roads Alliance by means of a route optimisation process;
- (23) whether there were job losses within the Administration and SNP Group budgets; and Councillor Davis advised that there was a reduction in FTEs within the administration budget, however a number of these were vacant posts; and Councillor Dettbarn advised that there were job losses within the SNP Group budget; and
- (24) that a range of views had been incorporated into the final administration budget, however, it would be advantageous for all Members to work together to produce a joint budget; that a number of difficult decisions had required to be made, including in relation to the H&SCP which was extremely important and required additional funding; and that next financial year also required to be looked at when setting this year's budget to ensure the budget gap was not increased.

A Member requested a roll-call vote.

In accordance with the terms of the Council's Standing Orders, the Council firstly proceeded to vote on the terms of the Counter-Amendment moved by Councillor Ramsay and seconded by Councillor Townson and the Amendment moved by Councillor Dettbarn and seconded by Councillor Weir.

The Chief Governance Officer took the vote by calling the roll as follows:-

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

Six Members voted for the Counter-Amendment and seven Members voted for the Amendment with fourteen Members abstaining. The Amendment was accordingly declared to be carried and became the substantive Amendment.

The Council then proceeded to vote on the terms of the Motion moved by Councillor Davis and seconded by Councillor Connolly and the substantive Amendment moved by Councillor Dettbarn and seconded by Councillor Weir.

The Chief Governance Officer then took the vote by calling the roll as follows:-

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

Five Members voted for the Amendment, sixteen voted for the Motion with six Members abstaining; and the Council, having thanked all officers involved in the budget setting process,

**Decided:** to accept the recommendations in the report by the Chief Financial Officer; and to approve the proposals of the Administration.

### **Adjournment**

The time being 11.15 a.m. the Council adjourned.

### **Resumption of Meeting**

The Council resumed at 11.30 a.m.

#### 4. **Housing Revenue Account (HRA) – Revenue Budget 2026/27 and Capital Budget 2026/27 to 2030/31**

There was submitted a joint [report](#) (issued) of 5 February 2025 by the Depute Chief Executive and Director of Housing, Operations and Development and Chief Financial Officer seeking approval of the proposed Housing Revenue Account (HRA) Revenue Budget for 2026/27 and the proposed 5-year Capital Budget for 2026/27 – 2030/31.

The Service Lead – Housing Services introduced the report.

Councillor Martin Kilbride, seconded by Councillor Bob Shields, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:-

- (1) the budget lines for Major Component and for Structural and Environmental; and the Service Lead – Housing Services advised that there had been some carry forward from the current year to next year to complete some ongoing programmes; that all of the addresses identified for modernisation had been submitted to Professional Design Services and scheduled for surveys for modernisation; that where there was an unallocated amount within the budget because programmes had not yet been let, all of the upfront survey work in the profiling and scoping of those properties was underway and similarly for the Structural and Environmental, that this covered a lot of external fabric upgrade work so an element of carry forward from 2025/20 26 had been agreed as part of Capital Programme monitoring reports;
- (2) the Council house new builds; and the Service Lead – Housing Services advised that discussions had taken place around the profiling of the new build expenditure over the five year period and the Service Lead - Housing Strategy and Regeneration had convened a group to examine this, to ensure that, in terms of the existing new buildings identified, there was forward planning arrangements in place for the future to take this forward so there may be future reprofiling over the five year period and it was very unlikely there would be a year with no recorded expenditure against new builds;
- (3) the position regarding the Buy Back Scheme and whether this was a cost effective way of increasing the Council's housing stock; and the Service Lead – Housing Services advised that the Council had significant success with the Buy Back programme and had exceeded targets over the past few years and was on track to exceed the target set within the SHIP for this year; that there had been some challenges in terms of the Buy Back Programme as a number of properties required significant investment as they were historically properties purchased through the Right to Buy Scheme but had not benefited from any improvements over that time; and that these properties provided a valuable additional to the housing stock and, in terms of financial viability the buy back scheme is a cost effective way to increase the supply of affordable housing however, could come with significant investment over and above the purchase price; and

- (4) footpaths and the Service Lead – Housing Services advised that good working relationships had been established with Ayrshire Roads Alliance in terms of their area engineers identifying footpaths that fell within the responsibility of the Housing Revenue Account that required work through their cyclical inspection programme; that the core budget in the Capital Programme for footpaths was also supported by the budget from Environmental Improvements and where there was an identified need for footpath repairs and it could not be met from the footpaths budget then there was scope to use the environmental improvement budget; and that, as part of the next review of the HRA business plan work would be carried out with colleagues in Ayrshire Roads Alliance to ensure that there was sufficient financial provision going forward, taking account of the ownership profile of footpaths across the Council area.

The Council, having thanked the Service Lead – Housing Services for his work on this matter,

**Decided**

- (a) to note the decision taken by South Ayrshire Council on 17 January 2024 which approved a 4.5% increase each year for the 3 year period from 2024/25 – 2026/27 for council house rents, and for other rents and charges recovered through the HRA (including:- lock-up rents, garage site rents, garden maintenance charges, communal heating and amenity charges). In accordance with the statutory requirements, tenants had already been notified of their 2026/27 rental charge which would be effective from 2 April 2026;
- (b) to approve the proposed 2026/27 HRA Revenue Budget outlined in section 4.3 of the report and Appendix 1 and the proposed 5 year capital budget as outlined in section 4.5 of the report and Appendix 2;
- (c) to note the requirements as outlined in paragraph 4.4 of the report to review and update the Housing Revenue Account Business Plan and conduct consultation with tenants on options for rent setting proposals for 2027/28 onwards; and
- (d) to note that, following future tenant consultation during Autumn 2026, a further report would be presented to a future meeting of South Ayrshire Council, outlining rent consultation results and proposals on rent setting for 2027/28 onwards, and seeking a decision on setting rent and other charges to be applied from 1 April 2027.

**5. Closing Remarks.**

The Provost thanked all in attendance for their attendance and contribution.

The meeting ended at 11.45 a.m.

**SOUTH AYRSHIRE COUNCIL.**

Minutes of a hybrid webcast meeting  
on 26 March 2026 at 10.00 a.m.

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

Present Remotely: Councillors Kenneth Bell, Ian Cochrane, Chris Cullen, William Grant and Lee Lyons.

Apologies: Councillors Martin Dowey and Brian McGinley,

Attending in County Buildings: S. Penman, Chief Executive; K. Braidwood, Depute Chief Executive and Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; S. Mulholland, Director of Education; M. Inglis, Director of Health and Social Care; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; W. Wesson, Chief HR Officer; C. Cox, Assistant Director – Planning and Development; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; L. Reid, Assistant Director – Transformation; D. Alexander, Service Lead – Procurement; K. Copland, Senior Accountant/Senior Finance Officer; J. Andrew, Transformation Co-ordinator (Workforce); J. McClure, Committee Services Lead Officer; K. Hancox, Committee Services Officer; and C. McCallum, Clerical Assistant.

Also in Attendance: J. Corrie, Head of Roads and D. Manson, Special Projects Officer, Ayrshire Roads Alliance.

**1. Provost.**

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live; and
- (2) intimated that apologies had been received from Councillors Dowey and McGinley.

**2. Sederunt and Declarations of Interest.**

The Chief Executive called the roll.

In terms of Council Standing Order No. 17 and the Councillors' Code of Conduct,

- (1) Councillor Kenneth Bell declared an interest in Item 6 on the agenda entitled "Granting of the Freedom of South Ayrshire to Ayr Sea Cadets and Royal Marines Cadets" as he was a member of the organisation and affiliated with the Ayr Branch; and
- (2) Councillor Ian Davis declared an interest in Item 14 on the agenda entitled "ARA Parking Service Review" as his past views could be interpreted in a way that undermined his objectivity when undertaking the vote on this matter.

### 3. **Minutes of previous meetings**

#### (1) **Minutes of Previous Meeting of the Council.**

Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the **Minutes** of South Ayrshire Council of 19 February 2026 as a correct record.

As Councillors Bell, Dowey, Ferry and McGinley were not present at this meeting, they were not eligible to vote on these Minutes.

The Council

**Decided:** to approve the Minutes of 19 February 2026 and authorise these minutes to be signed as a correct record.

#### (2) **Minutes of previous meetings of Panels.**

The Minutes of the undernoted Panels were submitted for information: -

- (i) Appeals Panel of [17 December 2025](#)
- (ii) Audit and Governance Panel of [3 December 2025](#)
- (iii) Cabinet of [20 January 2026](#) and [17 February 2026](#)
- (iv) Regulatory Panel – Licensing of [26 November 2025 \(Site Visit\)](#) and [22 January 2026](#)
- (v) Regulatory Panel – Planning of [5 February 2026](#)
- (vi) Service and Partnerships Performance Panel of [11 February 2026](#) and [26 February 2026 \(Special\)](#)

### 4. **Corporate Workforce Plan 2026-31**

There was submitted a [report](#) (issued) of 3 March 2026 by the Chief HR Officer presenting the Council's 5-year Workforce Plan.

The Chief HR Officer introduced the report and thanked the Transformation Co-ordinator (Workforce) and the members of the Strategic Workforce Group for their contribution in developing this plan.

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

Questions were raised and comments made by Members in relation to:

- (1) the importance of this plan tying into other Council plans and the other transformation work; that sections in the report highlighted areas where the Council had performed well such as Modern Apprenticeships, care experience and absence management and how the Council had performed compared to national averages; and that there were other areas of work to still be examined, such as training including digital skills training and work around health and wellbeing which was important for all employees;

- (2) the percentage of employees who had experienced stress and burnout and for those who felt their physical and mental health was unsupported and the plans for reducing these figures; and the Chief HR Officer advised that investment had been made in terms of employee support and wellbeing and that the Trauma Support Officer had produced a well publicised calendar of events, including a Wellbeing Bus for employees to access services; that an Employee Assistance Programme had been launched through the Council's employee benefits partner Vivup which had been well received as employees did not require to wait for an Occupational Health (OH) referral to access this programme; that Stress Risk Assessments were carried out for employees who presented with stress related health problems and reasonable adjustments were made to support them back to work; and that this work would continue to be developed;
- (3) whether OH could offer face to face meetings rather than a telephone consultation; and the Chief HR Officer advised that the majority of OH appointments were through telephone consultation as, when the new service was procured each of the tenderers had advised that they delivered services via telephone consultation during Covid and had found this to be of benefit to the recipient of the service, however, if there was a requirement for a face to face appointment, this could be offered;
- (4) the membership of the Steering Group and where the progress of this Group would be reported to; and the Chief HR Officer advised that a Workforce Group had been established to develop the Plan which was at a strategic level and that the Steering Group would be more operational and would comprise of Co-ordinators and Team Leaders to help deliver actions from the Plan; and that the Group would report to the Transformation Board and also regular reports would be submitted to Service and Partnerships Performance Panel; and
- (5) welcoming the alignment with the medium term financial plan, that one of the four powers of the Plan was staff wellbeing and that the Plan acknowledged that the workforce was the Council's most valuable asset.

The Council, having thanked the Chief HR Officer and the Transformation Co-ordinator (Workforce) for their work on this comprehensive document,

**Decided:**

- (a) to approve the Workforce Plan, attached as Appendix 1 to the report; and
- (b) to agree that progress and annual updates would be presented to Service and Partnerships Performance Panel.

**Adjournment**

The time being 10.15 a.m., the Council adjourned to consider an amendment which had been submitted in relation to the following item on the agenda.

**Resumption of Meeting**

The Council resumed at 10.30 a.m.

## 5. Additional Public Holiday

There was submitted a [report](#) (issued) of 4 February 2026 by the Chief Executive advising of the decision of the Scottish Government, following royal proclamation, to grant Monday 15 June 2026 as a one-off Scottish bank holiday.

The Chief HR Officer introduced the report and outlined that, since this report had been written, the final budget gap had been announced as £8.463m therefore, the cost of funding the additional holiday was prohibitive given the existing budgetary constraints; and that COSLA had been keeping note of the position with Scottish Local Authorities and that, to date, eighteen Councils had not granted the additional public holiday and only three Councils had approved the holiday, with some Councils yet to take this decision.

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

By way of Amendment, Councillor Philip Saxton, seconded by Councillor Ian Cavana, moved: "that the Council agree to the public holiday and delegate authority to officers to implement a paid one-day off for all staff which would be done either by a full day off on 15 June 2026 or a day in lieu; and that any financial implications could be taken from Reserves".

Questions were raised and comments made by Members in relation to:

- (1) this being a proposed one day holiday to celebrate the success of the Scottish men's football team taking part in the World Cup and was an appreciation of the staff's hard work; and that this holiday had been endorsed by King Charles and the Scottish Parliament; and
- (2) there being no connection between how well staff performed to the World Cup; and that this was a Saturday evening match so staff had the Sunday off before being back to work.

Five Members voted for the Amendment, twenty one Members voted for the Motion and the Council

**Decided:** not to approve the additional public holiday, as the associated costs were prohibitive and could not be justified within the current financial context.

**Having previously declared an interest in the following item, Councillor Kenneth Bell left the meeting during consideration of this matter.**

## 6. Granting of the Freedom of South Ayrshire to Ayr Sea Cadets and Royal Marines Cadets

There was submitted a [report](#) (issued) of 5 February 2026 by the Chief Governance Officer seeking the Council's agreement to grant the Freedom of South Ayrshire to the Ayr Sea Cadets and Royal Marines Cadets.

The Chief Governance Officer introduced the report and advised that, in terms of Section 206 of the Local Government (Scotland) Act 1973, it was a requirement that in granting this, the Council had a two thirds majority in favour of doing so.

Councillor Laura Brennan-Whitefield, seconded by Councillor Ian Davis, moved the recommendations as outlined in the report.

Comments were made by a Member in relation to this giving recognition to the excellent work carried out by this organisation, particularly in Ayr North; that the organisation provided its members with many opportunities; and the organisation had made ongoing improvements to the Council owned building.

The Council unanimously

**Decided:**

- (1) to grant the Freedom of South Ayrshire to the Ayr Sea Cadets and Royal Marines Cadets;
- (2) to agree that consideration of funding for the event would be delegated to the Chief Governance Officer; and
- (3) to note that the costs associated with the Freedom ceremony would be met from within the Civic budget.

**Councillor Kenneth Bell rejoined the meeting at this point.**

**7. Decision in favour of the Council in the Judicial Review by the Petitioner Allanvale Homes (Prestwick) Limited**

There was submitted a [report](#) (issued) of 17 March 2026 by the Chief Governance Officer advising Members of the decision by the Court of Session in favour of the Council in the judicial review which had been raised against the Council by Allanvale Homes Limited against the council decision not to approve in principle the provision to them of £21.41m of funding in relation to the development of the land at Corton; and seeking approval to seek the expenses of the action.

The Chief Governance Officer introduced the report.

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

Questions were raised and comments made by Members in relation to:

- (1) had these monies been granted to the petitioner, this could have bankrupt the Council; and thanking all officers involved in this matter;
- (2) welcoming that the Council was planning to recoup the expenses of the action; and noting the concerns expressed by some Members reflected in the action that they had not been given sufficient information on this matter but that the court disagreed and commenting expressly that the report provided to Members in December 2024 had been very comprehensive;
- (3) being pleased to note that this report was now available to members of the public who could access Lord Lake's judgement; and thanking the Chief Governance Officer for her advice to Members throughout this case; and
- (4) the Judge's findings where he stated that it was Councillors' responsibility to request further information if they required it before taking a decision.

The Council

**Decided:**

- (a) to note the decision in favour of the Council in the petition for judicial review by Allanvale Homes (Prestwick) Limited against the Council as set out in Appendix 1 to the report; and
- (b) to note that the Council would seek the expenses of the action from Allanvale Homes (Prestwick) Limited.

**8. Procurement Strategy Update 2026/27**

There was submitted a [report](#) (issued) of 26 February 2026 by the Chief Financial Officer seeking approval of minor updates to the Council's Procurement Strategy covering 2026-2027.

The Service Lead - Procurement introduced the report.

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

Questions were raised and comments made by Members in relation to:

- (1) the Council being a Recruit with Conviction employer; and in relation to 3.3 of the report, namely "Improvements delivered in relation to tracking and delivering of community benefits through contracts" enquiring what these improvements were; and the Service Lead – Procurement advised that the community benefits process had been updated in the last couple of years; that there was a new process for community groups to submit requests to the Council rather than suppliers suggesting their own community benefits; that he worked closely with Thriving Communities and Employability to deliver a number of community benefits in the past year including apprenticeships and new employment within South Ayrshire; and that he could provide further detail to the Member following the meeting;
- (2) support to local businesses and whether they would be supported through the Meet the Buyer Scheme; and the Service Lead – Procurement advised that a Meet the Buyer event would be taking place at the end of 2026 run by South Ayrshire Council and also attended by colleagues from East Ayrshire and North Ayrshire Councils; that he would shortly be attending the national Meet the Buyer event; and that a Supplier Development Programme had recently taken place which was an online course allowing new companies who had not tendered before to get an insight on completing the relevant documentation;
- (3) the Electronic Punch Out system and best prices; and the Service Lead – Procurement advised that this system provided the best price for every product supplied to the Council and the catalogue provided options to narrow down products;
- (4) whether the timescales would be reduced for new businesses to join frameworks to tender; and the Service Lead – Procurement advised that the Regulations stated that, once a framework had been tendered, it had to proceed for the full duration of the lifespan which was normally three to four years, however, there were other framework options available but these were not in place for a lot of the current systems but would be examined for future provision. The Member further stated that a three to four year duration prevented small businesses accessing the framework; and the Service Lead – Procurement advised that he would examine all options for future tenders; and

- (5) whether there was still a commitment to the Ayrshire Growth Deal (AGD) and Ayrshire Economic Strategy; and the Service Lead – Procurement advised that the Council was still heavily involved with the AGD and that he was currently working with colleagues to procure various services through the AGD; that looking at local suppliers as sub-contractors had been highlighted to the main contractors involved; and that the community benefits clause would apply with the AGD and all pan-Ayrshire services through the Economic Development Team;

The Council, having thanked the Service Lead – Procurement and his Team for their work on this Strategy,

**Decided:** to approve the updated Procurement Strategy for 2026-2027 attached as Appendix 1.

## 9. Treasury Management and Investment Strategy 2026/27

There was submitted a [report](#) (issued) of 26 February 2026 by the Chief Financial Officer requesting that Members consider the proposed Treasury Management and Investment Strategy for financial year 2026/27.

The Chief Financial Officer introduced the report.

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

Questions were raised and comments made by Members in relation to:

- (1) thanking the Chief Financial Officer and his officers for their work on this detailed report and for their work throughout the year; and
- (2) whether a three year Investment Strategy could be considered for future years; and the Chief Financial Officer advised that a one year Investment Strategy was required by the CIPFA Code of Practice, however, him and his officers generally considered further than one year ahead when compiling the Investment Strategy.

The Council

**Decided:** to approve the draft Treasury Management and Investment Strategy for 2026/27 (attached as Appendix 1 to the report).

## 10. Maybole Regeneration Programme II

There was submitted a [report](#) (issued) of 24 February 2026 by the Depute Chief Executive and Director of Housing, Operations and Development recommending the initial phase of a new regeneration programme for Maybole, with the programme aiming to build on the work undertaken through the existing Maybole Regeneration Scheme, nearing completion.

The Assistant Director - Planning and Development introduced the report and advised that this report was recommending three projects to be advanced through the new Maybole Regeneration Scheme which was a separate scheme and not part of the existing Maybole Regeneration Project, which was nearing completion; and outlined the three proposed projects.

Councillor William Grant, seconded by Councillor Brian Connolly, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) thanking officers and Ward Members for producing these recommendations which would restore the town centre and was excellent news for the residents of Maybole; and
- (2) that these recommendations would have a huge impact on the town; that if the public realm was improved this would also have a positive impact; and that hopefully the parking strategy could also be agreed soon;

The Council

**Decided:**

- (a) to agree that officers prepare a new Maybole Shopfront Grant Improvement Scheme for the area as set out in Appendix 1 with a budget allocation of £250,000 from the Maybole Regeneration Budget;
- (b) to note the finalised Maybole Shopfront Grant Improvement Scheme would be presented to Council for approval in September 2026;
- (c) to approve building improvements to three Council owned properties on School Vennel (No.6-8, No.14 and No.16) in accordance with the detail set out in Appendix 1 and a budget allocation of £125,000 from the Maybole Regeneration Budget;
- (d) to agree that officers undertake consultation with the local community on the proposed improvement of the public realm at Greenside (as outlined in Appendix 1) to make greater use of the spaces and places for events and recreational activities;
- (e) to agree that officers procure a design team to produce a feasibility study with a budget allocation of £600,000 for the public realm after consideration of the results of the consultation;
- (f) to note that there was an unallocated balance in the Maybole Regeneration Budget of £875,000 and requesting officers to engage with Ward members regarding proposals to utilise this balance; and
- (g) to note that a report would be brought to Council in September 2026 summarising officers' recommendations for the development of the public realm at Greenside and with recommendations for the use of unallocated balance.

## **11. Prestwick Regeneration – Potential Projects**

There was submitted a [report](#) (issued) of 26 March 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the development of potential regeneration projects and to identify funding priorities available for regeneration projects under the Prestwick Capital Regeneration budget.

The Assistant Director - Planning and Development introduced the report and provided an update on the outcome of the Workshop; the work undertaken by the Consultants; the best value assessments; and the results of the public consultation.

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

Questions were raised and comments made by Members in relation to:

- (1) it being evident that the residents of Prestwick were opposed to the reinstatement of the Freeman's Hall Steeple which was concerning; that a workshop with a small group of hand selected people did not portray the opinion of all residents of Prestwick; and, should grant funding be achieved for the Steeple, would this proceed in this political term; and the Assistant Director – Planning and Development advised that this matter would not be delayed by the Heritage Lottery Fund, however, there were a number of stages to the process starting with an expression of interest and that business cases required to be considered which normally took longer than a year;
- (2) that, although it was desirable to retain architectural heritage, the replacement of the steeple was not a priority with a limited budget and did not appear to be what the residents of Prestwick wanted; and that this would tie up funds intended for the regeneration of Prestwick when other, more positive projects could be delivered;
- (3) what evidence there was to support the various positive impacts on the Integrated Impact Assessment regarding the steeple; and the Assistant Director – Planning and Development advised that she would respond to the Member in writing on this matter;
- (4) the public consultation outlining that two thirds of those consulted were opposed to spending the monies on the steeple; concerns regarding the expert report as it was very vague and did not outline who had been consulted and did not name the groups who were in favour of the replacement of the steeple; concerns that the Freeman's Hall had been built without a steeple, this was then added then removed and it was again being proposed that this be replaced; and that, as the value of the Hall was currently estimated at £200,000 and the cost of replacing the steeple would be approximately £750,000, would this increase the value of the Hall by £750,000; and the Assistant Director – Planning and Development advised that the Estates Department would undertake the valuation of the Hall upon replacement of the steeple, should this be approved;
- (5) concerns regarding the urgency of the progression of these projects as, should the Administration change, these monies could be committed to other projects; that the range of proposals to select from had been fairly limited; and that certain groups within the community had not been involved in the consultation;
- (6) paragraph 5.1 reading "while it is not considered that the planned scope of works will not entail disposing, appropriating or changing the use of those Common Good assets, Legal Services will be involved in reviewing the planned works to ensure that the Council's statutory obligations in relation to public consultation and seeking consent, where required, are fulfilled" and whether it should read "while it is not considered that the planned scope of works will entail....."; and the Assistant Director – Planning and Development confirmed that this was a typographical error within the report; and
- (7) that the steeple was a huge part of Prestwick's heritage which should be protected; that this project would not delay the investment of Prestwick promenade; and that this report provided a good compromise as, if the Council could attain match funding and Historic Scotland agreed that this was a good project, the Council would go back out to consultation.

Twenty four Members voted for the Motion and two Against and the Council, having thanked everyone involved in this matter,

**Decided:**

- (a) to note the progress made in the development and assessment of potential Prestwick regeneration projects, informed by stakeholder engagement and technical appraisal;
- (b) to allocate £1,000,000 to undertake Promenade and Seafront Improvements to key "Getaway Locations", including Links Road, Burgh Road, and Grangemuir Road locations as set out in the indicative plan attached in Appendix 1;
- (c) to agree that officers progress grant applications for funding towards potential reinstatement of the Freeman's Hall steeple and note that a report would be presented to Members with the outcome of the grant applications and recommendations for the progress of any reinstatement;
- (d) to agree that the budget allocation of £750,000 towards the reinstatement of the Freeman's Hall steeple would be retained until the outcome of the grant applications was confirmed; and
- (e) to note that officers would work with the community to assist them with their establishment of a trust body and that, once established, officers could consider the commissioning of a feasibility study for a proposed Lido project.

**12. Burns Statue Square Redevelopment**

There was submitted a [report](#) (issued) of 27 February 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the early work undertaken on the Burns Statue Square Project; and seeking approval for the next steps.

The Head of Roads – Ayrshire Roads Alliance (ARA) introduced the report.

Councillor Bob Shields, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) this being an exciting project; and welcoming the consultation with businesses and residents as there was a lot of public interest in this project;
- (2) welcoming this report; being pleased to note that the works would not cost the full £16m proposed; and enquiring, exclusive of fees and other costs, what were the plans for the remaining Levelling Up funding, how could the remaining funds be distributed through the area and were the costs comprehensive or a blend of quality and best value; and the Special Projects Officer, ARA advised that presently the costs were high level based on the concept design; that, throughout the process, Balfour Beattie had been appointed and there would be further appointments of a Quantity Surveyor and a Project Manager which was a requirement of the funding criteria from the Regeneration Fund; that costs would invariably rise from what had been quoted and there was also a Shop Front Initiative which would require to be funded from the £16m; and that, provided that the funds or costs came in under that amount, as long as it was contained within the original scope of the application to the Levelling Up Fund, these monies could be utilised, otherwise they would require to be returned or would remain unclaimed;

- (3) that construction inflation was built into the quote, however, should costs continue to rise, was the project still viable; and the Special Projects Officer, ARA advised that the estimated costs were currently £9.26m including the optimism bias and any other inflation costs, however, costs were continuing to rise and he was liaising with Balfour Beattie to bring forward the material palette to members via a members' briefing and that, once approved, he would quantify the volumes required and purchase the materials to accelerate the construction process; and that the materials would then be stored at the ARA depot to remove the risk of further inflation;
- (4) whether there had been liaison with the Scottish Government in light of the lessons learned following the fires at Ayr Station Hotel and Glasgow Central Station in terms of whether the Council was pursuing assistance with the development of the railway station and it's interface into Burns Statue Square; and the Chief Executive advised that he was heavily engaged and would continue to engage in discussions with Network Rail and Transport Scotland regarding the plans for the Station and surrounding area; and that the issue of the Station Hotel was still subject to legal proceedings, however, it was critical that the development of Burns Statue Square aligned with the plans for the Station and surrounding area;
- (5) the plans for the memorial fountain at Burns Statue Square; and the Special Projects Officer advised that, at present, it was planned that the fountain would remain in its current location, however, this may change following public consultation;
- (6) that, whilst these were excellent plans, once this matter went out to public consultation, members of the public would be requesting information on plans for the Station Hotel, despite this not being a Council owned building; and
- (7) that this was a very positive project which would be the start of the regeneration of Ayr Town Centre.

The Council, having thanked all officers involved in developing these proposals,

**Decided:**

- (a) to note the revised traffic modelling for the proposed reconfiguration of roads through and around Burns Statue Square as set out in Appendix 1;
- (b) to agree that officers undertake extensive public and stakeholder engagement on the concept design produced by Ironside Farrar (Appendix 2), that regular digital updates be provided throughout the design process and that two public drop-in events be held at key project milestones;
- (c) to agree that officers undertake one-to-one meetings with businesses and residents within the extents of the proposed project;
- (d) to note a further report would be submitted to Council in September 2026 to approve the final design to allow the project to progress to construction; and
- (e) to note the anticipated commencement of construction as January 2027 with completion by 31 March 2028.

**Councillor Lyons left the meeting at this point.**

### 13. **Formal Questions**

In terms of Council Standing Order No. 26.2, there were no Formal Questions submitted.

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

The Council resolved, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining items of business on the grounds that they involved the likely disclosure of exempt information in terms of paragraphs 1, 8 and 9 of Part 1 of Schedule 7A of the Act.

#### **Adjournment**

The time being 11.40 a.m., the Council adjourned.

#### **Resumption of Meeting**

The Council resumed at noon.

**Having previously declared an interest in the following item, Councillor Ian Davis left the meeting during consideration of this matter.**

### 14. **ARA Parking Service Review**

There was submitted a report (Members Only) of 27 February 2026 by the Deputy Chief Executive and Director of Housing, Operations and Development providing an update on the recently completed review process into the Council's Parking Service; and seeking approval to adopt a revised delivery model for frontline parking enforcement services in South Ayrshire ensuring financial sustainability, operational resilience, and improved service.

The Deputy Chief Executive and Director of Housing, Operations and Development introduced the report.

Councillor Alec Clark, seconded by Councillor Brian Connolly, moved

- “(1) that the Council do not consider the adoption of a partnership delivery model through participation in the City of Edinburgh Council parking enforcement framework contract for frontline parking enforcement services for South Ayrshire Council, as outlined at 2.1.2 of the report; and
- (2) that a report be presented to a future Council meeting summarising the financial and any service impacts for the delivery of frontline parking enforcement services by South Ayrshire Council in retaining the existing service delivery model, as outlined at 2.1.7 of the report.”

By way of Amendment, Councillor Duncan Townson, seconded by Councillor Craig Mackay, moved

“that the Council agree

- (a) to refuse to adopt the partnership delivery model; and

- (b) to request officers to review provision, including consideration of increasing those employed to help make it more sustainable for South Ayrshire going forward, and to come back to Council with recommendations.”

A full discussion took place in relation to this report and following a request from a Member that a more wide-ranging enforcement strategy be looked at to examine further issues, the Chief Governance Officer advised that this matter would be followed up in writing.

The Mover and Seconder of the Motion agreed to accept the terms of the Amendment and, therefore, the Amendment now became the substantive Motion.

A Member requested a roll-call vote.

The Chief Governance Officer then took the vote by calling the roll For or Against the Motion as follows:-

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

The Council unanimously,

**Decided:**

- (i) to refuse to adopt the partnership delivery model; and
- (ii) to request officers to review provision, including consideration of increasing those employed to help make it more sustainable for South Ayrshire going forward, and to come back to Council with recommendations.”

## 15. Redevelopment of the Former Hourston's Building and Former Arran Mall, Ayr

There was submitted a report (Members Only) of 3 March 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on work carried out to explore options for a residential development on the site of the former Hourston's department store and Arran Mall shopping centre, and seeking approval to proceed with the project based on the recommended strategy.

The Assistant Director - Planning and Development introduced the report.

Councillor Martin Kilbride, seconded by Councillor Brian Connolly, moved the recommendations as outlined in the report.

A full discussion took place in relation to this report.

The Council

### **Decided:**

- (1) to note the work carried out to explore residential development options for the Hourston's and Arran Mall site;
- (2) to note the preferred development delivery model for the project (subject to (4) below), involving two distinct phases; Phase 1 would consist of private housing above commercial ground floor space by a private developer, supported by enabling/infrastructure funded by SAC, and the Phase 2 would consist of private housing with some affordable housing;
- (3) to agree that officers should proceed with the appointment of a design team to develop a masterplan and design codes and submit a Planning Application Notice (PAN) for Planning Permission in Principle (PPiP), which would involve public consultation on the proposals;
- (4) to agree that officers would proceed with market testing for the delivery of the proposals, including a round-table event with potential developers and appointment of a specialist consultant to assist with development of a delivery model and demonstration of market failure;
- (5) to note officers would establish the availability of the "Power to Advance Wellbeing" set out in the Local Government in Scotland Act 2003 and associated legal issues connected to the delivery of the preferred delivery model; and
- (6) to request that officers submit a further paper, following engagement with the market, consideration of the legal issues and public consultation on the proposals, recommending the proposed development delivery model in October 2026.

**16. Consideration of Above Confidential Reports.**

Following advice from the Chief Governance Officer, the Council

**Decided:**

- (1) not to authorise the disclosure of the following report under Standing Order No. 32.4:-
  - ARA Parking Service Review
- (2) to authorise the disclosure of the following report under Standing Order 32.4 subject to redactions on GDPR and commercial issues:-
  - Redevelopment of the Former Hourston's Building and Former Arran Mall, Ayr

**Provost**

Provost thanked everyone in attendance for their contribution.

The meeting ended at 1.00 p.m.

**South Ayrshire Council**

**Report by Chief Executive  
to South Ayrshire Council  
of 14 May 2026**

**Subject: Results of Scottish Parliamentary Election 2026**

**1. Purpose**

1.1 The purpose of this report is to advise the Council of the outcome of the recent Scottish Parliamentary election.

**2. Recommendation**

2.1 It is recommended that the Council

2.1.1 notes the outcome of the Scottish Parliamentary Election, the election of Siobhian Brown as MSP for the Ayr Constituency and the election of the List candidates detailed at paragraph 4.5. for the South Scotland Region

**3. Background**

3.1 The Scottish Parliamentary election took place on Thursday 7<sup>th</sup> May and the Count on Friday 8<sup>th</sup> May 2026 .

**4. Detail**

4.1 The result of the Scottish Parliamentary election for Ayr Constituency was as follows;

Candidate/ Party	Total
<b>BROWN, Siobhian</b>	<b>12848</b>
<b>BUCHANAN, Desmond</b>	<b>1427</b>
<b>DOWEY, Sharon</b>	<b>8448</b>
<b>McGINLEY, Brian</b>	<b>6394</b>

<b>RUSSELL, Andrew</b>	<b>5355</b>
<b>SOMMERVILLE, Denise</b>	<b>742</b>
<b>TUFAIL, Muhammad</b>	<b>78</b>
<b>Rejected*</b>	<b>108</b>
<b>Total</b>	<b>35400</b>

4.2 The result of the Scottish Parliamentary election for South Scotland Region for the Ayr Constituency was as follows;

<b>Candidate/ Party</b>	<b>Total</b>
<b>Alliance To Liberate Scotland</b>	<b>278</b>
<b>Independent Green Voice</b>	<b>267</b>
<b>Reform UK</b>	<b>5925</b>
<b>Scottish Alliance For Democracy And Freedom</b>	<b>58</b>
<b>Scottish Common Party</b>	<b>40</b>
<b>Scottish Conservative And Unionist Party</b>	<b>7509</b>
<b>Scottish Family Party</b>	<b>223</b>
<b>Scottish Green Party</b>	<b>2976</b>
<b>Scottish Heritage Party</b>	<b>51</b>
<b>Scottish Labour Party</b>	<b>6273</b>
<b>Scottish Liberal Democrats</b>	<b>1611</b>
<b>Scottish Libertarian Party</b>	<b>38</b>
<b>Scottish National Party (SNP)</b>	<b>9517</b>
<b>Scottish Socialist Party</b>	<b>105</b>
<b>UK Independence Party (UKIP)</b>	<b>51</b>
<b>DAVIS, Sean</b>	<b>52</b>
<b>SOMMERVILLE, Denise</b>	<b>396</b>

<b>Rejected*</b>	<b>95</b>
<b>Total</b>	<b>35465</b>

- 4.3 More detailed information is available on the Council's [website](#)
- 4.4 Siobhian Brown was elected as MSP for the Ayr Constituency.
- 4.5 The Regional Member seats for the South Scotland were allocated. The following candidates are elected as MSP's for the South Scotland Region:

	<b>Name</b>		<b>Party</b>
1	Jamie Langan	for	Reform UK
2	Carol Mochan	for	Scottish Labour Party
3	Laura Moodie	for	Scottish Green Party
4	David Kirkwood	for	Reform UK
5	Joe Fagan	for	Scottish Labour Party
6	Senga Beresford	for	Reform UK
7	Duncan Angus Melville Dunlop	for	Scottish Liberal Democrats

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

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

**6. Financial Implications**

6.1 Not applicable.

**7. Human Resources Implications**

7.1 Not applicable.

**8. Risk**

**8.1 Risk Implications of Adopting the Recommendations**

8.1.1 There are no risks associated with adopting the recommendations.

**8.2 Risk Implications of Rejecting the Recommendations**

8.2.1 There are no risks associated with the rejection of the recommendations.

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

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

**10. Sustainable Development Implications**

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

**11. Options Appraisal**

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

**12. Link to Council Plan**

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services

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

13.1 Not applicable.

**14. Results of Consultation**

14.1 Not applicable.

**15. Next Steps for Decision Tracking Purposes**

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

<i><b>Implementation</b></i>	<i><b>Due date</b></i>	<i><b>Managed by</b></i>
Report for noting only – no further action	Not applicable	Not applicable

**Background Papers**    **None**

**Person to Contact**    **Stephen Penman, Chief Executive**  
**County Buildings, Willington Square, Ayr, KA7 1DR**  
**Phone 01292 436 990**  
**E-mail Stephen.Penman@south-ayrshire.gov.uk**

**Date:**    **May 2026**

**South Ayrshire Council**

**Report by Chief Executive  
to South Ayrshire Council  
of 14 May 2026**

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**Subject: Ayrshire Transformation Board**

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**1. Purpose**

- 1.1 The purpose of this report is to seek Council endorsement of the arrangements put in place by the Chief Executive – along with the chief executives of North and East Ayrshire Councils and NHS Ayrshire and Arran – to establish a Transformation Board aimed at strengthening integrated working in Health and Social Care services.

**2. Recommendation**

**2.1 It is recommended that the Council**

**2.1.1 Endorse the establishment of the Ayrshire Transformation Board (ATB) as the formal senior officer structure to strengthen integrated arrangements across the three Ayrshire Councils, NHS Ayrshire and Arran, and the three Integrated Joint Boards;**

**2.1.2 Note the agreed governance arrangements, including the ATB's membership, reporting structures and alignment with existing frameworks;**

**2.1.3 Endorse the initial priority programme areas;**

**2.1.4 Endorse the Terms of Reference for the ATB; and**

**2.1.5 Otherwise notes the contents of the report.**

**3. Background**

- 3.1 Members will be aware of the significant challenges facing Integrated Joint Boards and Health and Social Care Partnerships in managing financial and performance governance. Audit Scotland, in its most recent report on IJB finance across Scotland, noted that the majority of IJBs were in deficit and that the majority of savings were on a one-off basis. They also stated: "IJBs need to work collaboratively with each other and with their NHS and council partners to find ways to transform services so that they are affordable."

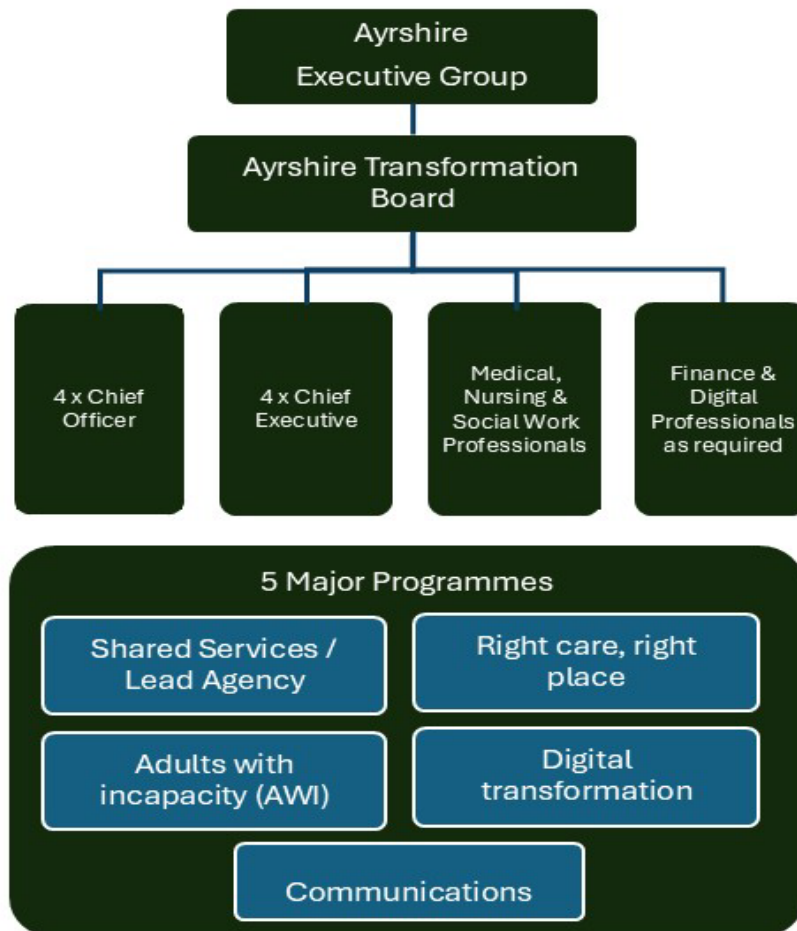
- 3.2 Members will also be aware of the significant financial pressures facing councils and health boards. South Ayrshire Council, the IJB and NHS Ayrshire and Arran are not immune from these pressures, and these pressures extend across Ayrshire as a whole.
- 3.3 Both community and acute services are experiencing growing demand and waiting lists for assessment and treatment. NHS Ayrshire and Arran continues to face pressures arising from people receiving care in settings not appropriate to their needs, in turn constraining our ability to maintain elective care activity.
- 3.4 In communities, health and social care resources are increasingly focused on critical need for essential personal care. While this is appropriate, this leaves a gap to fund preventative supports and early intervention that can have better long-term benefits to outcomes for people and communities.
- 3.5 Given these pressures, it is both appropriate and necessary for senior officers to examine opportunities to strengthen integrated working and to improved oversight of the whole system. This will include sharing of best practice across the system.
- 3.6 To that end, representatives from the three Ayrshire Councils, three IJBs and NHS Ayrshire and Arran met on February 2026 to discuss how we could collectively deliver more effective health and care services. It was agreed that an Ayrshire Transformation Board would be established to support the identification, investigation and recommendations for optimised performance, efficiencies and integration opportunities across the whole system in Ayrshire.

#### **4. Detail**

- 4.1 Diagram 1 presents a multi-layered officer-level governance structure designed to oversee whole system transformation across health, social care and local authority partners within Ayrshire.
- 4.2 The arrangement demonstrates a clearly defined hierarchy, flowing from the Ayrshire Executive Group (comprised of the chief executives of the three Councils and NHS Ayrshire and Arran) into the operational leadership provided by the Executive Group plus:
  - 4.2.1 the three Health and Social Care chief officers
  - 4.2.2 medical, nursing and social work professional leadership
  - 4.2.3 finance and digital leadership
- 4.3 This structure is intended to support whole-system decision-making, improve accountability and coordinate transformation efforts. The Terms of Reference for the ATB are at appendix 1 to this report. The Terms of Reference provide clarity on purpose, scope, membership and reporting arrangements, ensuring the group operates within a defined governance framework.
- 4.4 Members should note that any significant decision about service change arising from the consideration of ATB will be subject to approval by the IJB or Council as appropriate: each IJB and Council retains responsibility for decisions affecting it and accountability for those decisions.

4.5 At the core of the initial model are five major programmes: Shared Services/Lead Agency work, Right Care Right Place, Adults with Incapacity (AWI), Digital Transformation, and Communications. Together, these programmes reflect the major areas of system pressure and opportunity identified across the region.

Diagram 1



4.6 Shared Services and Lead Agency Approaches

The shared services and lead agency programme explores opportunities for joint working across local authorities, IJB and health services. The emphasis is on what can already be achieved within existing terms and conditions, acknowledging that workforce policies may constrain progress but should not inhibit innovative proposals such as single management or single health and social care models. This strand reflects national trends in integration and aims to improve efficiency and reduce duplication.

4.7 Right care, right place

The programme focuses on ensuring hospitals operate at optimal occupancy levels by improving flow, reducing delays, and shifting activity from acute settings into community-based care. The programme highlights the need for coordinated planning around bed numbers, delayed transfers of care, patient flow, commissioning, and the business case implications of releasing resources from acute Hospitals to community settings. This aligns with ongoing national priorities around unscheduled care performance and demand management.

#### 4.8 Adults with Incapacity (AWI)

Ayrshire is shown as a persistent outlier in the number and duration of transfers from hospital for people with complex care needs including AWI-related delays. The programme aims to address both the time required to progress each step of the AWI process and the underlying legislative constraints. There will be options for further scrutiny of the experience of individuals and families and the potential to enhance clinical and multidisciplinary decision-making to improve patient journeys. The issue remains a significant contributor to delayed discharge pressure, and thus a priority for system transformation.

#### 4.9 Digital Transformation

Digital remains a key enabler, with the diagram identifying data systems, shared platforms, and single patient or care records as areas where significant progress is still required. While national developments will support transformation, the regional opportunity lies in accelerating local integration, improving analytics capability, and modernising infrastructure to support both operational efficiency and clinical quality.

#### 4.10 Communications

The final programme addresses the need for clearer and more coordinated communication across all partner organisations. Financial pressures, complex decision-making, and high levels of public and political scrutiny require improved messaging that enables shared understanding. This will be particularly critical as consultation exercises and community engagement around transformation programmes become more extensive.

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

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

### **6. Financial Implications**

6.1 There are no direct financial implications arising from this report

### **7. Human Resources Implications**

7.1 There are no direct HR implications arising from this report.

### **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations. The contents of this report enable the Council to support continued development of services and increased efficiency.

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

8.2.1 If the Council rejects the recommendations its ability to continue to provide efficient and effective services is likely to be compromised.

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

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

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

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment. Individual projects arising from the ATB will be subject to suitable assessment.

## 10. **Sustainable Development Implications**

10.1 This report does not require a strategic environmental assessment.

## 11. **Options Appraisal**

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

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

12.1 The matters referred to in this report contribute to all Council Plan priorities:

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

13.1 The implementation of the recommendations in this report will broadly support transformative work as set out in Shaping Our Future Council.

## 14. **Results of Consultation**

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

14.2 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy and Councillor Hugh Hunter, Policy Lead for Health and Social Care.

**15. Next Steps for Decision Tracking Purposes**

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>

**Background Papers**    **Ayrshire Transformation Board Terms of Reference**

**Person to Contact**    **Stephen Penman, Chief Executive**  
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**Phone 01292 436 990**  
**E-mail [Stephen.Penman@south-ayrshire.gov.uk](mailto:Stephen.Penman@south-ayrshire.gov.uk)**

**Date:**    **April 2026**

# Ayrshire Transformation Board

## Terms of Reference v 01.0

Date	Commentary	Owner
13/02/26	First Draft of new Terms of Reference v0.1	GJ
20/02/26	Second Draft comments v 0.02	GJ
24/02/2026	Third Draft comments v 0.03	GJ
16/03/2026	Final version Terms of Reference v 01.0	EF

## **1.0 Constitution and Purpose**

- 1.1 The Ayrshire Transformation Board is being developed in full collaboration with its system partners of East Ayrshire Council, North Ayrshire Council, South Ayrshire Council, NHS Ayrshire and Arran, North Ayrshire Integration Joint Board, East Ayrshire Integration Joint Board and South Ayrshire Integration Join Board.
- 1.2 The purpose of the Ayrshire Transformation Board is to support the identification, investigation and recommendations for financial efficiencies and integration opportunities across the whole-system in line with the 'Once-for-Ayrshire' ideology.
- 1.3 The Board has been established to:
- Enhance productivity and value for money through greater collaboration and integration
  - Ensure resources are directed as effectively and efficiently as possible towards improving resident's care, safety and health outcomes
  - Identify redesign and transformation opportunities that will further improve services for the communities we serve
  - To consider the implications of national decisions through the new regional sub-planning arrangements for the East & West of Scotland for health services and the 3 Integration Joint Boards and NHS Ayrshire and Arran and any subsequent implications for Council services outwith delegated functions to IJBs.
- 1.4 The Terms of Reference will be reviewed and endorsed by each partner organisations reflecting a shared approach to collective responsibility, collaborative decision-making and a commitment to joint-success and risk-sharing approaches.
- 1.5 Each involved organisation will retain responsibility for their own strategic objectives and programmes of work aligned to their local delivery plans.

## **2.0 Authority**

- 2.1 The Ayrshire Transformation Board is authorised by the Boards/Councils of its member organisations to:
- Investigate any activity within the remit of the terms of reference.
  - Develop the strategic objectives and define the programme of collaborative work to be undertaken to deliver success
  - Create task-and-finish sub-groups to take forward specific programmes of work as agreed by the Board's members; and to determine the membership and approve the terms of reference for those sub-groups.
  - Make recommendations to or escalate issues to member Boards/Councils where they fall outside the remit of this Board.
  - While not anticipated, and for the avoidance of doubt, any financial investment to support work will be subject to each organisations scheme of delegation and standing financial instructions.

## **3.0 Roles and Remit**

- 3.1 Provide a leadership forum to identify and support the development and review of system-wide efficiency opportunities that focus on collaborative working and transformation/redesign to improve how services are delivered that reduce cost and improve outcomes for the whole Ayrshire Health and Care system.

- 3.2 Agree a programme of work, ratified by each organisation, that the Board will be responsible for monitoring, evaluating and evidencing for the benefit of residents, staff and the future financial sustainability of the whole health system.
- 3.3 To collaboratively review financial strategies, transformation / redesign and improvement activities and plans to deliver quantifiable operational and financial benefits and value for money.
- 3.4 Connect with and ensure alignment of at-scale programmes being progressed with one member organisation are considered for wider collaboration across multiple members, where appropriate.
- 3.5 Produce and manage the programme of collaborative work across the Board, monitoring actions, challenges and risks and provide assurance to each respective Board on progress.
- 3.6 Receive updates on progress from sub-groups established by this Board at a frequency to be determined.
- 3.7 Evaluate the impact of each programme of work on each partner organisation and be assured the intended outcomes sufficiently aligns with the strategic objectives and that any untoward or unintended consequences have been appropriately considered and mitigated.
- 3.8 Identification of the cultural enablers for collaboration within the Board and across system partners and seek assurance that enablers are in place, and where gaps exist that action is taken.
- 3.9 Utilise improvement and transformation approaches across programmes of work that foster an environment that engages and involves staff in shaping the direction of the workstream.
- 3.10 Support and champion a culture of improvement across the Ayrshire system that fosters a willingness to actively pursue benefits for our residents and employers and partners .
- 3.11 Ensure compliance with information governance and data security regulation, where data-sharing is needed.
- 3.12 Manage strategic communications and engagement across the Board and externally in relation to key programmes of work; where appropriate.
- 3.13 Confirm that all programmes of work are underpinned and informed by communications and engagement with key stakeholders, including the local population where required.
- 3.14 Ensure there is a consistent focus on and prioritisation of reducing cost whilst reducing health inequalities and improving clinical outcomes.
- 3.15 The structure and initial areas of focus are noted in appendix 1

## 4.0 Membership

4.1 The Ayrshire Transformation Board shall be comprised of:

Name	Title	Organisation
Eddie Fraser	Chief Executive Officer (Chair)	East Ayrshire Council
Craig Hatton	Chief Executive Officer	North Ayrshire Council
Stephen Penman	Chief Executive Officer	South Ayrshire Council
Gordon James	Chief Executive Officer	NHS Ayrshire and Arran
Crawford McGuffie	Medical Director	NHS Ayrshire and Arran
Jenny Wilson	Director of Nursing	NHS Ayrshire and Arran
Vicki Campbell	Director of Acute	NHS Ayrshire and Arran
David Stonehouse	Interim Director Finance	NHS Ayrshire and Arran
Craig McArthur	Chief Officer	East Ayrshire IJB
Joseph McLachlan	Director of Finance and Digital	East Ayrshire Council
Marion MacAulay	Chief Social Work Officer	East Ayrshire Council/East Ayrshire IJB
Mark Boyd	Head of Finance	North Ayrshire Council
Caroline Cameron	Chief Officer	North Ayrshire IJB
Scott Hunter	Chief Social Work Officer	North Ayrshire Council/ North Ayrshire IJB
Mark Inglis	Chief Officer	South Ayrshire IJB
Tim Baulk	Chief Financial Officer	South Ayrshire Council
Jackie Hamilton	Chief Social Work Officer	South Ayrshire Council/ South Ayrshire IJB

4.2 Non-members will be invited to attend to present or speak to specific agenda items. The Chair will be notified of these individuals in advance so they can be properly introduced.

4.3 The Meetings will be chaired by the Chief Executive Officer of East Ayrshire who is also a core member of the Board.

4.4 The Chair will be responsible for agreeing the agenda and ensuring matters discussed meet the objectives as set out in these Terms of Reference.

4.5 Members should make every effort to attend each meeting given its significance to long-term financial sustainability.

## 5.0 Meeting Frequency, Quorum and Administration

5.1 The Board will meet bi-monthly at a day and time each month that is convenient to all members. Scheduled dates for the next twelve months will be set out in Appendix 1.

5.2 Whilst the anticipated norm will be in-person meetings, the meetings will also be offered as hybrid.

5.3 Quoracy will be reached when the following conditions are met:

- The Chair is present
- A minimum of one representative from four member organisations, including one from NHS and one from each Council

5.4 If a meeting is not quorate then the meeting may proceed if those in attendance agree, with any decisions taken subject to offline or next meet approval by members not in attendance.

5.5 The Board shall be supported by an administrator provided by NHS Ayrshire and Arran.

This will include ensuring:

- The agenda and papers are prepared and then distributed, following agreement with the Ayrshire Executive Group, no later than five working days prior to the meeting.
- Good quality minutes are taken, agreed by the Chair, and that a record of minutes, attendance and actions are circulated to members no later than five working days after the meeting.
- Assurance Report will be produced following each meeting and shared with members for them to use to update their respective organisations on progress.
- Specific actions or matters arising are taken forward between meetings.
- All papers will be stored and archived so they are available to members at future dates.

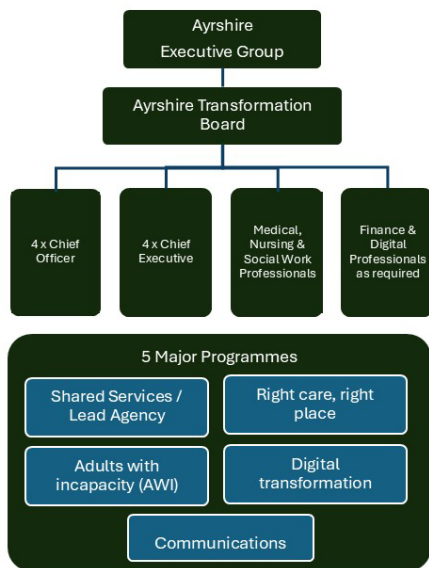
## **6.0 Review**

6.1 These Terms of Reference will be reviewed for effectiveness twelve months from their adoption.

6.2 Amendments to the Terms of Reference may occur more frequently if required and will be by agreement of a majority of members.

## Appendix 1: Structure and Initial Programme Focus Areas

### Ayrshire Transformation Board



- 1. Shared services**  
What more can we do across Council boundaries on a shared services / lead partnership basis. Assume we progress on the basis that nothing is off the table and everything is in scope. Recognise challenges with eg T&Cs but cant allow these to get in the way of robust proposals (le Single MHO / Social Care approach)
- 2. Right care, right place**  
Planning around optimal occupancy levels / bed numbers in all hospitals. This would include DToC, patient flow, commissioning plans, etc, and would hopefully support a business case that released money from acute to community. This would need to be alongside an improvement trajectory that allowed beds to close in acute.
- 3. Adults with incapacity (AWI)**  
Ayrshire still appears to be an outlier in terms of number so AWI. Lots of improvement activity to address the time associated with each step of a delay, but underlying volume remains an outlier. Options to further consider use of 13za legislation. Consider medical decision-making at the front door and MDT working to improve
- 4. Digital transformation**  
Still see scope for significant shifts around shared systems, data sets, single patient records etc. National work will help but huge opportunity locally to improve efficiency and quality.
- 5. Communications**  
Messaging around financial pressures and associated decisions are very challenging but similar across all organisations. Can we better align our messaging to improve visibility and public understanding. Especially important as we all embark on public consultation exercises - and coordination around CFA



## Appendix 2: Schedule of bi-monthly meetings

Meeting Date	Meeting Time	Meeting Format
29 February 2026	14:00-17:00	<u>In person/ MS Teams</u>
21 April 2026	14:00-17:00	<u>In person/ MS Teams</u>
24 June 2026	14:00-17:00	<u>In person/ MS Teams</u>
25 August 2026	14:00-17:00	<u>In person/ MS Teams</u>
20 October 2026	14:00-17:00	<u>In person/ MS Teams</u>
15 December 2026	14:00-17:00	<u>In person/ MS Teams</u>
16 February 2027	14:00-17:00	<u>In person/ MS Teams</u>

**South Ayrshire Council**

**Report by Chief Executive  
to South Ayrshire Council  
of 14 May 2026**

**Subject: Council Plan 23-28: Midway Progress Report**

**1. Purpose**

1.1 The purpose of this report is to update members on the Council’s progress on delivering the ambitions set out in the Council Plan 23-28.

**2. Recommendation**

**2.1 It is recommended that Council:**

**2.1.1 Notes the achievements detailed in the progress report attached in Appendix 1.**

**3. Background**

3.1 The South Ayrshire Council Plan (2023-2028) was approved in March 2023. The strategy sets out a shared framework that promotes a common understanding and supports services and partners to work collaboratively to improve outcomes and wellbeing for our communities

3.2 As highlighted in the plan, ‘the place based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve’.

3.3 There are three high-level priorities within the plan focusing on Spaces and Places; Live, Work and Learn; and Civic and Community Pride. These priorities are supported by seven related outcomes:

<i>Priority</i>	<i>Outcomes</i>
Spaces and Places	<p><b>Moving around and the environment</b> – Everyone can access streets, places and spaces that are well connected, well designed and maintained.</p> <p><b>Play, Sport and Recreation</b> – Everyone can access a range of high quality, safe, well maintained,</p>

	accessible places with opportunities for play, sport and recreation.
<i>Priority</i>	<i>Outcomes</i>
Live, Work, Learn	<p><b>Education and lifelong learning</b> – Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.</p> <p><b>Work and economy</b> – Everyone benefits from a local economy that provides opportunities for people and helps our businesses flourish</p> <p><b>Housing</b> – Everyone can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected.</p>
Civic and Community Pride	<p><b>Pride in South Ayrshire</b> – Everyone (residents, visitors and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.</p> <p><b>Community Engagement</b> – Everyone has the opportunity to influence and contribute to what happens in their local area.</p>

3.4 A fourth, internal outcome: Effective and Efficient Enabling Services, is also reported on. This gives support services an opportunity to highlight their continuous improvement and demonstrate their vital role in delivering the Council’s ambitions.

3.5 The plan also recognises the cross-cutting nature of our work and paved the way for the Council’s Integrated Impact Assessment (IIA). The IIA has been operational since September 2024 and has been lauded as best practice by national partners. An update was provided to [Service and Partnership Performance Panel in May 2025](#) with a further update due to be considered in June 2026.

3.6 Having been critical of the previous Council Plan (18-23), Audit Scotland acknowledged in the Council’s Annual Accounts that the Council had made good progress with performance reporting and has adopted a systematic and comprehensive approach.

#### 4. Detail

4.1 Scrutiny of performance against the Council Plan is undertaken by the Service and Partnership Performance Panel twice a year (Quarters 2 and 4).

4.2 This report sits outwith the usual reporting cycle and gives members an opportunity to reflect on some of the Council’s achievements as we pass the half-way point of this strategic plan.



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

#### 14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy and the contents of this report reflect any feedback provided.

#### 15. Next Steps for Decision Tracking Purposes

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>

**Background Papers**    [Council Plan Approval – March 2023](#)

[Year 3 Q2 Update Report](#)

[Year 2 Q4 Update report](#)

[Year 1 Q4 Update Report](#)

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**Kevin Anderson, Assistant Director (Corporate Policy,  
Strategy and Performance)**  
**County Buildings, Ayr**  
**Email** [kevin.anderson@south-ayrshire.gov.uk](mailto:kevin.anderson@south-ayrshire.gov.uk)

**Date:** 23<sup>rd</sup> April 2026

# South Ayrshire Council Plan

2023-2028

## Mid-point Progress Update

2026





**Strengthening the connection  
between our places and the  
wellbeing of our communities.**



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# Introduction

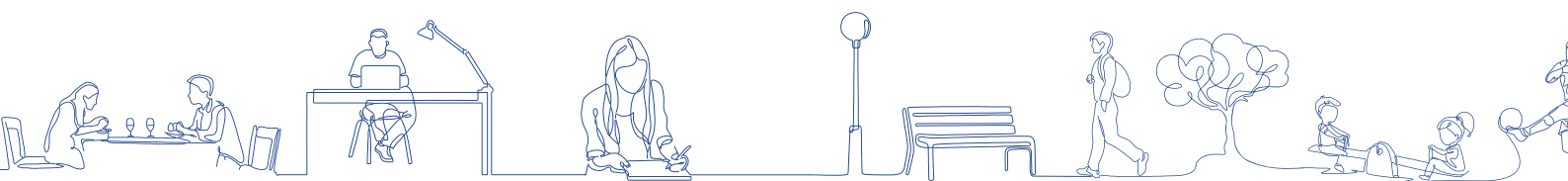
South Ayrshire Council Plan (2023-2028) was [approved](#) in March 2023, with a very clear emphasis on the connection between our places and the wellbeing of our communities and environment. As highlighted in the plan, 'the place-based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve'.

There are 3 high-level priorities within the plan focusing on Spaces and Places; Live, Work and Learn; and Civic and Community Pride. These priorities (along with seven supporting outcomes) provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

Year 1 Council Plan actions were [approved](#) by South Ayrshire Council in June 2023. Council plan actions are updated annually to close off completed actions and incorporate new actions during the life of the plan.

A [Performance Management Framework](#) is in place to support the reporting cycle which aligns to the requirements of the Accounts Commission's statutory performance information direction.

Delivery against the Council Plan has now reached the midway point, and this report provides a summary update on our key achievements during the first 3 years of implementation.



# Spaces and Places



In 2023, commitment was given to investing in South Ayrshire through the ‘Ward Capital Projects Programme’ reflecting the Council’s dedication to place and wellbeing, improving the quality of life for residents and visitors across the areas. The projects are designed to improve our spaces and places, promote civic and community pride and provide tangible benefits to residents and visitors. £8m has been committed to ward capital spending, with a further £2m committed to upgrading our promenades. A list of completed projects across the 8 wards can be found [here](#).

Looking forward, we have agreed to invest nearly £329m in delivering capital projects over the next 12 years. Capital projects are large scale, non-recurring investments such as the refurbishment of the Citadel Leisure Centre in Ayr which is set to cost around £11m:

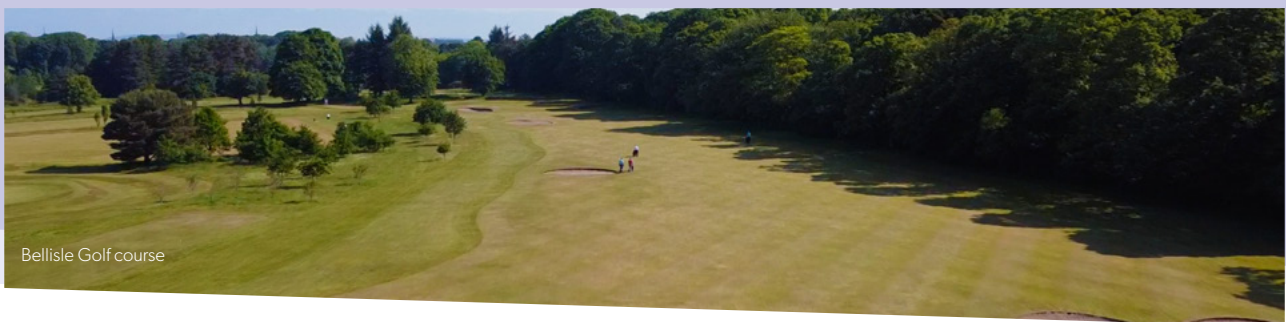
- Around £32m will be spent over the next three years on the new Girvan Primary School and Early Years Centre, with work recently starting on site;
- The refurbishment of Troon Leisure Club will cost £5.4m (including SALIX Public Sector Decarbonisation Scheme funding);
- Nearly £4.5m will be spent on improving golf courses;
- In Maybole, over £2.4m will be spent on helping to regenerate the town; and
- Nearly £40m has been earmarked for the Ayrshire Growth Deal. This funding may be used to improve commercial infrastructure around Prestwick Airport; additional funding would be required from the private sector.



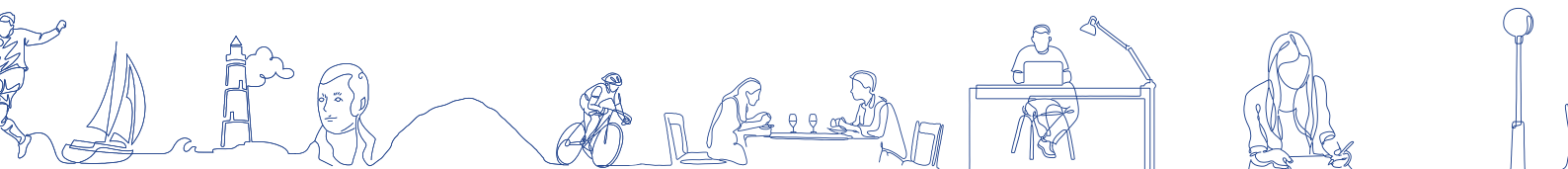
Girvan Primary School and Early Years Centre



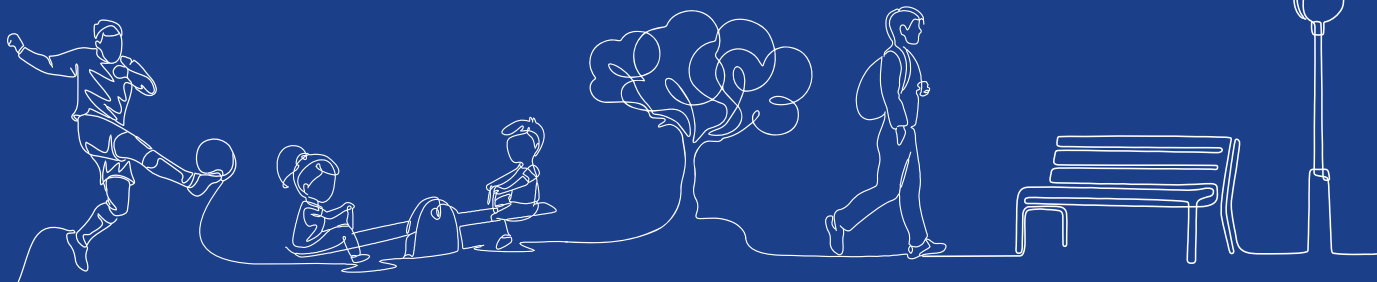
Troon Leisure Club refurbishment



Bellisle Golf course



# Spaces and Places



The Council has upped its ambitions and pace with regenerating Ayr Town Centre. Balfour Beatty have been appointed through ARA to deliver the £20m transformation of Burns Statue Square into a public realm space to spend time or to enhance pedestrian connections to the town centre and the seafront, as funded by the Levelling Up Fund:

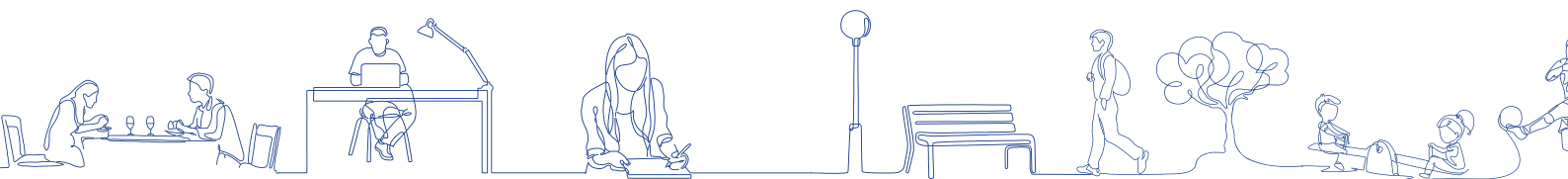
- Traffic modelling and topographical surveys are complete
- Streets UK have been appointed to commence public consultation in May 2026
- Detailed designs will follow public consultation

Aligned with regenerating the southern part of Ayr Town Centre, the Council has approved that work commence on developing the former Arran Mall and Hourstons building for housing.

- We are exploring a range of options for how the site could be developed.
- Demolition of the former Arran Mall and Hourstons is well underway.
- We have spent £317,000 on Arran Mall demolition works and a further £144,000 on fees and other costs in relation to Hourstons and Arran Mall (in 2025/26).

Alongside existing further Ayr Town Centre regeneration activity Ayr was awarded £20m of capital over 10 years by the Pride in Place UK Government initiative. Key highlights on Ayr Town Centre regeneration activity have been:

- Establishment of a local board to oversee and implement the Pride in Place project.
- 8 successful shop applicants in town centre 'Gateway' locations awarded £71,500 as part of the Ayr Shopfront Improvement Scheme, to enhance shop facades and frontages.
- Ongoing work with Newmarket Street Traders to assist their proposals to improve the street.



# Live, Work, Learn



Since 2023, we have invested approximately £120m in the Housing Capital Investment Programme. As part of this programme:

- Approximately £53m has been invested in new builds where 277 homes have been completed across the following developments: Mainholm - Ayr, St Ninians - Prestwick and the soon to handover Riverside Place.
- Approximately £5.7m has been invested in buybacks, allowing us to increase our affordable housing stock..
- The programme also includes a wide variety of projects including internal modernisation works, external fabric upgrades, door entry replacements, window replacement, dampness and condensation works and external environmental upgrades.
- 634 properties, both Council and private, have benefited from external wall insulation, saving residents an estimated £8.1m in fuel costs, and reducing carbon emissions by over 14,530 tonnes.



Mainholm housing development



St Ninians - Prestwick housing development

The Council continues to tackle homelessness, with over 2100 people receiving accredited Housing advice from partners in 2024/2025. This has been a contributing factor to a reduction in homeless presentations from 936 in 2023/24 to 696 in 2025, resulting in a reduction in hotel accommodation being required and families moving into settled accommodation.



The Working for Wallacetown initiative is also proving to be a success. Since 2023, there has been a 33% reduction in reports of anti-social behaviour and over 95% of tenants are saying they are satisfied with opportunities to have their say in local decision-making. There has been a 34% reduction in homelessness, a 25% reduction in police calls, a 19% reduction in fire incidents, a 9% reduction in A&E attendance and a 3% reduction in ambulance call-outs.

More than £50m has been invested in our schools and Early Years Centres since 2023, including the delivery of the Maybole Community Campus. Another £50m plus is committed to the ongoing Education Capital programme, including projects such as the new Troon Early Years Centre, the new-build Girvan Primary School (as previously highlighted), and the extension of both Struthers Primary School and Dalmilling Primary School.



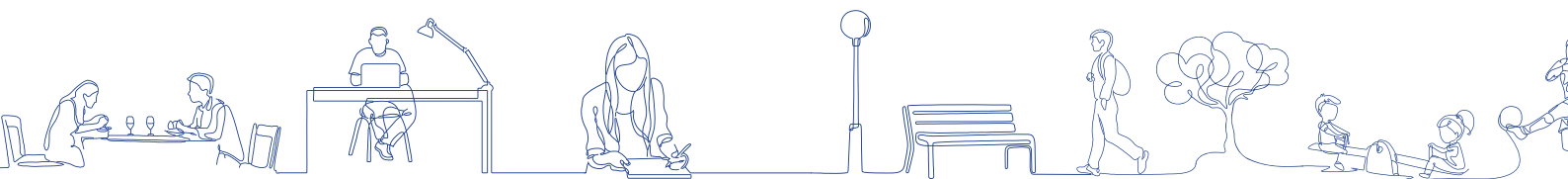
# Live, Work, Learn



Our Schools and Early Years Centres continue to receive strong school inspection reports from Education Scotland, and we have improved school attendance in both primary and secondary schools and increased SQA attainment. In 2024/2025, our attendance in primary schools reached 93.5%, an increase of 0.8% from the 2023-24 session. In our secondary schools, an improvement of 1.7% saw attendance rates increase to 88.3%. This brought our overall attendance rate to 90.9%. Figures also showed that the number of leavers attaining five or more awards at SCQF level 3 or better was 94.7% above the national average.



Recently published figures showed South Ayrshire has been placed above the national average in Scotland for positive school leaver destinations for yet another year. The School Leaver Destination Report (SLDR) stated that 97.3% of young people in South Ayrshire have a positive destination to progress to upon leaving school, compared to the national average of 95.7%. A key priority is to ensure that our children and young people succeed in achieving their goals by supporting education and essential life skills. This is delivered using a variety of methods, tailored to the needs of each individual young person.



# Live, Work, Learn

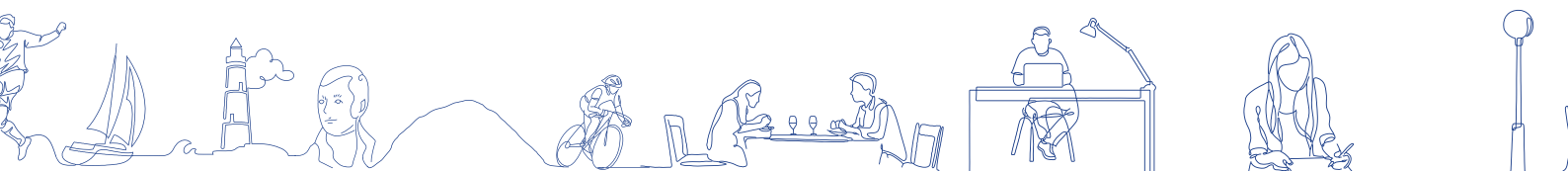


We recognise the role the Council has to play in mitigating the impact of climate change:

- The opening of a flagship net-zero building in Girvan, providing a base for the area’s grounds maintenance, waste management and golf operational staff with office space and welfare facilities. With its category A+ Energy Performance Certificate (EPC), the building has an outstanding energy performance of net zero carbon or better.
- A range of energy-efficient and customer-focused improvements have been made to Prestwick Leisure Centre. The Centre’s refurbishment has delivered significant sustainability benefits. A comparison of energy use between 2023 and 2025 shows a 38% reduction in gas consumption and a 60% reduction in electricity use. Taken together, these efficiencies are projected to save the council approximately £45,000 annually in avoided energy costs;



- Transitioning the Council’s car fleet to ultra-low emission. To date 75 ultra-low emission vehicles have been procured. In addition, all refuse collection vehicles and all pickups and vans have Euro 6 diesel engines which have extremely low emissions;
- The development of a new South Ayrshire Biodiversity Strategy setting out how we will contribute to the global effort to conserve and enhance biodiversity and respond locally to Scotland’s Strategic Framework for Biodiversity which seeks to halt loss by 2030 and restore biodiversity by 2045. Key initiatives planned for the next 5 years include the launch of the ‘Stepping Stones’ project to connect communities with nature;
- Continued work on the Coastal Adaptation Plan with phase 2 work in Ballantrae now completed. Work will now commence along the wider Ayrshire coastline;
- A new Sustainable Development and Climate Change Strategy which sets out clear targets, including achieving net zero by 2045 and reducing measured organisational emissions by 75% by 2030. Significant progress has already been made - in 2024 and 2025 we reduced electricity and gas consumption in our buildings by 11% and 7% respectively; and
- We have a Local Heat and Energy Efficiency Strategy (LHEES), which sets out our long-term plan for improving energy efficiency and decarbonising heat in buildings across the SAC area. This will mean ensuring all buildings, homes, businesses, and public sector, are well insulated and utilising a zero-carbon heating source. LHEES is a mandatory part of Scottish Government Heat in Buildings work and are driven by our statutory targets for net zero, and 2040 fuel poverty targets. This is a vital part of how we tackle climate emergency locally and nationally.

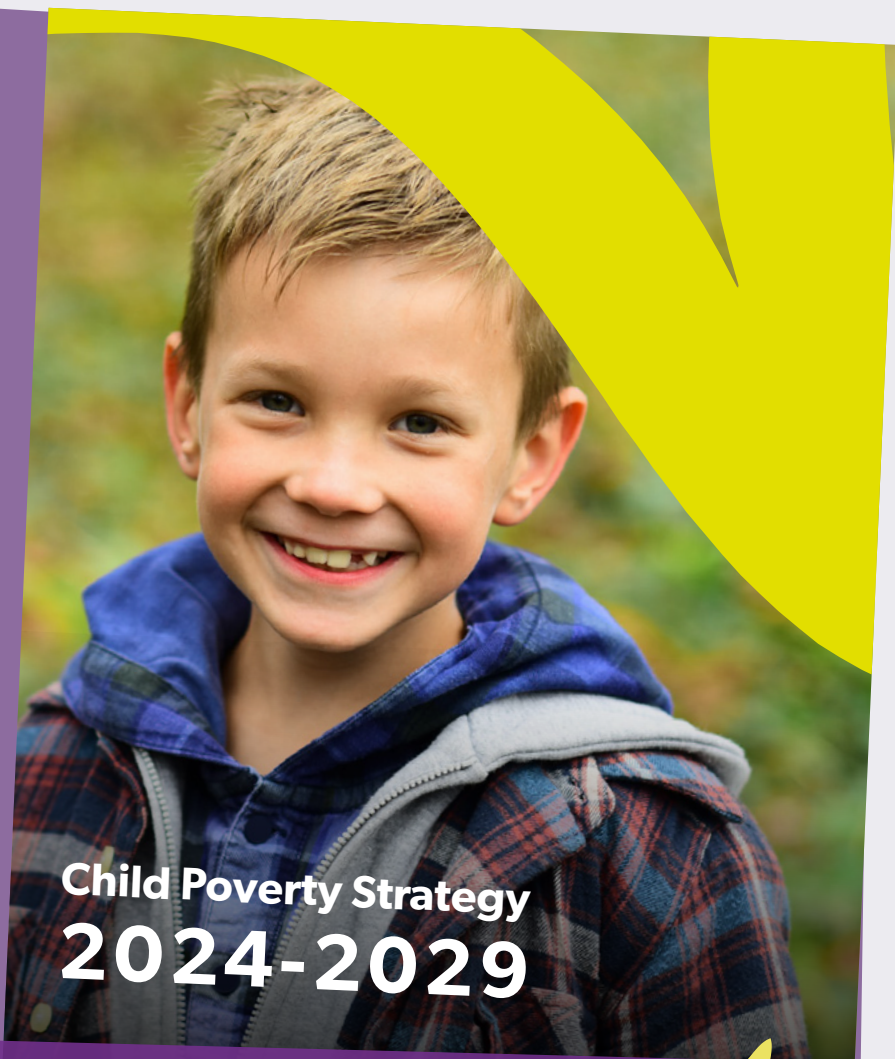


# Live, Work, Learn



In 2024/25, 15% of children in South Ayrshire were living in relative poverty after housing costs. This is a decrease of 0.9% from the previous year. It is slightly higher than the Scotland rate of 14.8%. During this period South Ayrshire ranked 13th out of the 32 authorities for lowest child poverty rates in Scotland and is an improvement from the previous year. South Ayrshire has the lowest rate of all Ayrshire authorities. In April 2024, the Community Planning Board approved a new Child Poverty Strategy for the period 2024-2029 allowing for a longer-term, systematic approach with an increased locality focus. Our [first annual progress report](#) on our new strategy and supporting action plan received extremely positive feedback where our structured approach and strengthened accountability and transparency has been recognised nationally.

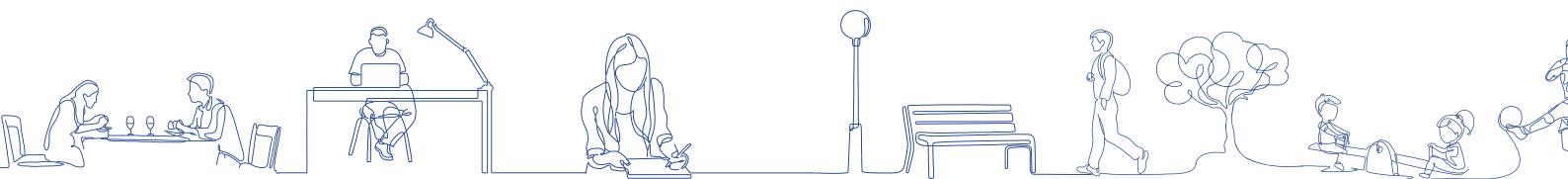
*(Please note there has been a change in the methodology, and DWP are now publishing after housing costs statistics. The newly published figures should not be compared with End Child Poverty Coalition's previously published local area statistics)*



## Child Poverty Strategy 2024-2029

**Our first annual progress report on our new strategy and supporting action plan received extremely positive feedback**

South Ayrshire  
COMMUNITY  
PLANNING  
Partnership



# Civic and Community Pride



The International Ayr Show – Festival of Flight has been delivered successfully over the past 3 years. Visitor numbers continue to increase annually – the 2025 event had an estimated 260,000 visitors over two days, making it one of Scotland’s largest free outdoor events and a major draw for Ayr and South Ayrshire. From an economic perspective, the event generated significant spending and value for South Ayrshire, with a net gross value added of £7.2m signifying a major economic return for South Ayrshire drawing in large volumes of visitors from outside the area, increasing overnight stays and higher-value spending. Showing significant improvement compared 2024, it represents a strong return on investment and a major opportunity to continue growing South Ayrshire’s profile as a leading Scottish visitor destination.



**The 2025 airshow had an estimated 260,000 visitors over two days, making it one of Scotland’s largest free outdoor events**



# Civic and Community Pride

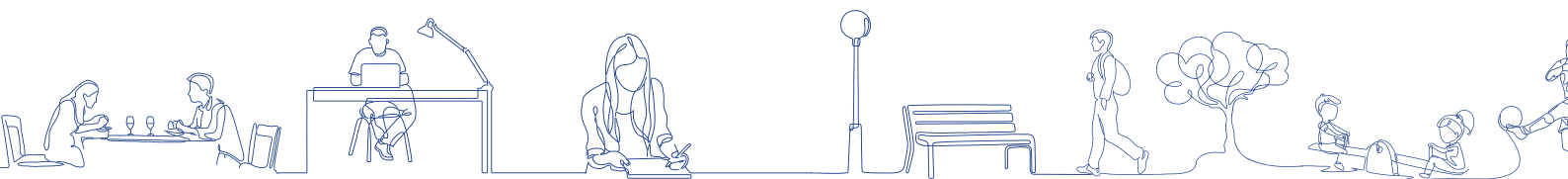


A new Local Outcomes Improvement Plan 2024-2029 was approved by South Ayrshire Community Planning Board in April 2024. With two high level outcomes focusing on place and wellbeing, there are 14 key priority areas incorporating Children’s Services, Community Safety, Population Health, Sustainability and Financial Inclusion and Growth. Some of the key findings from the first year (2024/2025) annual report include:

- 6,410 Information and Advice cases were handled in the financial year 2024/2025, resulting in a financial gain totalling £6,625,780 to local households and the economy;
- Taxi marshals worked 627 hours over 51 nights - this allowed over 10,400 people to use a taxi service with only 6 incidents requiring intervention;
- Over 600 hours were volunteered by Street Pastors over 48 nights;
- Targeted community safety inputs were delivered to 1780 pupils across 15 schools;
- Development of a new Ageing Well strategy and action plan which will work with communities to help take on the issues associated with the area’s rising older population; and
- The development of an innovative Green Health Calendar designed to inspire people to embrace nature to enhance their wellbeing.



**A new Local Outcomes Improvement Plan 2024-2029 was approved by South Ayrshire Community Planning Board in April 2024**



# Civic and Community Pride



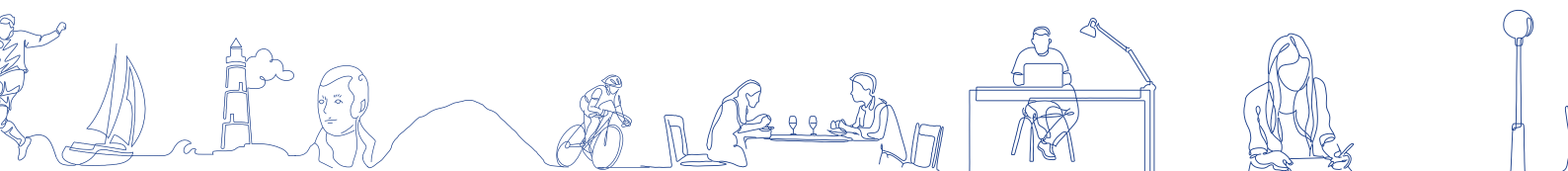
## Girvan Regeneration



*Girvan's Story* is a community-led regeneration project which aims to deliver improvements to several of Girvan's landmark buildings, alongside a programme of traditional skills training and heritage activities. We are committed to the success of this project, investing almost £1m to support regeneration in Girvan, as part of a wider circa £6m programme along with the National Lottery Heritage Fund, Historic Environment Scotland and the Scottish Government's Regeneration Capital Grant Fund. Target sites for restoration, which have been prioritised in consultation with the community are: The McKechnie Institute, Knockcushan Street Town Hall Tower, known as Stumpy Jail, a former bank on Dalrymple Street and the historic Stair Park Bandstand.

The [Maybole Regeneration Project](#) is a unique partnership between Maybole Community Council and South Ayrshire Council with a strong focus on community lead regeneration. We are committed to the success of this project, investing £1m in the regeneration of Maybole, as part of a wider £7.5m programme with a number of major partners including Historic Environment Scotland, The Heritage Lottery Fund, Sustrans, The Scottish Government, and North Carrick Community Benefit Programme. To date, the project has led to the transformation of the town hall, the refurbishment of Goudie's and the creation of a community hub. The rejuvenation of the town's 16th century castle is expected to be completed this year.

## Maybole Regeneration





**South Ayrshire Council**  
**Report by Chief Executive**  
**to South Ayrshire Council**  
**of 14 May 2026**

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**Subject: Delivering the Council's ambitions**

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**1. Purpose**

- 1.1 The purpose of the report is to set out a strategy for increased delivery of the ambitions contained within the Council Plan and to seek approval to establish the Programme of Work, associated strategic boards and supporting reporting arrangements, along with next steps.

**2. Recommendation**

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

- 2.1.1 Approve the strategy contained herein to increase delivery of the ambitions contained within the Council Plan;**
- 2.1.2 Approve the establishment of a Programme of Work and associated strategic boards;**
- 2.1.3 Approve the reporting arrangements for the Programme of Work;**
- 2.1.4 Upon approval, note that proposals to fully embed the Council's transformation approach '*Shaping Our Future Council*' within the new strategy and arrangements will be brought forward to Cabinet in October 2026; and**
- 2.1.5 Approve the next steps summarised in Table 1 in paragraph 4.24 of the report.**

**3. Background**

- 3.1 The Council approved its Council Plan in 2023. The Plan sets out ambitions to reduce inequalities and a range of ambitions around three key priorities: Spaces and Places, Live, Work, Learn, and Civic and Community Pride.
- 3.2 It describes some cross-cutting themes, and how the Council Plan fits with the work of the Community Planning Partnership.
- 3.3 South Ayrshire faces some significant challenges, not least looming demographic issues which will have a significant impact on Council and partner services. By 2032, South Ayrshire is forecast to have a population decrease of 6.5%, one of only nine council areas

in Scotland to decrease in population. By 2043, the working age population is forecast to decrease by 14%, with those of pensionable age increasing by 17% and over-75s increasing by 65%

- 3.4 Should there be no mitigating action, it is considered highly likely that these forecasts will put intolerable and likely unmanageable strain on Council and partner services, while embedding a declining economy.
- 3.5 It is highly unlikely that the financial position facing local government in Scotland will significantly improve in the medium term. Rising costs, pay awards, significant service pressures (particularly in adult health and social care) and a reducing working-age population all combine to present significant budgetary challenges.
- 3.6 The latest Medium-Term Financial Plan sets out that a cumulative budget gap of up to £28.6million can be expected to 2031.
- 3.7 It should be noted that, against that backdrop, the Council will continue to have revenue resources of around £400million at its disposal. It is essential that resources are utilised to not only continue to deliver the best possible services but that longer-term ambitions for the future of South Ayrshire are prioritised.
- 3.8 The Council Plan has ambition at its heart and the Council continues to deliver on that ambition, as detailed elsewhere on this agenda.
- 3.9 The Plan provides a robust basis from which to move forward. However, it is less clear how that ambition varies from day-to-day delivery of service and how achievement in terms of better outcomes is measured.
- 3.10 The Council's updated approach to transformation, '*Shaping Our Future Council*', refreshed in 2024, has achieved some success in terms of making improvements and efficiencies and realising cashable benefits which support the Council's ongoing financial sustainability. The agreed transformation priority areas are our assets; our workforce; our technology and our delivery model. It is essential that progress continues to be made in delivery of *Shaping Our Future Council*.
- 3.11 Therefore, an opportunity exists to accelerate the pace of change and refocus operational priorities while ensuring the whole resource of the Council is used to maximum effect with no consideration to existing organisational boundaries.
- 3.12 The challenges outlined above require a step change in delivering on ambition, collectively utilising the resources of the Council (regardless of service area) and working with partners to achieve better medium and long-term outcomes for the people of South Ayrshire while addressing the longer-term challenges.

#### **4. Detail**

- 4.1 While the Council Plan sets a high-level direction for the Council, it largely relies on service plans and performance reporting at a service level to measure success. While this is appropriate – and the delivery of Council services requires annual planning and reporting, some of it as part of national frameworks or by statute – it is considered necessary to reframe delivery of the Council's longer-term ambitions.
- 4.2 The most significant challenges facing the Council are medium and long-term in nature, and so delivery of ambition must reflect that position. In addition, none of these significant challenges can be met by services acting in isolation. They will require genuinely corporate and cross-cutting work to ensure a sustained focus and cohesive delivery.

- 4.3 To achieve this strategic focus, it is proposed that a thematic Programme of Work is established, sharply focused on delivery of medium and long-term ambition. It is important to distinguish this Programme from the business-as-usual service delivery undertaken by the Council; these activities will continue to be delivered by services and reported to Council within the current arrangements.
- 4.4 It will allow for appropriate flexibility in the delivery of complex and interconnected projects and plans critical to achieving the Council's ambitions.
- 4.5 This should not be seen as another layer of complexity. Rather, it should allow necessary corporate focus and member oversight of strategic ambition and delivery, bringing clarity to the achievement of the Council's ambitions. In implementing this strategy, it should be recognised that choices will have to be made about the direction of resource (both in terms of time and budget) to ensure the best possible chance of success.

4.6 **Key strategic principles of the Programme of Work**

The challenges outlined are well understood. There are three key strategic themes which require to be developed further and which represent the best opportunity to ensure a thriving South Ayrshire in the future. These are designed to stabilise the working-age population base, make people and communities more prosperous and reduce avoidable demand on Council and partner services through prevention and sustainability.

4.7 *The economy*

We will ensure that our Programme of Work activity is focussed on inclusive growth of the economy. It is a basic fact that a wealthier population leads to better health outcomes, better places and better prospects for people.

Delivering increased inclusive growth requires achieving maximum benefit from Council capital expenditure, increased partnership with other councils and governments to achieve the greatest possible benefit from investment and understanding the needs of a future economy and the opportunities within that landscape. In achieving this, we recognise that the rural economy requires particular interventions and supports.

Closer partnership with employers and exploiting opportunities for inward investment are also critical to success, as will ensuring a working-age population is able to access these opportunities and therefore stay in South Ayrshire to contribute to the economy. Increased housebuilding, both socially rented and private, has a critical role to play in supporting construction jobs, increasing the council tax base and increasing local spend.

In developing this strategic theme we understand that our economy is inextricably linked with the economy of Ayrshire as a whole. Increasingly, both UK and Scottish Governments consider economic investment and development as regional. Against that backdrop, the continued development of regional economic policies and strategies is recognised as essential to growth in South Ayrshire.

4.8 *Pathways to sustainable employment*

Closely interlinked with the economy theme is a need to ensure pathways to sustainable employment is available to the people of South Ayrshire.

While this means understanding the future economy, it also means ensuring that barriers to entry, such as poverty and inequality, for employability are identified and removed. Ensuring curricular pathways in schools will be critical, as will maximising available support for people furthest from the jobs market.

Working with partners in the further and higher education sectors, governments, other public sector partners and businesses in a systematic and coherent way will be a key feature of delivering under this strategic theme.

#### 4.9 *Infrastructure, places and people*

Places within South Ayrshire are all different, with different needs, challenges and opportunities. A clear, purposeful and coherent vision for places requires to respond to these factors. South Ayrshire Council should be a leader of place, inspiring long-term change through its policies and strategies and working closely with diverse communities to implement changes which achieve better outcomes.

The Council has a key role to play in direct delivery, for example through capital expenditure. It is essential that the capital programme remains focussed on strategic outcomes and, to this end, will be subject to comprehensive review to ensure that focus. This review will be clearly linked to our asset management plan and will result in a capital programme which will be smaller in scale, more deliverable, and more targeted at strategic outcomes.

It must be recognised, and fully embedded across the organisation, that the Council also has a significant role to play through delivery of the Ayrshire Growth Deal, Regional Economic Strategy and other initiatives delivered in partnership with others.

A strategic focus on communities and people who need the most support is essential to community resilience. We require to fully understand and plan how Council, partner and voluntary services can play a role which supports and provides opportunities for the most vulnerable people while making best use of our collective assets.

#### 4.10 **Developing the Programme of Work**

To meet the challenges and strategic themes outlined above, five thematic Programme of Work boards will be established at officer level:

- Thriving Places
- Brighter Futures
- Resilient People
- Sustainable Futures
- Future Council

These boards will be comprised of, and chaired by, chief officers. Relevant subject matter experts (for example in finance, legal, procurement and communications) will attend the boards as required.

#### 4.11 *Thriving Places*

Thriving Places is about ensuring that the places of South Ayrshire are well connected, well designed and support a growing economy. It will accelerate the coherent use of spaces and facilities in South Ayrshire's towns.

The Thriving Places strategic board will oversee capital investment, business support and inward investment, and the Ayrshire Growth Deal.

It will also drive the development of comprehensive Town Visions and support development of housing opportunities in the private and social rented sectors.

*Links to Council Plan priorities:* all priorities.

#### 4.12 *Brighter Futures*

The Brighter Futures strategic board will ensure that early years and school education provides the best possible opportunities for young people in South Ayrshire. It will also focus on adult learning and employability pathways, working with others to ensure a skills mix which gives the best possible opportunity for the people of South Ayrshire to access the jobs of the future.

Volunteering already plays a critical part in services to people in South Ayrshire, and the Brighter Futures strategic board will ensure that support and opportunity for the voluntary sector is available and coherent.

It will also support entrepreneurship across South Ayrshire, working with businesses and business groups to support business creation

*Links to Council Plan priorities:* Live, Work, Learn

#### 4.13 *Resilient People*

The Resilient People strategic board is aimed at ensuring that people and communities have the supports in place to thrive. It will ensure that whole family support is targeted at those who need it most and with a focus on coordinating Council and other services in a way which works for people.

It will develop ways in which community planning, partnership and capacity can be maximised and focus on early intervention and prevention to provide better outcomes for people and efficient use of Council resources.

By necessity, successful delivery will require extensive and embedded partnerships with NHS Ayrshire and Arran, Police Scotland, Scottish Fire and Rescue and others.

*Links to Council Plan priorities:* Live, Work, Learn

#### 4.14 *Sustainable Futures*

The Council has bold ambitions around its climate obligations and sustainability. The Sustainable Futures strategic board will oversee development and delivery of work to manage carbon and climate adaptation

It will examine opportunities for energy efficiency and generation, maximising potential in this area for renewable energy and income generation. Recognising that active travel is an essential part of decarbonisation and promotes healthy lifestyles while being a significant part of national policy, the Sustainable Futures strategic board will identify and promote active travel networks, working with government and other agencies.

*Links to Council Plan priorities:* all priorities.

#### 4.15 *Future Council*

The Future Council strategic board is an enabler of the overall Programme of Work. It will identify and oversee interdependencies between the other strategic boards' activity, ensuring that barriers are broken down where necessary. It will, by necessity, link directly to the work within the Council's existing Transformation Programme. The Transformation Board will continue to provide delegated decision-making on investment for transformation projects via the Transformation Fund.

The Scottish Government set out its Public Service Reform strategy in 2025. Among its aims for change, the strategy sets out that simplification, local integration, removal of duplication and shared services are central to the future of public services in Scotland.

Public service reform will gather pace across Scotland in the coming months and years, and the Future Council strategic board will consider national developments as well as driving forward work with the other Ayrshire councils and NHS Ayrshire and Arran on the necessary development of joint working, removal of duplication and shared services.

Future Council will be responsible for achieving the commitments set out in the Council's Workforce Plan and will have responsibility for the overall direction of the Programme of Work, performance, assurance, risk and communication.

*Links to Council Plan priorities: all priorities.*

#### **4.16 Developing the Programme**

As part of the next steps outlined in table 1 below, rapid analysis of all activity not classed as business-as-usual will be prioritised into the Programme of Work. A series of workshops will then take place based on the key strategic themes of the Programme to identify opportunities which can be taken forward.

A set of prioritisation criteria will be developed to ensure that projects contained within the programme align with the Council plan and the LOIP. This will include reducing inequalities, positive financial impact and an assessment of deliverability.

Only projects with a clear benefit profile and robust resourcing assumptions will enter the Programme. To avoid duplication and manage ability to resource projects, new projects will only enter the Programme as part of the annual review. Exceptionally, projects may enter the Programme mid-cycle where required by statute, urgent local priority or time-limited funding availability. Any such exceptions will require approval through the Corporate Management Team to protect overall capacity.

Aligning the focus of the Council's transformation activity to its strategic priorities and wider Programme of Work will ensure change resource and activity is targeted to support the overall ambitions of the Council. It is also anticipated that leadership and ownership of transformational change projects will be enhanced and strengthened as a result of stronger cross-Council working arrangements.

#### **4.17 Accountability and governance**

The Corporate Management Team (CMT) will serve as the sponsoring body for the delivery of the Programme of Work. CMT will also have decision-making authority where there is the potential of conflict of ownership of projects between boards, or where a way forward for interdependent projects cannot be agreed at board level.

Specific significant Programme items will be reported to Cabinet as required and in accordance with the delivery plan. Overall Programme progress reports will be submitted to Council annually, with quarterly programme update briefings delivered to members and a mid-year highlight report to Cabinet.

Programme risk and assurance arrangements and monitoring of risk will be reported to the Audit and Governance Panel, with frequency to be determined once risk monitoring and management arrangements are finalised, with an appropriate approach to managing risk appetite, how risks are aggregated and assurance of benefits.

Boards will be responsible for managing risks and controls, with corporate assurance controls (finance, legal, HR and communication) built into the framework.

Each board will have a Terms of Reference which, as a minimum, will detail purpose, scope, membership, quorum and meeting frequency. Terms of Reference will include decision rights and delegated authority, including escalation routes for interdependent work and any conflicts of ownership, with unresolved issues escalated to CMT.

Appendix 1 shows the structure of the Programme and related governance arrangements.

#### **4.18 Measuring success**

The Programme of Work is designed to deliver long-term ambition. While the Council utilises a range of performance indicators – a mix of statutory, internal and Local Government Benchmarking Framework measures – it is essential that measurement of success reflects the long-term ambitions.

To this end, a suitable suite of indicators – all externally measured – will be developed as part of the performance framework for the Programme. These will be based around better outcomes linked to the strategic themes and the Council Plan themes.

These indicators must be publicly reported by the partner or external body, with a defined publication timetable and methodology.

At a programme level, the following outcomes are appropriate and measurable through a range of external indicators:

PO1	Inclusive economic growth strengthens local prosperity	Thriving Places
PO2	More people access sustainable employment pathways	Thriving Places, Brighter Futures
PO3	Children and young people have better life chances through attainment, skills and destinations	Brighter Futures, Resilient People
PO4	Health and wellbeing improve with fewer avoidable interventions and a reduction the dependency ratio for older people	Resilient People
PO5	Communities are more resilient, safe and connected	Resilient People, Thriving Places
PO6	Towns and neighbourhoods are more vibrant and attract investment, supporting jobs and enterprise	Thriving Places, Sustainable Futures
PO7	Net zero progress accelerates and climate resilience increases	Sustainable Futures
PO8	Capital and assets are optimised for strategic, long-term outcomes	Thriving Places
PO9	Public service reform delivers efficiency and better user experience	Future Council
PO10	Workforce and organisational capability support sustainable delivery	Future Council

The indicators will be submitted for approval as part of the next steps. A clear benefits realisation methodology will be developed to ensure outcomes remain the overriding focus of the Programme. Each board will be accountable for project-level outcomes.

Business as usual and service performance will continue to be scrutinised by the Service and Partnerships Performance Panel.

#### 4.19 **Review of existing strategies**

The Council, like all local authorities, has a number of key policies and strategies. Some of these are required by law, but most are decided on by the Council, with a complicated combination of strategies running over multiple years.

This picture can be confused, with older strategies overlapping with more recent ones and performance against these strategies not necessarily as focused as it could be. Therefore, a strategy review will be undertaken, with a refreshed strategic framework presented to the Council in due course. This framework will clearly define the strategies seen as essential to success, with unambiguous timelines for update and performance reporting. The review will also consider amalgamation of existing strategies where appropriate, and the cessation of some strategies where these are outdated, superseded or ineffective

#### 4.20 **Review of capital**

Audit Scotland, in its Best Value assessment of the Council's asset management arrangements, recommended that there should be closer strategic alignment of capital plans

to asset management and better analysis of how capital investment aligns with the Council Plan.

Clear benefit and alignment with the Council Plan and the strategic intent of the Programme of Work are essential to delivery of the Council's ambitions. A review of the council's capital programme and alignment with asset management plans will be led by the Depute Chief Executive and be presented for approval by Council in January 2027.

The capital review will be aligned to *PO8 - capital and assets are optimised for strategic long-term outcomes*, and approved by CMT before submission to Council for approval.

#### **4.21 Structure of Council services**

The Programme of Work will be genuinely cross-cutting; no single service will be responsible for its delivery. Equally important is the continued delivery of Council services as business-as-usual.

To better facilitate and support the Programme of Work and better alignment to the key strategic themes, an opportunity exists to examine the structure of Council services. This will include the overall management of the Programme and outcomes to ensure success, and identification of where there is an opportunity to accelerate delivery of projects already agreed.

With respect to day-to-day-delivery of services, the new structure must also empower chief officers to efficiently discharge the Council's services.

The Chief Executive will present a proposed structure to meet these requirements as part of the next steps of implementing the Programme of Work approach.

#### **4.22 Management of the Programme**

The Assistant Director (Transformation) will establish suitable programme management arrangements. Any programme management resource requirements will be met within existing budgets or through the proposed restructure of services.

Programme management includes portfolio planning, reporting, benefits realisation, risk and issue management, and dependency management across boards.

#### **4.23 Development of next Council Plan**

The current Council Plan expires in 2028. The development of a Council Plan is by necessity complex and requires extensive internal engagement as well as with community planning partners, the community and voluntary sector and with communities themselves. As such, development of the new plan will begin in late 2026 with approval from Council achieved by early 2028.

By necessity, the Programme of Work will require to align with emerging priorities during the development of the Council Plan and with continued development of the Local Outcomes Improvement Plan. However, because the pressures facing the Council impact on partners and communities, an opportunity exists to examine the possibility of a single Community Plan which incorporates both the Council Plan and a refreshed LOIP. Officers will consider this possibility in more depth and report to Council in due course.

#### **4.24 Next steps**

Table 1 sets out the next steps in developing and delivering the Programme of Work.

**Table 1**

<b>Activity</b>	<b>Finalised by</b>	<b>Approval</b>
Establishment of boards - chair, vice chair and members appointed - Terms of Reference agreed	July 2026	Chief Executive
Restructure of Council Services	September 2026	Cabinet
Review of existing strategies	September 2026	Cabinet
Detailed Programme of Work and performance framework	October 2026	Council
Risk and assurance framework for Programme of Work	November 2026	Audit and Governance Panel
Review of capital	January 2027	Council

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

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 There are no direct financial implications arising from this report.

## **7. Human Resources Implications**

7.1 There are no direct HR implications arising from this report.

## **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations. The contents of this report enable the Council to support all Council Plan priorities.

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

8.2.1 If the Council rejects the recommendations its ability to maximise benefit from its Council Plan priorities will be compromised, potentially leading to poorer outcomes for people and communities.

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

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment, since they reflect the priorities of the Council Plan which have undergone such assessment. Individual projects in the Programme of Work will be subject to suitable assessment.

## **10. Sustainable Development Implications**

10.1 This report does not require a strategic environmental assessment. Individual projects in the Programme of Work will be subject to such assessment as necessary.

## 11. Options Appraisal

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

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to all Council Plan priorities.

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

- 13.1 The implementation of the recommendations in this report will support delivery of Shaping Our Future Council.

## 14. Results of Consultation

- 14.1 There has been no public consultation on the contents of this report
- 14.2 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy, and the contents reflect feedback provided.

## 15. Next Steps for Decision Tracking Purposes

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

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Restructure of Council services	September 2026	Chief Executive
Review of existing strategies	September 2026	Assistant Director (Corporate Policy, Strategy and Performance)
Detailed Programme of Work and performance framework	October 202	Chief Executive
Risk and assurance framework for Programme of Work	November 2026	Chief Executive
Review of capital	January 2027	Depute Chief Executive

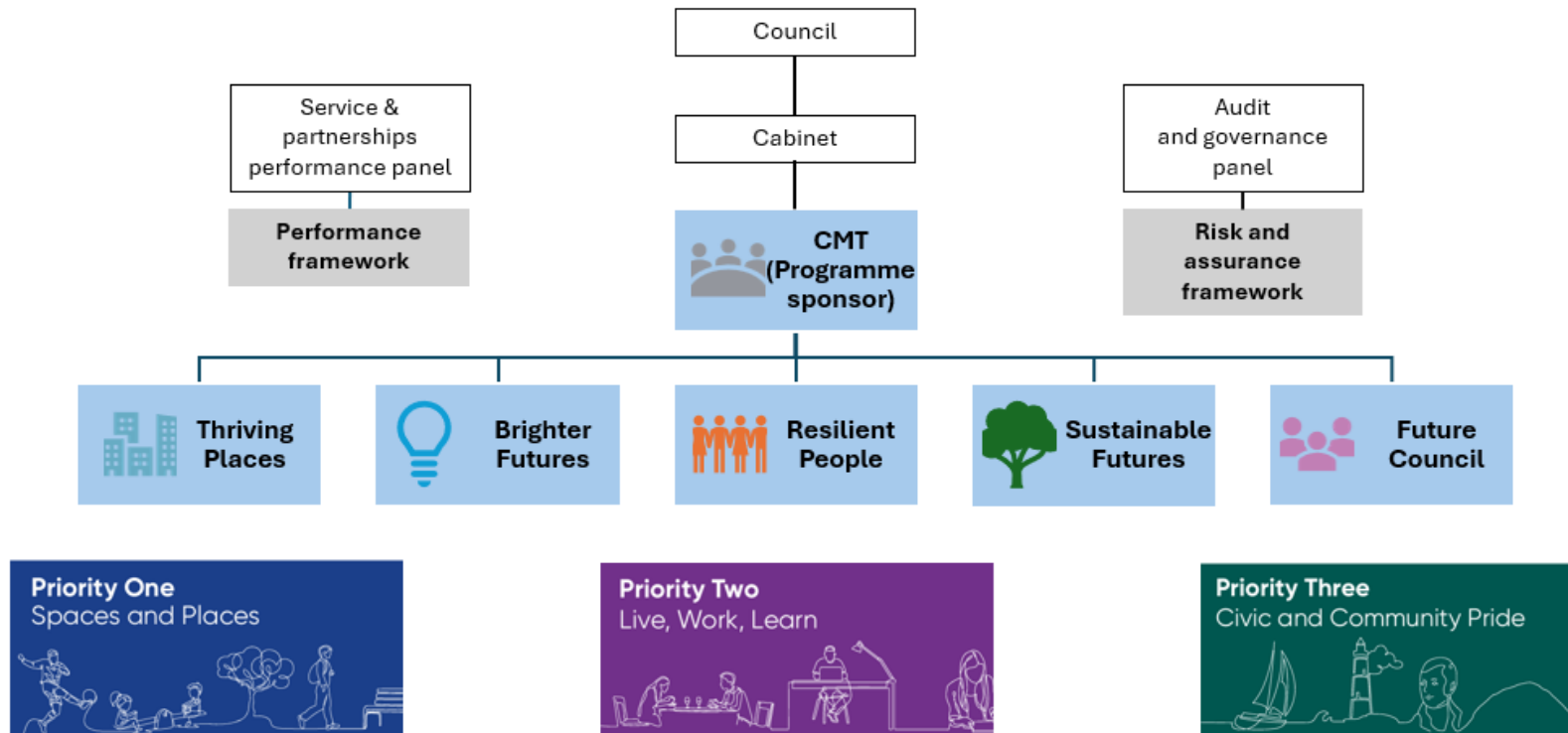
**Background Papers**

**Person to Contact**

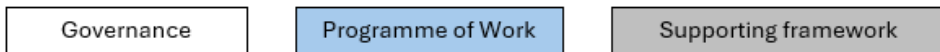
**Stephen Penman, Chief Executive  
County Buildings, Willington Square, Ayr, KA7 1DR  
Phone 01292 436 990  
E-mail [Stephen.Penman@south-ayrshire.gov.uk](mailto:Stephen.Penman@south-ayrshire.gov.uk)**

**Date: May 2026**

# Appendix 1



**Key:**



# Integrated Impact Assessment Summary Report

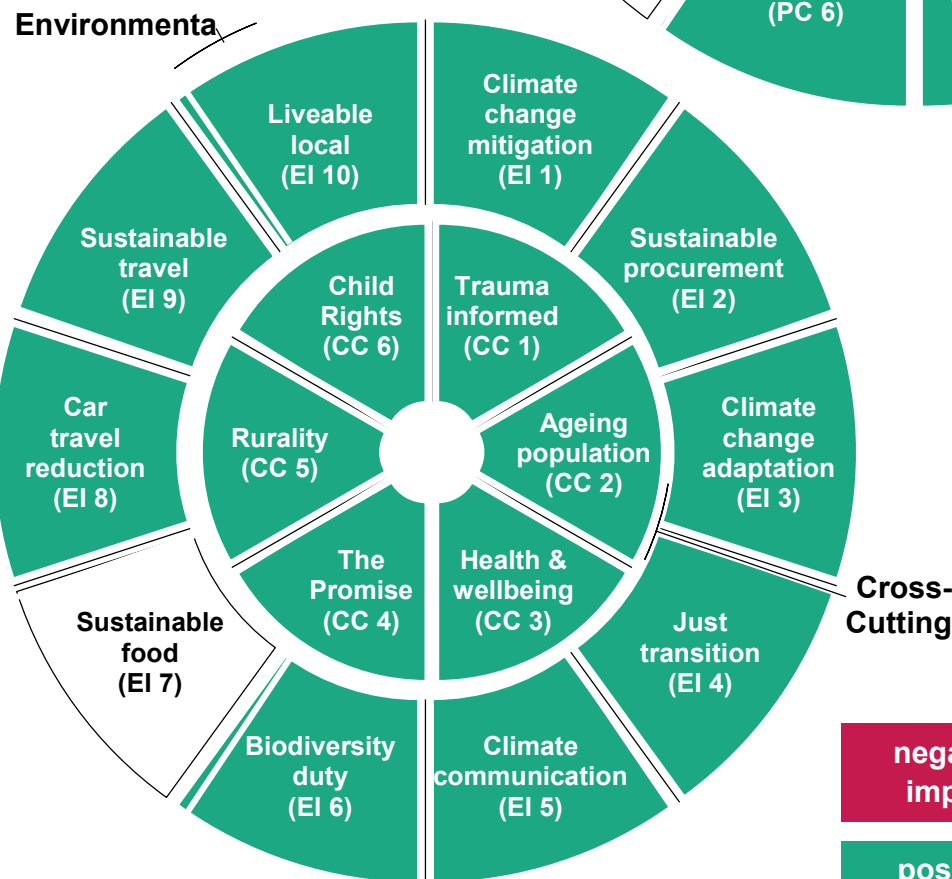
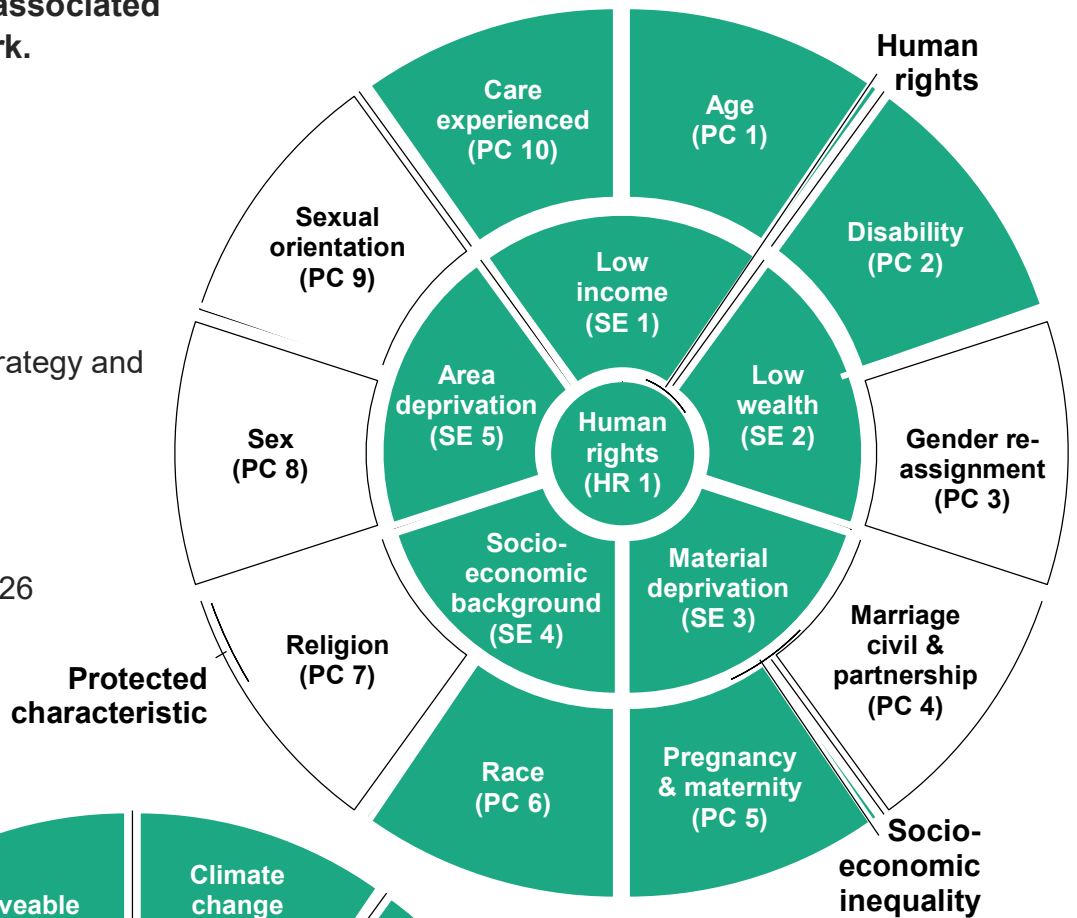


A strategy for increased delivery of the ambitions contained within the Council Plan and associated programme of work.

Completed by:

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

Date started 24/4/2026



To be implemented on:

14/05/26

Review date:

Annually

Oversight Panel:

Cabinet

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

---

**Public sector equality duty**

---

Eliminating unlawful discrimination, harassment, and victimisation?

Places within South Ayrshire are all different, with different needs, challenges and opportunities. A clear, purposeful and coherent vision for places through the key strategic themes and wider programme of work will respond to these factors.

---

Advancing equality of opportunity?

Through our wider programme of work, in particular, Resilient People, we want ensure that people and communities have the supports in place to thrive. It will ensure that whole family support is targeted at those who need it most and with a focus on coordinating Council and other services in a way which works for people.

---

Fostering good relations?

South Ayrshire Council should be a leader of place, inspiring long-term change through its policies and strategies and working closely with diverse communities to implement changes which achieve better outcomes.

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**Consultation declaration**

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

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

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CRWIA title:

Programme of Work

---

Publication date:

14/5/26

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Summary of policy aims and desired outcomes

To increase on the delivery of the ambitions contained within the Council Plan and associated programme of work.

---

Executive summary

To support South Ayrshire to thrive in the future, there will be a focus on three key strategic themes of economy; pathways to sustainable employment; and infrastructure, places and people. This will be supported by a programme of work.

---

Background:

The Council approved its Council Plan in 2023. The Plan sets out ambitions to reduce inequalities and a range of ambitions around three key priorities: Spaces and Places, Live, Work, Learn, and Civic and Community Pride.

---

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

This programme of work will positively impact on all children and young people in South Ayrshire. Existing practice has informed this proposal.

---

Children and young people's views and experiences:

Existing practice has informed this proposal. As the programme of work develops across the thematic programme of work boards, consultation will take place with children and young people.

---

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

The implementation of the programme of work which are intrinsically linked to the rights of the child through improving outcomes, reducing inequalities and contributing to the wellbeing of children and young people.

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Monitoring and review:

The programme of work will be reviewed annually with Cabinet having oversight.

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### CRWIA Declaration Authorisation

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Policy lead:

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

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Date:

24/04/2026

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Deputy Director or Equivalent:

Stephen Penman, Chief Executive

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**South Ayrshire Council**

**Report by the Depute Chief Executive and Director of Housing,  
Operations and Development  
to Council of  
14 May 2026**

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**Subject: South Ayrshire Parking Strategy – Urban and Rural  
Parking Framework**

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**1. Purpose**

- 1.1 The purpose of this report is to present a new strategic framework for the future delivery of parking strategies across South Ayrshire's urban and rural communities. The various strategies referred to in the undernoted recommendations will deliver the aims and aspirations contained within the South Ayrshire Parking Strategy 2020 - 2024.
- 1.2 The report outlines a programme of future reports to Cabinet covering specific parking themes, including town centre parking management, coastal parking, residents' parking, digital permitting and off-street charging arrangements.

**2. Recommendation**

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

- 2.1.1 notes that officers are developing a new strategic framework for Urban and Rural Parking in South Ayrshire as detailed in this report:**
- 2.1.2 agrees that future detailed proposals relating to Ayr town centre parking arrangements be brought forward in a subsequent Cabinet report;**
- 2.1.3 agrees that options for managing seasonal demand along the Esplanade and other coastal locations where appropriate be developed and reported to Cabinet;**
- 2.1.4 agrees that proposals for the future operation of residents' parking permit schemes be reviewed and reported separately;**
- 2.1.5 agrees that options for reviewing off-street parking provision across South Ayrshire be developed and reported to Cabinet;**
- 2.1.6 notes the intention to review opportunities for introducing a modern digital parking permit platform;**

- 2.1.7 notes that any future changes to tariffs, charging hours or parking controls will be subject to further consultation and statutory processes where required, and;**
- 2.1.8 agrees that further location-specific parking strategy reports covering South Ayrshire's towns and rural settlements will be brought forward in phases.**

### **3. Background**

- 3.1 The South Ayrshire Parking Strategy 2020–2024 established the Council's commitment to improving parking management across South Ayrshire in a way that supports town centres, local businesses, residents and visitors while making effective use of the Council's parking assets. Since its approval, a range of parking related issues have continued to emerge across both urban and rural communities, reflecting changing travel patterns, increased seasonal visitor demand in coastal areas, and the need to ensure that parking arrangements remain proportionate, accessible and responsive to local circumstances.
- 3.2 Work since 2020 has progressed in a non-linear fashion. There have been two Ayr parking consultations set around five core objectives; review boundary on-street controls; revisit charges in council car parks; review permit zones and permit pricing; revisit charging periods including the 2-hours-free issue; and bring forward seafront / County Buildings controls. Recent papers presented to Council for resultant Ayr parking proposals were deferred for further clarification and member consultation and officers continue to analyse feedback and current parking data to develop future options.
- 3.3 A Prestwick strategy has progressed on a more targeted basis. The 2020 strategy had already identified Prestwick objectives covering Main Street parking, off-street charging proposals, and review / expansion of the existing 2016 resident permit scheme. A dedicated Prestwick consultation then ran from 25 March to 31 May 2024. Cabinet considered the outcome in March 2025 and approved progression to statutory consultation on a focused package: expansion of the permit area into additional streets, removal of the two-permit household cap, removal of the multi-year permit discount, introduction of visitor and carer permits, a 2-hour limited waiting restriction at Prestwick Toll, and further review of other indiscriminate parking hotspots.
- 3.4 And parking-related papers since 2020 have also covered motorhome parking (2021 trial, 2022 expansion/permanent arrangements, annual outcome reports in 2023-2025) and pavement parking enforcement (implementation paper in January 2024 and update in January 2025). These show South Ayrshire is willing to use parking policy both as a transport-management tool and as a tourism / public realm tool.
- 3.5 The Council recognises that parking pressures continue to vary across South Ayrshire's towns, coastal locations and rural communities. As a result, the approach to strategy development has been reviewed and this report is designed to establish a new framework for delivering a phased programme of strategy reports covering Ayr, Troon, Maybole, Girvan and other settlements as appropriate. This approach will ensure that future parking policies reflect local circumstances while supporting the Council's wider objectives relating to town centre vitality, accessibility, sustainable transport and the effective management of public assets. Previous consultation results in relation to Ayr parking will help inform future strategies.

## 4. Proposals

### ***Urban and Rural Parking Framework***

- 4.1 The proposed framework described herein establishes a strategic approach to delivering the objectives outlined within the South Ayrshire Parking Strategy 2020 – 2024. Rather than presenting a single package of immediate operational changes, the framework sets out a phased programme of work through which detailed proposals will be developed and reported to Cabinet over time. This approach reflects the variation in parking pressures across South Ayrshire's town centres, coastal locations and rural communities and allows Members to consider location-specific proposals as supporting evidence and consultation outcomes are brought forward.

### ***Town centre parking management***

- 4.2 Town centres continue to experience the greatest concentration of parking demand and turnover pressure. As a result, they represent an appropriate starting point for the development of future parking management proposals. Officers will therefore continue to develop options relating to the future operation of on-street and off-street parking arrangements across South Ayrshire, including consideration of charging periods, tariff structures, parking turnover and the role of longer-stay parking provision. These matters will be brought forward in a future Cabinet report once further assessment and engagement work has been completed.

### ***Coastal and seasonal parking pressures***

- 4.3 South Ayrshire's coastline represents a significant visitor destination and parking demand along coastal corridors can vary considerably throughout the year. In particular, locations such as the Ayr Esplanade experience pronounced seasonal demand which differs from typical town-centre parking patterns. Officers will therefore develop options for managing seasonal parking demand along the Esplanade, including consideration of visitor demand management measures and the potential role of resident-focused arrangements where appropriate. Any proposals arising from this work will be reported to Cabinet for consideration.

### ***Residents' parking arrangements***

- 4.4 Residents' parking permit schemes form an important component of parking management across a number of South Ayrshire towns. Existing schemes have developed incrementally over time and there is an opportunity to review their operation to ensure they remain proportionate, consistent and responsive to local needs. Accordingly, officers will undertake a review of residents' parking arrangements across South Ayrshire, including eligibility criteria, permit structures and supporting operational arrangements. Future proposals will be presented to Cabinet following further assessment and engagement.

### ***Off-street parking provision across South Ayrshire***

- 4.5 Council-managed off-street parking plays an important role in supporting town centre accessibility, supporting local businesses and managing longer-stay parking demand. However, patterns of use vary significantly between locations and reflect differing local circumstances. Officers will therefore review utilisation patterns and future management options for off-street parking provision across South Ayrshire with the aim of ensuring that provision continues to support accessibility, turnover and town centre vitality. Findings from this work will be reported to Cabinet in due course.

#### ***Digital permit platform and service modernisation***

- 4.6 The Council's existing permit administration arrangements are largely paper-based and supported through manual processing systems. As part of the Council's wider transformation programme there is an opportunity to consider how digital systems could support more efficient administration and improved customer access. Officers will therefore review opportunities for introducing a modern digital parking permit platform capable of supporting existing permit schemes and accommodating any future expansion.

#### ***Supporting future location-based strategy development***

- 4.7 Parking pressures across South Ayrshire vary between communities and reflect differences in town centre activity, residential density, visitor demand and seasonal patterns. A phased approach to strategy development will therefore continue across the Council area. Future strategy reports will be prepared covering additional locations including Troon, Maybole and Girvan, together with consideration of rural parking pressures where appropriate. This approach will ensure that future parking policies reflect local circumstances while supporting wider Council priorities relating to accessibility, economic activity and the effective management of public assets.

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

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

### **6. Financial Implications**

- 6.1 Not applicable.

### **7. Human Resources Implications**

- 7.1 Not applicable.

### **8. Risk**

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

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

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

- 8.2.1 Rejecting the recommendations may impact the Council's reputation and hinder the ability to implement the strategic priorities set out within the South Ayrshire Council Parking Strategy.

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

9.1 The proposals in this report do not require the approval of policies, strategies, procedures, processes, financial decisions and activities (including service delivery), therefore an Integrated Impact Assessment is not required in relation to this report. Individual IIAs will be prepared for the development of the future strategy reports described in this report and will be presented with the reports seeking the approval of each strategy.

## 10. Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** - The strategy supports reduced congestion and emissions by encouraging efficient parking turnover and sustainable transport choices. Implications are likely to be felt for over 10 years, supporting long-term regeneration.

## 11. Options Appraisal

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

## 12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority One of the Council Plan: Spaces and Places supporting commitments on sustainable communities and transport and vibrant local economies.

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

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

## 14. Results of Consultation

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

## 15. Next Steps for Decision Tracking

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

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Cabinet report on Ayr town centre management options	Q2 2026/27	Jane Corrie
Cabinet report on Prestwick parking strategy progression	Q2 2026/27	Jane Corrie
Cabinet report on coastal and seasonal parking management	Q2 2026/27	Jane Corrie
Cabinet report on off-street parking review	Q2 2026/27	Jane Corrie
Cabinet report on Maybole and Girvan parking strategy development	Q3 2026/27	Jane Corrie
Cabinet report on residents' parking permit framework review	Q4 2026/27	Jane Corrie
Cabinet Report on Troon parking strategy development	Q1 2027/28	Jane Corrie
Cabinet report on rural and visitor destination parking pressures	Q2 2027/28	Jane Corrie

**Background Papers:**     **South Ayrshire Parking Strategy 2020 - 2024**

**Persons to Contact:**     **Jane Corrie, Head of Roads, Ayrshire Roads Alliance,  
County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone: 01563 503160  
Email: [jane.corrie@ayrshireroadsalliance.org](mailto:jane.corrie@ayrshireroadsalliance.org)**

**Barrie McDonnell, Strategic Manager, Ayrshire Roads Alliance, County Buildings, Wellington Square, Ayr, KA7 1DR  
Phone: 01563 503160  
E-mail: [barrie.mcdonnell@ayrshireroadsalliance.org](mailto:barrie.mcdonnell@ayrshireroadsalliance.org)**

**Date:**                         **30 April 2026**

**South Ayrshire Council**

**Report by Depute Chief Executive and Director  
of Housing, Operations and Development  
to Council of 14 May 2026**

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**Subject: Proposed Ward Capital Projects – Update 2023 to 2026  
and Approval of New Capital Projects 2026 to 2027**

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**1. Purpose**

- 1.1 The purpose of this report is to provide an update on ward capital projects previously approved by Council and Cabinet. The report also recommends further capital projects for initiation and implementation during the financial years 2026/27.

**2. Recommendation**

**2.1 It is recommended that Council:**

- 2.1.1 agrees the capital investment projects identified in Appendix 1 with a white background under project description for initiation and implementation during the financial year 2026/27 and approves the projects with a budget commitment in excess of £100,000 as detailed in Appendix 1;**
- 2.1.3 notes that the projects with an amber background in Appendix 1 which are yet to be approved may require public consultation as part of the Integrated Impact Assessment prior to a recommendation being made to Council for approval;**
- 2.1.4 notes the progress made with the capital investment projects identified in Appendix 1;**
- 2.1.5 agrees to remove the projects identified as red in Appendix 1;**
- 2.1.6 notes that a copy of Appendix 1 containing all potential projects will be forwarded to Community Councils for information.**

**3. Background**

- 3.1 At its meeting on 1 March 2023, the Council approved the General Services Revenue Budget 2023-24 and the Capital Investment Programme 2023-24 to 2034-35. Contained in the Capital Investment Programme 2023-24 to 2034-35 was

funding for Place Plans; Place Planning and Community Led Projects; Place Planning and Ayr Ward West/Ayr Town Centre Projects; Girvan Regeneration Projects; and Promenade and Shorefront Enhancement Schemes. The Ward Capital and promenade funding was profiled over 4 financial years, 2023/24 to 2026/27.

- 3.2 At its meeting on 25 April 2023, the Cabinet approved a process for identifying potential capital investment projects. This involved a review of Place Plans (Community Action Plan), meetings with Elected Ward Members and further consideration by the Capital Asset Management Group (CAMG).
- 3.3 Council further approved Guidance-on-Justification-to-Support-Capital-Projects at its meeting of 18 September 2025.
- 3.4 Meetings have taken place with Ward Members which has resulted in further information being presented to Ward Members, including the feedback received from Community Councils on existing and proposed projects, and further projects being recommended for approval.
- 3.5 Cabinet on 23 September 2024 approved arrangements to ensure that the Council meets its statutory requirements under the Fairer Scotland duty. This requires all projects and financial decisions to be assessed through an Integrated Impact Assessment. Whilst it is considered that most projects do not require full Integrated Impact Assessment, some projects may require assessment and associated public consultation which officers will complete as required.

#### **4. Detail**

- 4.1 It is recommended that the Council approves the projects over £100,000 and the programme set out in Appendix 1 which are identified with a white background under the project description heading.
- 4.2 The spreadsheet of all projects for each Ward will be shared with respective Community Councils. Any comments received in regard to the approved or proposed projects with the amber background will be considered in the regular update meetings with Ward Councillors and in an update report to Council in November 2026.
- 4.3 A number of Wards have estimated budget committed with spend relatively close to the budget limit. Whilst officers will continue to progress projects as quickly as resources enable, the simultaneous progression of all projects is neither feasible nor financially prudent. Whilst every effort is made to establish meaningful estimated costs, there is inevitably cost variance between estimate and actual costs arising. This being the case, if all projects were progressed at the same time, then there is the possibility of budget over-run or abortive work.
- 4.4 To minimise this financial outcome, and to assist with managing workloads, Ward Members are asked to clarify their priority projects at the next meeting with the Depute Chief Executive and Director of Housing, Operations and Development to plan the projects within the balance of the remaining ward and promenade budgets and to amend programmes in line with the overall budget provision. This is also prudent in relation to identifying future projects at an early stage for planning and programming to allow completion by 31 March 2027. This will enable the remaining year of implementation of projects to be delivered in line with budget profiling.

## 5. Legal and Procurement Implications

5.1 Legal advice will be provided as required on the capital improvement projects. In the event that a project involves a disposal or change of use of Common Good, the following provides a summary for Members of the legal processes which will require to be satisfied. Under Section 104 of the Community Empowerment (Scotland) Act 4 2015 the Council, before making a decision to dispose or change the use of these areas, must:

- Publish details of the proposed disposal or change of use;
- Notify (a) any community council whose area includes all or part of the areas (taking account of the burgh council boundaries) and (b) any community body known by it to have an interest in the areas; and
- Invite representations in respect of the proposals; and the Council must have regard to any representations made about the proposals in deciding whether to proceed.

5.2 If the areas are inalienable Common Good, under Section 75 of the Local Government (Scotland) Act 1973, the Council is also required to obtain authority from the Sheriff Court for any proposed appropriation or disposal of the areas.

5.3 Furthermore, under section 15(4) of the Local Government etc. (Scotland) Act 1994, in administering common good property, a Council shall have regard to the interests of the inhabitants of the former burgh area to which the common good related prior to 16 May 1975.

5.4 It should be noted that if any development relates to land which is open space and used for public recreation, there may be a requirement under Sections 24(2A) and 27(2A) of the Town and Country Planning Act 1959 that the Council must also:

- Publish a notice of any proposed appropriation or disposal in a newspaper circulating in the area for at least 2 consecutive weeks; and
- Consider any objections made in response before deciding whether to proceed.

## 6. Financial Implications

6.1 Ward Capital and Promenade profiled spend June 2023 to 31 March 2027;

Ward Capital Budget 2023-2027	Spend to Date	Committed Spend to 31 Mar 27	Percentage spend to Date	Percentage Committed Spend to 31 Mar 27
£8,000,000	£3,679,176	£6,959,176	45.99	87

Promenade Budget 2023-2027	Spend to Date	Committed Spend to 31 Mar 27	Percentage spend to Date	Percentage Committed Spend to 31 Mar 27
£2,000,000	£1,072,637	£1,919,592	53.63	96

## **7. Human Resources Implications**

7.1 Not Applicable

## **8. Risk**

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

8.1.1 There is a risk that some of the projects being recommended may prove to be unfeasible following further diligence work and this would result in expectations having been raised that cannot be delivered.

8.1.2 The report is recommending further projects across many Council services. This provides for a challenging programme to coordinate and deliver in conjunction with other capital projects. There is a risk that pace of delivery will be slower as a result of the number of capital projects.

8.1.3 With so many projects being recommended there is a risk that the outcomes of improved placemaking could be diluted compared to investing in a smaller range, but more substantial projects.

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

8.2.1 There is a risk if the above recommendations are rejected that the Council will not be able to either complete the capital investment in improvements in our communities or if further projects are taken forward that this delays the delivery of already approved projects.

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

9.1 The proposals in this report have previously been assessed through an Equality Impact Assessment including Fairer Scotland Duty and a copy of that assessment is attached as Appendix 2.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This 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 The various proposals that communities and Ward Members put forward for consideration can be found here. A thorough and detailed assessment of every proposal presented ensured that all options were fully appraised.

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

12.1 The matters referred to in this report contribute to Priority 1: Spaces and Places; and Priority 3: Civic and Community Pride of the Council Plan.

12.2 In terms of Priority 1: Spaces and Places, Outcome 1: Moving around and the environment and Outcome 2, Play Sport, and Recreation, are supported by the proposals set out in this report.

12.3 In terms of Priority 3: Civic and Community Pride, Outcome 1: Pride in South Ayrshire and Outcome 2: Community Engagement, are supported by the proposals as set out in this report.

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

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

**14. Results of Consultation**

14.1 Consultation has taken place with Councillor Brian Connolly, Policy Holder for Corporate and Strategic, and Councillor Alec Clark, Policy Holder for Tourism, Culture and Rural Affairs, and the contents of this report reflect any feedback received.

**15. Next Steps for Decision Tracking**

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

<i><b>Implementation</b></i>	<i><b>Due date</b></i>	<i><b>Managed by</b></i>
Update on Ward Capital Projects and Potential New Ward Capital Projects	November 2026	Assistant Director – Housing and Operations

**Background Papers** Report to South Ayrshire Council of 29 June 2023 - Proposed Ward Capital Projects 2023 to 2027

Report to Cabinet of 26 September 2023 - Proposed Ward Capital Projects – Update 2023 to 2025

Report to Cabinet of 12 March 2024 – Ayr Town Centre Framework

Report to South Ayrshire Council of 10 October 2024 - Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026

Report to South Ayrshire Council of 12 December 2024 - Proposed Ward Capital Projects – Update 2023 to 2025 and Approval of New Capital Projects 2024 to 2026

Report to South Ayrshire Council of 18 September 2025 (add

link)

[https://www.south-ayrshire.gov.uk/media/16288/Agenda-Item-No-11-Guidance-on-Justification-to-Support-Capital-Projects/pdf/Item\\_11\\_SAC180925\\_Guidance\\_on\\_Justification\\_to\\_Support\\_Cap\\_Projects.pdf?m=1757605921453](https://www.south-ayrshire.gov.uk/media/16288/Agenda-Item-No-11-Guidance-on-Justification-to-Support-Capital-Projects/pdf/Item_11_SAC180925_Guidance_on_Justification_to_Support_Cap_Projects.pdf?m=1757605921453)

**Person to Contact**

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**Date: 23 April 2026**

# Troon Ward Capital Projects

Appendix 1

Ward 1 - Troon

Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL/ ANTICIPATED
1	Troon	Power source to Civic Spaces Around Walker Hall	Asset Management	Ward	Complete		Complete	Oct '24	Oct '24	£9,500.00	£9,500.00
2	Troon	Augmenting Play Areas within various communities - Adamsgate, Muirhead and Hoisery Park	Neighbourhood Services	Ward	Complete	Total project funding £144,816.67. £50k Ward spend and £94,816.67 from VAT / SG Funding.	Complete	Oct'24	Nov '24	£50,000.00	£50,000.00
3	Troon	Urban Realm Improvements	Neighbourhood Services	Ward	Complete		Complete	Spring'25	Spring'25	£72,360.00	£68,198.75
4	Troon	Planters	Neighbourhood Services	Ward	Complete	Works were undertaken through the Grounds revenue budget	Complete	Winter '24	Winter '24	£3,000.00	£0.00
5	Troon	Skate park - reinstall items removed on promenade - poss adj playpark? (currently stored at Dukes Road?)	Neighbourhood Services	Ward	Complete		Complete	Dec-24	Jan-25	£3,200.00	£3,420.00
6	Troon	Match funding for Marr Pitch replacement surface	Destination South Ayrshire	Ward	Complete	Match funding from SFA; Front funded from Education Services.	Complete	Spring '25	Summer'25	£135,000.00	£135,000.00
7	Troon	Town Centre Recycling Bins	Neighbourhood Services/PDS	Ward	Tender	Procurement exercise currently underway	30%	May-26	May-26	£50,000.00	£25,000.00
8	Troon	Expansion of skateboard park	Neighbourhood Services/Professional Design Services	Ward	Tender	Contract for the works is in the process of being awarded.	15%	Sep-26	Oct-26	£187,500.00	£187,500.00
9	Troon	Extension to play park for older children	Neighbourhood Services	Ward	Installation	Equipment received and tender complete. Due to clashes with events the expected start date is now the end of July 2026	40%	Jul-26	Sep-26	£100,000.00	£100,000.00
10	Troon	Support and continue development of facilities at Fullerton Woods	Neighbourhood Services	Ward	Ongoing	Memory Postbox procured which will allow removal of memorial items from living trees etc. and improve management of trail. Installation of 2 buddlia memorial frieze.	60%	Mar-26	Jun-26	£10,000.00	£15,000.00
11	Troon	Changing Screens near Royal Troon beach car park beach	Neighbourhood Services/PDS	Ward	Tender	Design proposal looked at encompassing all 3 in the one facility. The costs are extensive and officers are now looking at each project individually to simplify the requirement and bring the cost within the budget allocation if possible.	10%	Sep-26	Oct-26	£18,000.00	£18,000.00
12	Troon	Install Open Shower for Watersports near Royal Troon	Professional Design Services	Ward	Design		0%	Sep-26	Oct-26	£10,000.00	£10,000.00
13	Troon	Compostable Toilet at south end of south beach	Professional Design Services/Facilities Management	Ward	Design		5%	Winter 26	Winter 26	£30,000.00	£30,000.00

14	<b>Troon</b>	Memorial Installations Templehill, Promenade	Neighbourhood Services	Ward	Installation	Memorials have been procured. Expected install July 2026 due to lead in time for memorial choice.	40%	Jul-26	Jul-26	£25,000.00	£25,000.00
15	<b>Troon</b>	Walker Hall (Funfare Site) - New Gates & Fence at perimeter boundary	Neighbourhood Services/PDS	Ward	Design & Tender	Site currently being assessed following the site being utilised as part of the Kiosk upgrade. Commencement expected after planned events and Kiosk refurb.	10%	Aug-26	Aug-26	£50,000.00	£50,000.00
16	<b>Troon</b>	Public Realm Benches - Hunters/templehill	Neighbourhood Services	Ward	Installation		70%	Apr-26	May-26	£6,000.00	£6,000.00
17	<b>Troon</b>	Signage to Promote Troon Town Centre	Economic Development/Destination South Ayrshire	Ward	Design		5%	TBC	TBC	£10,000.00	£10,000.00
18	<b>Troon</b>	Church Street Toilets	Property Maintenance	Ward	Design	Internal refit costed. External requirements currently being investigated	5%	TBC	TBC	£100,000.00	£100,000.00
19	<b>Troon</b>	Barassie Watersport Funding	Destination South Ayrshire	Ward	Concept		0%	TBC	TBC	£20,000.00	£20,000.00
										<b>£889,560.00</b>	<b>£862,618.75</b>

**Total Budget Committed    £862,618.75**

**Total Budget Remaining    £137,381.25**

# Troon Promenade Projects

Ward 1 - Troon

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL/ ANTICIPATED
1	Troon	Resurfacing of Troon Esplanade with Red Tarmacadam	Ayrshire Roads Alliance	Promenade	Complete		Complete	Spring '24	Summer'24	£89,538.00	£89,538.00
2	Troon	Wind Direction Installations	Neighbourhood Services	Promenade	Complete		Complete	Spring'25	Dec '24	£5,257.50	£4,742.50
3	Troon	Esplanade - additional area to be resurfaced. Includes emergency repairs for H&S issues	Ayrshire Roads Alliance	Promenade	Complete		Complete	Nov '24	Dec '24	£36,120.00	£32,380.00
4	Troon	Esplanade - additional area to be resurfaced.	Ayrshire Roads Alliance	Promenade	Complete		Complete	Mar '25	Mar '25	£222,000.00	£127,581.00
5	Troon	Shore Defence Structural Stabilisation	Ayrshire Roads Alliance	Promenade	Complete		Complete	Apr '25	June '25	£8,500.00	£15,432.00
6	Troon	Esplanade Ph 3 Resurfacing	Ayrshire Roads Alliance	Promenade	Ongoing	Scope of works increased and agreed with Elected Members. This will complete all required surfacing on Troon Promenade.	65%	Apr-26	May-26	£60,000.00	£135,000.00
7	Troon	Create Accessible Access to Italian Gardens	Professional Design Services	Promenade	Tender		10%	Jul-26	Aug-26	£50,000.00	£50,000.00

8	<b>Troon</b>	Install Lecterns along Promenade	Neighbourhood Services	Promenade	Concept		0%			£10,000.00	£10,000.00
										<b>£481,415.50</b>	<b>£464,673.50</b>

**Total Committed £464,673.50**

**Total Remaining £35,326.50**

# Prestwick Ward Capital Projects

Ward 2 - Prestwick

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Prestwick	Upgrade the surface of the car park area to the North of Kidz Play	Ayrshire Roads Alliance	Ward	Complete		Complete			£261,838	£261,838
2	Prestwick	Repair / renew steps to Boydfield Gardens and improve footpath surfacing throughout	Ayrshire Roads Alliance	Ward	Complete		Complete			£70,000	£25,519
3	Prestwick	Introduction of a Memorial Wall	Neighbourhood Services	Ward	Complete	Complete	Complete	Aug-25	Sep-25	£30,000	£15,500
4	Prestwick	Additional Works to Prestwick Pool as part of SALIX funded energy improvements	Professional Design Services	Ward	Complete	Onsite, planned completion September 2025.	Complete	Nov 2024	Sept 2025	£150,000	£150,000
5	Prestwick	Install power supply to Boydfield Gardens and Station Rd	Ayrshire Roads Alliance	Ward	Design and Tender	Awaiting estimates and timescales from Scottish Power	10%	TBC	TBC	£15,000	£15,000
6	Prestwick	Replace banner signage on lamposts on Prestwick Main Street	Destination South Ayrshire	Ward	Tender		15%	Jul-26	Jul-26	£10,000	£10,000
7	Prestwick	The Oval Footpath Lighting	Ayrshire Roads Alliance	Ward	Design and Tender	Install lighting columns in footpath		Aug-26	Aug-26	£25,000	£25,000
8	Prestwick	Marchburn Play Park	Neighbourhood Services	Ward	Design and Tender	Review and implement requirements for play area		Mar-27	Mar-27	£50,000	£50,000
9	Prestwick	Kingsmeadow Play Park	Neighbourhood Services	Ward	Design and Tender	Review and implement requirements for play area		Mar-27	Mar-27	£50,000	£50,000
10	Prestwick	Main Street Footway	Ayrshire Roads Alliance	Ward	Tender	Lift and relay identified areas		TBC	TBC	£70,000	£70,000
11	Prestwick	Boydfield Gardens Lighting	Ayrshire Roads Alliance	Ward	Design and Tender	Passed to ARA for pricing/timescales		Oct 26	Oct 26	£5,000	£5,000
12	Prestwick	Boydfield Gdns - Levelling for Events marquee, play equipment, bench / bbq seating, cctv	Neighbourhood Services	Ward	Concept	Requires More Information		TBC	TBC	£15,000	£15,000
13	Prestwick	Broadway Theatre Grant	Thriving Communities	Ward	Concept	Requires More Information		TBC	TBC	£100,000	£100,000
14	Prestwick	Boyd Street Park Lighting	Ayrshire Roads Alliance	Ward	Concept	Passed to ARA for inspection		TBC	TBC	£5,000	£5,000
										<b>£856,838</b>	<b>£797,857</b>

**Total Committed £797,857**

**Total Remaining £202,143**

# Prestwick Promenade Projects

Ward 2 - Prestwick

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Prestwick	Provision of 2nr steel benches at New Prestwick Promenade Playpark	Neighbourhood Services	Promenade	Complete		Complete			£10,000	£1,900
2	Prestwick	Provision of 4nr steel picnic tables at Prestwick Promenade	Neighbourhood Services	Promenade	Complete		Complete			£10,000	£3,424
3	Prestwick	Prestwick Promenade surfacing works	Ayrshire Roads Alliance	Promenade	Complete		Complete			£224,067	£224,067
4	Prestwick	Introduce 'World Destination' signpost on Prestwick Promenade	Neighbourhood Services	Promenade	Design & Tender	Draft destination locations being considered	5%	Jul-26	Jul-26	£5,000	£5,000
5	Prestwick	Improve Access at Promenade Childrens Playpark for Buggies/Wheelchair Access	Neighbourhood Services	Promenade	Design & Tender	This project will be undertaken in conjunction with an upgrade of the toddler play area.	10%	Sep-26	Sep-26	£15,000	£15,000
6	Prestwick	Reconstruct Coping on Promenade Rear Wall	Ayrshire Roads Alliance	Promenade	Design & Tender	Timescales: 6-8 weeks to get on site from date of approval and a 6 week project.	5%	Aug-26	Sep-26	£70,000	£70,000
7	Prestwick	Promenade Lighting	Ayrshire Roads Alliance	Promenade	Design & Tender	ARA working on design, timescales and final estimates that will include rewiring and replacement of the columns between Links Rs and Grangemuir Rd. Ph 2 between Grangemuir Rd and Maryborough Rd will be subject top a separate capital bid from ARA for future approvals and programming	5%	Sep-26	Sep-26	£120,000	£120,000
8	Prestwick	Removal of Putting Green Structure	Asset Management	Promenade	Design & Tender	Removal of structure and fence to bring area back to open space	5%	Jun-26	Jun-26	£10,000	£10,000
9	Prestwick	Wind Socks	Neighbourhood Services	Promenade	Concept					£10,000	£10,000
										<b>£474,067</b>	<b>£459,391</b>

**Total Committed £459,391**

**Total Remaining £40,609**

# Ayr North Ward Capital Projects

Ward 3 - Ayr North

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Ayr North	Newton MUGA	Professional Design Services	Ward	Complete		Complete			£239,650	£227,687
2	Ayr North	Upgrade the Council owned area at Dalmilling Shops on Westwood Avenue	Neighbourhood Services	Ward	Complete		Complete			£24,835	£26,320
3	Ayr North	Upgrade the former play area at the junction of Westwood Avenue and Dalmilling Drive	Neighbourhood Services	Ward	Complete		Complete			£2,923	£2,923
4	Ayr North	Upgrade the carriageway and footpath at Newton Shore Promenade	Ayrshire Roads Alliance	Ward	Complete	Cost of total scheme £624,885. SAC budget reduced to £273,272 with the remainder being allocated through alternative funding streams/Active Travel.	Complete			£244,721	£244,721
5	Ayr North	Ayr North - Upgrade Footpath at Newton Shore Promenade with Red Tarmacadam	Place Plan	Ward	Complete		Complete			£28,551	£28,551
6	Ayr North	Upgrade on-street parking at Lochside Community Centre	Ayrshire Roads Alliance	Ward	Complete		Complete			£31,690	£31,601
7	Ayr North	Provision of benches along Newton Shore Promenade	Neighbourhood Services	Ward	Complete		Complete			£4,390	£4,390
8	Ayr North	River Ayr Access Platform	Professional Design Services	Ward	Complete		Complete			£134,048	£134,048
9	Ayr North	Provision of play equipment for younger children - Craigie Way	Neighbourhood Services	Ward	Complete		Complete			£50,000	£57,972
10	Ayr North	Oswald Road - surfacing & equipment	Neighbourhood Services	Ward	Complete		Complete			£49,992	£49,992
11	Ayr North	Provision of a bike shelter at Lochside Community Centre	Ayrshire Roads Alliance	Ward	Complete	Works programmed for mid November. Original location was not feasible and new location required a concrete base. ARA to provide total estimate for the works.	Complete			£10,000	£10,000
12	Ayr North	Heathfield Community Centre - Roof Replacement	Asset Management	Ward	Award			Summer'26	Summer'26	£80,000	£82,250
13	Ayr North	Consideration for a natural play area at rear of James Brown Avenue	Neighbourhood Services/PDS	Ward	Concept	FR in contact with PDS to provide mock up design		Winter'26	Winter'26	£70,000	£70,000
	Ayr North	Newton Primary School MUGA Upgrade	Neighbourhood Services	Ward	Concept	Requires further information		Winter 26	Winter 26	£25,000	£25,000
14	Ayr North	Consideration of facility space in Newton Park	Asset Management/Thriving Communities/Neighbourhood Services	Ward	Concept	Project not feasible, to be removed from programme					
15	Ayr North	Provide Benches and Sculptures at various location in Wallacetown	Neighbourhood Services	Ward	Concept	Project not feasible, to be removed from programme					
										<b>£995,800</b>	<b>£995,455</b>

Total Budget Remaining £4,545

# Ayr East Ward Capital Projects

Ward 4 - Ayr East

Budget

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Ayr East	Improve Bin Locations at Glencairn Park	Neighbourhood Services	Ward	Complete		Complete			£10,000	£0
2	Ayr East	Kincaidston Community Centre Roof	Asset Management	Ward	Complete		Complete			£67,000	£36,000
3	Ayr East	New community notice boards for outside Forehill Library and Castlehill Gates	Neighbourhood Services	Ward	Complete	Community Council withdrew request	Complete			£10,000	£0
4	Ayr East	Glencairn Park - Install Lighting through spine path.	Ayrshire Roads Alliance	Ward	Complete	ARA has contacted SAC for a meter reader connection. ARA to advise of final costs including fees	Complete			£25,000	£11,349
5	Ayr East	Glencairn Park - Upgrade Footpath	Ayrshire Roads Alliance	Ward	Complete	Drainage investigation within the park was undertaken. Footpath to be programmed.	Complete			£41,000	£25,388
6	Ayr East	Install interpretation in Castlehill Woods	Neighbourhood Services	Ward	On Site		90%	Mar-26	May-26	£20,000	£20,000
7	Ayr East	Upgrade Play Equipment/Safety Surfacing in Glencairn Park	Neighbourhood Services	Ward	Design	Passed to Neighbourhood Services to assess requirements		Winter 2026/27	Winter 2026/27	£75,000	£75,000
8	Ayr East	Renew Pedestrian Steps at Footpath Connecting Masonhill Rd/Sycamore Cres - Alderbank	ARA/Neighbourhood Services	Ward	Design	ARA to provide detailed estimate and timescales for the works		TBC	TBC	£20,000	£20,000
9	Ayr East	Upgrade Woodpark, The Mount Play Area	Neighbourhood Services	Ward	Design	Passed to Neighbourhood Services to assess requirements		TBC	TBC	£75,000	£75,000
10	Ayr East	Resurface Footway and Footpath at Woodpark play area	ARA/Neighbourhood Services	Ward	Design	ARA to provide detailed estimate and timescales for the works		TBC	TBC	£35,000	£35,000
11	Ayr East	River Ayr Walk. Resurfacing of areas within Ayr East Boundary.	Neighbourhood Services	Ward	Concept	Neighbourhood Services to provide detailed estimate and timescales for the works		TBC	TBC	£25,000	£25,000
12	Ayr East	Car Parking Provision Peggieshill Rd/Glendale Cres	Ayrshire Roads Alliance	Ward	Concept	Investigating a suitable location		TBC	TBC	£183,000	£183,000
13	Ayr East	Install Benches From Annfield Glen Wood to Town Centre (2 miles)	Neighbourhood Services	Ward	Concept	Through Woodpark, Castlehill Woods to Town Centre		TBC	TBC	£10,000	£10,000
14	Ayr East	Install Low Impact Lighting at Bridge at Burn Crossing Leading to Kincaidston CC	Ayrshire Roads Alliance	Ward	Concept			TBC	TBC	£5,000	£5,000
15	Ayr East	Various Carriageway Resurfacing Requests - Community Action Plan	Ayrshire Roads Alliance	Ward	Concept	Locations to be confirmed prior to estimating costs		TBC	TBC	£100,000	£100,000
16	Ayr East	Install Petanque at Rear of Kincaidston CC	Neighbourhood Services	Ward	Concept			TBC	TBC	£13,000	£13,000
17	Ayr East	Explore Car Parking Options in Kincaidston (Grassed Area's)	Ayrshire Roads Alliance	Ward	Concept	Potential locations to be confirmed prior to estimating costs		TBC	TBC	£20,000	£20,000
18	Ayr East	Extension to the rear of Forehill Library to create a community space/room	Professional Design Services	Ward	Concept	Requirements and feasibility being assessed		TBC	TBC	£200,000	£200,000
19	Ayr East	Burnbank to Kincaidston Primary School Path (Structural Maintenance)	Ayrshire Roads Alliance	Ward	Concept	Inspected and could not find any major defects on the main path to the school					
										<b>£934,000</b>	<b>£853,737</b>

Total Budget Committed      **£853,737**

Total Budget Remaining      **£146,263**

# Ayr West Ward Capital Projects

Ward 5 Ayr West

Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Ayr West	Road upgrade works to all main arterial routes into Ayr	Ayrshire Roads Alliance	Ward	Complete		Complete			£405,000	£523,994
2	Ayr West	Blackfriars Walk - replace barriers	Neighbourhood Services	Ward	Complete		Complete			£24,000	£24,070
3	Ayr West	Illumination of the Auld Brig and New Bridge	Ayrshire Roads Alliance	Ward	Complete		Complete			£101,000	£102,781
4	Ayr West	Installation of column lighting to Ayr Promenade	Ayrshire Roads Alliance	Ward	Complete		Complete			£100,000	£97,426
5	Ayr West	Install Benches at Chapelpark/Monument Rd	Neighbourhood Services	Ward	Complete		Complete			£3,000	£1,774
6	Ayr West	Re-introduce path at river in Cambusdoon	Neighbourhood Services	Ward	Complete	Works underway. Drainage complete. Delays due to ground conditions whilst undertaking works	Complete			£100,000	£65,000
7	Ayr West	Balance for Ayr West Promenade Projects			Complete		Complete			£4,096	£4,096
8	Ayr West	Wrap round decorative column lighting	Ayrshire Roads Alliance	Ward Members	Complete	Supplier issued wrong materials. Hopefully complete by end of March 2026	Complete			£25,000	£25,000
9	Ayr West	Upgrade Access to Rozelle from Burness Ave	Neighbourhood Services	Ward	Planned	Safer access location being discussed with CC on 20th April.	20%	May-26	Jun-26	£5,000	£5,000
10	Ayr West	Greenan Castle Car Park - Install Bench and Bike Hoops	ARA/Neighbourhood Services	Ward	Planned	To be confirmed		Jan-26	Jan-26	£3,000	£3,000
11	Ayr West	Introduce 'World Destination' signpost on Ayr Promenade *	Neighbourhood Services	Ward	Concept	Design concept awaited for all identified promenades. Destinations for signage currently being considered	5%	Summer'26	Summer'26	£5,000	£5,000
12	Ayr West	Illumination of Town Hall Ayr	Asset Management	Ward	Concept	Meeting specialist to look at concept					
13	Ayr West	Murals on Buildings	Destination South Ayrshire	Ward	Concept	Destination South Ayrshire to undertake feasibility					
14	Ayr West	Multi Media Modern Signage	LR's team	Ward	Concept	To be removed and looked at as a separate project					
										<b>£775,096</b>	<b>£857,141</b>

**Total Budget Committed £857,141**

**Total Budget Remaining £142,859**

# Ayr West Promenade Projects

Ward 5 Ayr West

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Ayr West	Remove the Watchful and carry out repairs to the slipway	Professional Design Services	Promenade	Complete		Complete			£6,988	£6,988
2	Ayr West	Resurfacing of Ayr Promenade with Red Tarmac	Ayrshire Roads Alliance	Promenade	Complete		Complete			£226,023	£226,023
3	Ayr West	Repairs to the footbridge over the Slipway	Ayrshire Roads Alliance	Promenade	Complete		Complete			£140,000	£271,085
										<b>£373,011</b>	<b>£504,096</b>

**Total Budget Committed    £504,096**

**Total Budget Remaining    -£4,096**

# Kyle Ward Capital Projects

Ward 6 Kyle

Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Kyle	New outdoor adult gym equipment in Mossblown	Neighbourhood Services	Ward	Complete	This was already allocated through the VAT funding	Complete			£40,000	£0
2	Kyle	Install seating for the elderly and more dog waste bins in Annbank	Neighbourhood Services	Ward	Complete	Revenue funding	Complete			£5,000	£0
3	Kyle	Barnweil Monument to be repaired to allow access	Asset Management	Ward	Complete	Charged to CRA	Complete			£5,000	£0
4	Kyle	Install planters in Monkton	Neighbourhood Services	Ward	Complete		Complete			£5,000	£1,344
5	Kyle	Formal road access and parking provision at Dundonald Field	Ayrshire Roads Alliance	Ward	Complete		Complete			£32,915	£32,915
6	Kyle	Road and footpath upgrades at Dundonald, Symington, Mossblown and Loans	Ayrshire Roads Alliance	Ward	Complete	Works complete. No upgrades were identified in Loans	Complete			£102,476	£102,876
7	Kyle	New location for War Memorial in Mossblown	Professional Design Services	Ward	Complete		Complete			£80,000	£80,000
8	Kyle	Container Mansfield Rd, Tarbolton	Asset Management	Ward	Complete		Complete			£5,000	£3,720
9	Kyle	Installation of new benches within Symington	Neighbourhood Services	Ward	Complete		Complete			£2,014	£2,014
10	Kyle	Community Cinema at Carvick Webster Memorial Hall, Monkton	Thriving Communities	Ward	Complete		Complete	Sept '24	Spring'25	£45,000	£45,000
11	Kyle	Annbank Park - Benches, Picnic Tables and Upgraded Footpath	Neighbourhood Services/ARA	Ward	Complete	Programmed for November 2025	Complete	Oct'25	Dec-25	£20,000	£10,540
12	Kyle	Improve accessibility at the Mossblown village hall	Ayrshire Roads Alliance	Ward	Complete	Programmed for November 2025	Complete	Oct-25	Oct-25	£11,100	£12,302
13	Kyle	Install a History Park at Loans Community Hall and link to Smugglers trail	Asset Management	Ward	Programmed		5%	Spring /Summer 2026	Spring /Summer 2027	£60,000	£50,000
14	Kyle	Improve sports facilities in Annbank	Neighbourhood Services	Ward	On Site	Tender awarded	5%	Apr-25	May-26	£81,000	£60,000
15	Kyle	Finger Signposts, Symington	TBC	Ward	Concept	Information received and requirements currently being assessed	5%	Jul-26	Jul-26	£12,000	£12,000
16	Kyle	Resurface Bowling Green Car Park, Symington	Ayrshire Roads Alliance	Ward	Programmed	PO to be issued and works to be programmed following approval. Initial estimated budget hold was for £80k prior to survey and pricing.	0%	Jun-26	Jun-26	£149,000	£149,000
17	Kyle	Link Path from Collins Dr to Collenan Ave, Loans	Ayrshire Roads Alliance	Ward	Design	Consultation Required by ARA	0%	TBC	TBC	£60,000	£60,000
18	Kyle	Construct new footpath at southern edge of Collenan Reservoir	Ayrshire Roads Alliance	Ward	Design & Tender	Further discussion required in regard to parking provision	0%	On Hold	On Hold	£22,000	£22,000
19	Kyle	Tarbolton Land Purchase - Land Council Owned	Asset Management	Ward	Concept	Requires more information	0%	On Hold	On Hold		
20	Kyle	Installation of adult gym equipment, Symington	Neighbourhood Services	Ward	Design & Tender	On Hold	0%	On Hold	On Hold		
21	Kyle	Lighting from War Memorial in Tarbolton	Ayrshire Roads Alliance	Ward	Concept	Requires more information	0%	On Hold	On Hold		
22	Kyle	Lighting between Village and Petrol Station, Monkton	Ayrshire Roads Alliance	Ward	Concept	This has been ruled out by ARA due to it being a national speed limit section and rural in nature					
										<b>£737,505</b>	<b>£643,712</b>

Total Budget Committed £643,712

Total Budget Remaining £356,288

# Maybole, North Carrick & Coylton Ward Capital Projects

Ward 7 Maybole, North Carrick And Coylton

Budget £1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Maybole, North Carrick & Coylton	Moving Around - New seating to Park, Coylton	Neighbourhood Services	Ward	Complete		Complete			£11,584	£11,584
2	Maybole, North Carrick & Coylton	Support overall cost of Window Replacement at Straiton Community Hall	Asset Management	Ward	Complete		Complete			£10,000	£10,000
3	Maybole, North Carrick & Coylton	New curtains with Maybole Coat of Arms for Town Hall stage and completion of other ancillary works	Destination South Ayrshire		Complete	Funded through an alternative budget	Complete			£10,000	£0
4	Maybole, North Carrick & Coylton	New safety boat for Dunure Harbour	Neighbourhood Services	Ward	Complete		Complete			£52,605	£52,485
5	Maybole, North Carrick & Coylton	Roads and footpaths upgrades, Maybole and Dunure	Ayrshire Roads Alliance	Ward	Complete		Complete			£13,865	£11,636
6	Maybole, North Carrick & Coylton	Coylton Primary School: Re-line the existing playground	Professional Design Services	Ward	Complete		Complete			£7,139	£7,139
7	Maybole, North Carrick & Coylton	Creation of an 'alzheimers walk' in crosshill	Neighbourhood Services	Ward	Complete		Complete	Dec'24		£7,440	£10,345
8	Maybole, North Carrick & Coylton	Christmas Light Plug Installations, Kirkmichael & Crosshill	Ayrshire Roads Alliance	Ward	Complete		Complete	Nov-24	Nov-24	£4,000	£2,400
9	Maybole, North Carrick & Coylton	Protect and enhance wildlife habitats in the villages - Crosshill, Straiton and Kirkmichael community action plan	Sustainable Development	Ward	Complete	This project is expected to be delivered after Autumn 2025.	0%	Autumn'25	Autumn'25	£25,000	£25,000
10	Maybole, North Carrick & Coylton	Creation of a Petanque in Straiton	Neighbourhood Services	Ward	Complete	Service received tender returns and evaluation taking place.		Mar-26	Mar-26	£11,000	£13,521
11	Maybole, North Carrick & Coylton	CCTV Camera Coylton Primary School	Education	Ward	Complete	Quotes received and actioned		Autumn'25	Autumn'25	£1,590	£1,590
12	Maybole, North Carrick & Coylton	Construction of new permanent car park adjacent to Miller Park, Maybole	Ayrshire Roads Alliance	Ward	Complete	Programmed for November 2025	0%	Nov-25	Nov-25	£45,000	£46,000
13	Maybole, North Carrick & Coylton	McCandlish Hall Upgrades, Straiton	Asset Management	Ward	Complete			Autumn 25	Autumn 25	£26,500	£32,169
14	Maybole, North Carrick & Coylton	Play Upgrade Culzean Primary	Education	Ward	Complete	Match funder through NCCBC				£15,000	£9,953
15	Maybole, North Carrick & Coylton	Improve access from Harbour to Kennedy Park and Castle incl new viewpoint	Ayrshire Roads Alliance	Ward	On site	Currently with EAC procurement for tender process through ARA. Should be issued by end of May 2026	20%			£230,000	£320,000
16	Maybole, North Carrick & Coylton	Minishant - Improve playpark and associated surfacing within the park	Neighbourhood Services	Ward	Design & Tender	Fencing and surfacing	10%	Oct-26	Oct-26	£50,000	£50,000
17	Maybole, North Carrick & Coylton	Minishant - Installation of new benches	Neighbourhood Services	Ward	Design & Tender	Locations identified	0%	Oct-26	Oct-26	£10,000	£10,000
18	Maybole, North Carrick & Coylton	New MUGA for Coylton	Professional Design Services	Ward	Design & Tender	Consultant appointed to take forward. Planning application will be submitted in the next few weeks.	10%	Oct-26	Mar-27	£250,000	£250,000
19	Maybole, North Carrick & Coylton	Crosshill Playpark Safety Surfacing.	Neighbourhood Services	Ward	Design & Tender	To be supplemented with Scottish Government funding for playparks if required.		Mar-27	Mar-27	£30,000	£30,000
20	Maybole, North Carrick & Coylton	Kirkoswald Rd toward Dunure - Christmas Light Socket Installation	ARA	Ward	Design & Tender	Christmas Light Sockets		Oct-26	Oct-26	£8,000	£8,000
21	Maybole, North Carrick & Coylton	Coylton Bowling Club Roof & Building Infrastructure Improvements	Asset Mgt	Ward	Concept	Roof and Building Infrastructure		TBC	TBC	£20,000	£20,000
22	Maybole, North Carrick & Coylton	Lighting of New Footbridge @ Dunure	Asset Mgt/ARA	Ward	Concept	Power supply & lighting to the proposed new footbridge at Dunure		TBC	TBC	£50,000	£50,000
23	Maybole, North Carrick & Coylton	CCTV for Miller Park.	Asset Mgt	Ward	Design & Tender	Currently being investigated		TBC	TBC	£10,000	£10,000
24	Maybole, North Carrick & Coylton	Kirkmichael, Crosshill & Straiton Finger Posts	Refurbish Finger Posts (TBC)	Ward						£5,000	£5,000
25	Maybole, North Carrick & Coylton	Decorative lighting at Dunure Castle	Asset Management	Ward	Design & Tender	Awaiting Feedback from HLF	10%	TBC	TBC		
										<b>£903,723</b>	<b>£986,822</b>

Total Budget Committed £986,822

Total Budget Remaining £13,178

# Girvan & Southern Villages Ward Capital Projects

Ward 8 - Girvan

£1,000,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Girvan	New Merchant Navy and Seafarers Memorial at Girvan Harbour	Neighbourhood Services	Ward	Complete		Complete			£16,450	£16,450
2	Girvan	Upgrade to Ardstinchar Bridge	Ayrshire Roads Alliance	Ward	Complete		Complete			£42,196	£42,196
3	Girvan	Install new deer proof fence at Bynehill Cemetery, Girvan	Professional Design Services	Ward	Complete		Complete			£123,166	£120,852
4	Girvan	Colmonell - Installation of benches in the community garden and lecturn at the statue	Neighbourhood Services	Ward	Complete	Funded through Neighbourhood Services Grounds Maintenance budget	Complete			£1,376	£0
5	Girvan	Colmonell - seating at the bridge	Neighbourhood Services	Ward	Complete						
6	Girvan	Upgrade to bird aviary in Knockcushan Street Community Gardens	Professional Design Services	Ward	Complete		Complete			£59,243	£58,977
7	Girvan	Ward Project - Installation of Bunting for Length of Girvan Promenade & around Stumpy Tower	Ayrshire Roads Alliance	Ward	Complete		Complete			£3,276	£4,827
8	Girvan	Contribution to the formation of a car park at the rear of Dailly Primary School	Professional Design Services	Ward	Complete		Complete			£105,714	£105,714
9	Girvan	Resurface existing tennis courts in Girvan	Neighbourhood Services	Ward	Complete	Externally funded	Complete			£81,000	£0
10	Girvan	War memorial at Heronsford	Neighbourhood Services	Ward	Complete		Complete			£6,400	£1,279
11	Girvan	Resurface existing tennis courts in Ballantrae	Neighbourhood Services	Ward	Complete		Complete			£81,500	£80,414
12	Girvan	Upgrade of boating pond with new power supply to the kiosk	Ayrshire Roads Alliance	Ward	Complete	Power supply to kiosk to be considered separately	Complete			£175,000	£175,556
13	Girvan	Install Windsocks at Maidens, Girvan and Ballantrae	Neighbourhood Services	Ward	Complete		Complete			£8,500	£8,500
14	Girvan	Community theatre, Girvan (Academy)	Education/Professional Design Services	Ward	Complete		Complete			£50,000	£50,000
15	Girvan	Upgrade Knockcushan Gardens	Neighbourhood Services	Ward	Complete		Complete			£30,000	£35,818
16	Girvan	Refurbishment/Demolition of shelter, repaving and seating and footpath reconstruction at Rose Garden	Professional Design Services	Ward	Design and tender	Proceeding with technical designs and subsequent tender.	10%	August-26	September-26	£100,000	£100,000

17	<b>Girvan</b>	Develop community space within Dailly	Neighbourhood Services	Ward	Concept	Total budget is circa £110k with supporting funding from Scottish Government and the Community Fund	5%	TBC	TBC	£30,000	£30,000
18	<b>Girvan</b>	New seating at the shorefront at the event area	Professional Design Services/Neighbourhood Services	Promenade	Design	Engineer appointed to work through technical design		Winter 26	Winter 26	£100,000	£100,000
19	<b>Girvan</b>	New seating along the River Stinchar Walk	Neighbourhood Services	Ward	Feasibility	Ownership consent required.		TBC	TBC	£10,000	£10,000
20	<b>Girvan</b>	New surfacing in harbour car park to designate different uses*	Professional Design Services/ARA	Ward	Concept	Clarification required on proposed works and estimate. Seeking approval for stage 2 feasibility which will include consultation with ARA and public consultation.		Summer'26	Winter'26	£37,500	£37,500
										<b>£1,061,321</b>	<b>£978,083</b>

**Total Budget Committed      £978,083**

**Total Budget Remaining      £21,917**

# Girvan Promenade Projects

Ward 8 - Girvan

Budget

£500,000

	WARD	PROJECT	SERVICE	FUNDING SOURCE	STATUS	NOTES	PROGRESS	START	END	BUDGET	ACTUAL / ANTICIPATED
1	Girvan	Installation of new height restriction barrier at the south of the Harbour Master's Office at Girvan Harbour	Ayrshire Roads Alliance	Promenade	Complete		Complete			£10,000	£5,527
2	Girvan	Creation of events space at the shorefront with power supply and new surfacing	Asset Management/Neighbourhood Services	Promenade	Complete		Complete			£68,000	£68,000
3	Girvan	New shelter (Park Run start point)*	Professional Design Services	Promenade	Tender	Currently out to tender		July-26	August-26	£100,000	£100,000
4	Girvan	New crazy golf facility*	Professional Design Services	Promenade	Design	Requires a business case. To be brought to a future cabinet or council.		Winter'26/27	Spring 27	£150,000	£150,000
5	Girvan	Upgrade of the Memorial Fountain and McCubbin Fountain*	Professional Design Services	Promenade	Design	Being taken forward by LMA.		Winter 26	Winter 26	£50,000	£50,000
6	Girvan	Paving upgrade on approach to Memorial Fountain	Professional Design Services	Promenade	Design	Falls into the masterplan.		Winter 26	Winter 26	£100,000	£100,000
7	Girvan	New surfacing in harbour car park to designate different uses*	Professional Design Services/ARA	Ward	Concept	Falls into the masterplan.				£22,000	£22,000
										<b>£500,000</b>	<b>£495,527</b>

**Total Budget Committed      £495,527**

**Total Budget Remaining      £4,473**

**South Ayrshire Council**  
**Equality Impact Assessment including Fairer Scotland Duty**

**Section One: Policy Details\***

Name of Policy	Proposed Ward Capital Projects Update 2023 to 2025
Lead Officer (Name/Position)	Mike Newall Depute Chief Executive and Director of Housing, Operations and Development <a href="mailto:mike.newall@south-ayrshire.gov.uk">mike.newall@south-ayrshire.gov.uk</a>
Support Team (Names/Positions) including Critical Friend	Macy Biggar Community Planning and Equalities Assistant Susan McCardie Community Planning Lead Officer

\*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main <b>aims</b> of the policy?	Proposed improvement projects identified through Place Plans are implemented throughout the Council area and funded through the Capital Ward budgets as approved by Council on 1 March 2023.
What are the intended <b>outcomes</b> of the policy?	<ul style="list-style-type: none"> <li>• To confirm place improvement projects in each Ward from completed Place Plans.</li> <li>• To share finalised project list for each ward with Community Councils to provide them with details of the proposals for their information.</li> <li>• Attract more tourists to South Ayrshire</li> <li>• Residents will be proud to be part of South Ayrshire</li> </ul>

**Section Two: What are the Likely Impacts of the Policy?**

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	The Policy will impact areas of South Ayrshire which are associated with Capital Projects that support Place Plans and Community Led projects in each ward for; Ayr Town Centre projects; for Girvan Town Centre Regeneration Projects and for the Promenade and Shorefront enhancements.
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
<b>Age:</b> Issues relating to different age groups e.g. older people or children and young people	<b>Positive:</b> New arrangements would be fully inclusive to all age groups.
<b>Disability:</b> Issues relating to disabled people	<b>Positive:</b> New arrangements would be fully inclusive to people with disabilities
<b>Gender Reassignment – Trans/Transgender:</b> Issues relating to people who have proposed, started or completed a process to change his or her sex	<b>Positive:</b> New arrangements would be inclusive to all irrespective of a person’s gender.
<b>Marriage and Civil Partnership:</b> Issues relating to people who are married or are in a civil partnership	<b>Positive:</b> New arrangements would be inclusive to all irrespective of a person’s marital/civil partnership status.
<b>Pregnancy and Maternity:</b> Issues relating to woman who are pregnant and/or on maternity leave	<b>Positive:</b> New arrangements would be fully inclusive to this group.
<b>Race:</b> Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<b>Positive:</b> New arrangements would apply equally to Individuals of all racial groups
<b>Religion or Belief:</b> Issues relating to a person’s religion or belief (including non-belief)	<b>Positive:</b> New arrangements would be fully inclusive to all religions and beliefs (including non-belief).
<b>Sex:</b> Issues specific to women and men/or girls and boys	<b>Positive:</b> new arrangements would have a positive impact on both men and women.
<b>Sexual Orientation:</b> Issues relating to a person’s sexual orientation i.e. LGBT+, heterosexual/straight	<b>Positive:</b> New arrangements would be fully inclusive to all irrespective of a person’s sexual orientation.

<b>Equality and Diversity Themes Relevant to South Ayrshire Council</b>	<b>Positive and/or Negative Impacts</b>
<b>Health</b> Issues and impacts affecting people's health	<b>Positive:</b> Place Plans will ensure a better understanding of our population and places and allow development of plans to positively impact on health.
<b>Human Rights:</b> 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.	<b>Positive:</b> A human rights approach will underpin both the formal engagement and consultation process, and any subsequent implementation of new governance arrangements.

<b>Socio-Economic Disadvantage</b>	<b>Positive and/or Negative Impacts</b>
<b>Low Income/Income Poverty:</b> Issues: cannot afford to maintain regular payments such as bills, food and clothing.	<b>Positive:</b> Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support low income/income poverty.
<b>Low and/or no wealth:</b> Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>Positive:</b> Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support low and/or no wealth.
<b>Material Deprivation:</b> Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	<b>Positive:</b> Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support material deprivation.
<b>Area Deprivation:</b> Issues: where you live (rural areas), where you work (accessibility of transport)	<b>Positive:</b> Place Plans and Community Led Projects will allow the Council to focus on where the need is greatest to support area deprivation.

### Section Three: Evidence Used in Developing the Policy

<p><b>Involvement and Consultation</b> In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? <b>Who</b> did you involve, <b>when</b> and <b>how</b>?</p>	<p>At Council meeting on 1<sup>st</sup> March 2023, the Council approved the General Services Revenue Budget 2023-2024 and the Capital Investment Programme 2023-24 to 2034-2035.</p> <p>Extensive consultation has taken place as part of the Place Planning process, for place-based strategies, budget survey and accessible Ayr. Further information can be found on our consultation <a href="#">web page</a>.</p> <p>Consultation has taken place with all Elected Members as part of the review of proposed improvement projects in each of the Council's Wards as identified through Place Plans.</p>
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<p><b>Data and Research</b> In assessing the impact set out above what evidence has been collected from research or other data. Please specify <b>what</b> research was carried out or data collected, <b>when</b> and <b>how</b> this was done.</p>	<p>Data was taken from Place Plans published in 2019, 2021 and 2022 from across South Ayrshire. The data confirmed the priority actions South Ayrshire communities said they wanted to see delivered. In addition to this, road safety data from Ayrshire Roads Alliance and Transport Scotland and traffic speed data from Police Scotland were also considered as part of the priority project considerations.</p>
<p><b>Partners data and research</b> In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?  Please specify partners</p>	<p>Ayrshire Roads Alliance, Police Scotland, North Carrick Community Benefit Company, Dynamic Dunure, Go Girvan, Girvan Attractions, the Quay Zone in Girvan, Prestwick Civic Pride Partnership, Community Councils, Newton Green Tenants and Residents Association, SUSTRANS, Transport Scotland and Local Elected Members.</p>
<p><b>Gaps and Uncertainties</b> Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>Further reviews of proposed Place Plan actions for each of our communities will be completed to identify potential capital projects that support the strategic objectives and outcomes of the Council, but also have no risk of any future revenue burdens.</p>

**Section Four: Detailed Action Plan to address identified gaps in:**

- a) evidence and**
- b) to mitigate negative impacts**

No.	Action	Responsible Officer(s)	Timescale
1	Completion of approved Ward Capital Projects.	Mike Newall, Chris Cox, Kenny Dalrymple and Kevin Braidwood	By 31 March 2025

**Note: Please add more rows as required.**

**Section Five - Performance monitoring and reporting**

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	Works are already being implemented.
When will the policy be reviewed?	June 2025
Which Panel will have oversight of the policy?	Full Council


**Summary Equality Impact Assessment Implications & Mitigating Actions**

**Name of Policy:** Approval Process and Governance Arrangements for Ward Capital Projects.

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p><b>Eliminate discrimination</b></p> <p>Neither assist nor inhibit.</p>
<p><b>Advance equality of opportunity</b></p> <p>This will look to advance opportunities through improvement of our places.</p>
<p><b>Foster good relations</b></p> <p>This will continue to foster good relations by developing meaningful communication and engagement with local communities to identify their needs and views.</p>
<p><b>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</b></p> <p>The Approval Process and Governance Arrangements for Ward Capital Projects will pay due regard to the Fairer Scotland Duty.</p>

<b>Summary of Key Action to Mitigate Negative Impacts</b>	
<b>Actions</b>	<b>Timescale</b>
None	N/A

**Signed:** 

**Date:** 12 August 2024

**South Ayrshire Council**

**Report by Depute Chief Executive and  
Director of Housing, Operations and Development  
to South Ayrshire Council  
of 14<sup>th</sup> May 2026**

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**Subject:       Development Plan Scheme 2026**

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**1.     Purpose**

1.1     The purpose of this report is to seek approval to publish and consult on the Development Plan Scheme 2026 for Local Development Plan 3.

**2.     Recommendation**

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

**2.1.1     approves the Development Plan Scheme 2026 (Appendix 1) for publication, and consultation, including the proposed Participation Scheme for public and stakeholder consultation:**

**3.     Background**

3.1     Planning legislation requires a Development Plan Scheme to be published annually. The Development Plan Scheme 2026, set out in Appendix 1, is the third to be published under the new development planning regime introduced by the Planning (Scotland) Act 2019, and highlights the key stages and timetable for the preparation of LDP3. It also contains a Participation Statement, which explains how, when and who the Council will engage and consult with throughout the development of the Plan, including local communities, the wider public, key stakeholders, public and private organisations. As with the previous (March 2025) DPS there will be an opportunity for public feedback on whether people feel the range of participation proposals and methods within the DPS are appropriate and sufficient.

3.2     The DPS also acts as an ongoing project management tool to help co-ordinate and manage the LDP process, and the timescales set out.

**4.     Detail**

4.1     As set out in the proposed Development Plan Scheme (Appendix 1), the Evidence Report is the first main stage in the plan process, and this work on this is currently underway. This is an extensive evidence-gathering exercise on wide range of factors covering social, economic, environmental, demographic and infrastructure data. This will be used to inform the policy direction for the next stage of the Planmaking process. The initial 'call for evidence' and topic paper stage is now underway to assess what evidence the Council currently holds in relation to NPF4

policies to identify 'gaps' in existing evidence that will need to be addressed in the final Evidence Report. It will also provide an early indication of where the LDP3 will need to develop local or bespoke policies, that may supplement or depart from NPF4. The views of stakeholders including other Council services, developers, key agencies and community groups are being sought for this initial evidence checking stage.

- 4.2** The timescales for the LDP3 process set out in the updated Development Plan Scheme, have not changed from the previous DPS (March 2025). The DPS anticipates that the new LDP will be adopted just over 5 years after commencement of the process, by Spring 2029. The LDP timetable will, however, be kept under review and updated as necessary each year with in the annual Development Plan Scheme.

### **Community and Stakeholder Engagement**

- 4.3** The Planning Strategy team has developed a tailored engagement strategy and framework with the Thriving Communities team to inform actions at each stage of LDP3 preparation and to co-ordinate engagement work with other Council services, particularly Thriving Communities, who have been conducting similar place-based conversations with communities. This collaboration will aim to optimise community engagement and avoid duplication of work and 'consultation fatigue' from the public. Planning authorities are required to engage with groups that are traditionally hard to reach, including gypsy- traveller communities, young people and older people. The Planning Service will utilise a range of methods to engage with these groups throughout the LDP process, which it is hoped will lead to the creation a more inclusive and community-focussed Plan.

- 4.4** Further key stages in the LDP3 process include:

**4.4.1** Submission of the Evidence Report to the Gatecheck process, which is an assessment by a Scottish Government Reporter of whether the planning authority has provided sufficient information to prepare an LDP.

**4.4.2** Preparation, consultation and modifications on a Proposed Plan, which sets out the Council's intended policies and proposals for South Ayrshire in a place-based document. It will identify where new development should take place and where it should not and will articulate the ambitions and priorities for the future development of the plan area, including housing land requirements, business, tourism and environmental objectives. It will need to follow the key themes set out in NPF4 and will largely follow the policy framework of NPF4.

**4.4.3** Publication of the LDP3 Delivery Programme, which sets out how the Council will implement the new LDP. It is an important part of the Planmaking process and will help in the project management of Plan outcomes, helping to focus development planning resources on delivery as well as plan-making.

**4.4.4** LDP Examination of the Proposed Plan, again through a Scottish Government Reporter, for independent consideration of any issues raised during the formal consultation on the Proposed Plan that have not been resolved through modifications.

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

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 Fees are payable to the Scottish Government's Planning and Environmental Appeals Division (DPEA) for the entering the Gate Check and Local Development Plan Examination processes. Although the exact costs are not yet known, they are estimated to be approximately £30,000 each for the Gate Check and LDP Examination. The Gate Check is expected to take place in 2026, meaning that the fees will be payable in the 2026/27 financial year. This will be met from projected increases in application fee income.

## **7. Human Resources Implications**

7.1 The range of work set out in the Development Plan Scheme will be largely met within the existing resources of the Planning Strategy Team. The assistance of resources within Thriving Communities will also be required in undertaking the engagement strategy and liaising with communities on the development of their Local Place Plans.

In addition, the Scottish Government Planning Hub are providing financial support to the Council, to obtain external specialist reports relating to Open space provision, as well as Business and industry and housing matters.

## **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations.

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

*Insert one of the following statements:*

8.2.1 There is a risk that if the recommendations are rejected that the Council will not be able to finalise and publish the updated Development Plan Scheme and Delivery Programme as required by the Scottish Government. This could impede the Council's ability to meet strategic objectives including those related to economic and housing growth, lead to poorer communication about, and delays to, the Council's programme for making the next Local Development Plan and opportunities for stakeholders to be involved in the process.

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

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

- Public Sector Equality Duty, Human Rights and Fairer Scotland Duty;
- United Nations Convention on the Rights of the Child (UNCRC);
- Sustainability, climate change and biodiversity;
- Potential impact on older people;

- Rural communities;
- Health and wellbeing;
- A trauma informed organisation; and
- The Promise.

9.1 The proposals in this report have not been assessed through the Integrated Impact Assessment process as they do not in themselves set out new policies, strategies or projects, but instead relate to anticipated processes and timescales.

## 10. Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** -SEA will be undertaken at later stages of the Local Development Plan process to scope out issues and consider the environmental impacts of all policies and proposals.

## 11. Options Appraisal

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

## 12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitments 4 of the Council Plan: South Ayrshire Works/ Make the most of the local economy; and A Better Place to Live/ Enhanced environment through social, cultural and economic activities.

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

13.1 The matters referred to in this report do not contribute directly to the Council's transformation priority area(s).

## 14. Results of Consultation

14.1 Engagement has commenced through the publication of initial 'Call for Evidence' topic papers, and further informal engagement and formal stages for representation will be carried out as indicated in Appendix 1 Development Plan Scheme. The results of this consultation will be reported as part of the final Evidence Report, which will be taken to Council for approval later in 2026. Members of the LDP3 Member-Office Working Group (MOWG) were updated on the context and next stages for the Local Development Plan/Development Plan Scheme in February 2026.

14.2 Consultation has taken place with Councillor Shields, Policy Lead for Planning and Regulatory Services, and the contents of this report reflect any feedback provided.

## 15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development will ensure that

all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<b>Implementation</b>	<b>Due date</b>	<b>Managed by</b>
Publication and consultation on the Development Plan Scheme	31 <sup>st</sup> May 2026	Service Lead – Planning and Building Standards
Continuation of evidence gathering process for LDP3 Evidence Report	31 <sup>st</sup> May 2026	Service Lead – Planning and Building Standards

**Background Papers** <https://www.gov.scot/publications/local-development-planning-guidance/>  
<https://www.legislation.gov.uk/ssi/2023/101/contents/made>  
<https://www.gov.scot/publications/development-planning-action-and-delivery-programmes-letter-to-planning-authorities-june-2024/>

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

# Draft Development Plan Scheme

published March 2026



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# Draft Development Plan Scheme - March 2026

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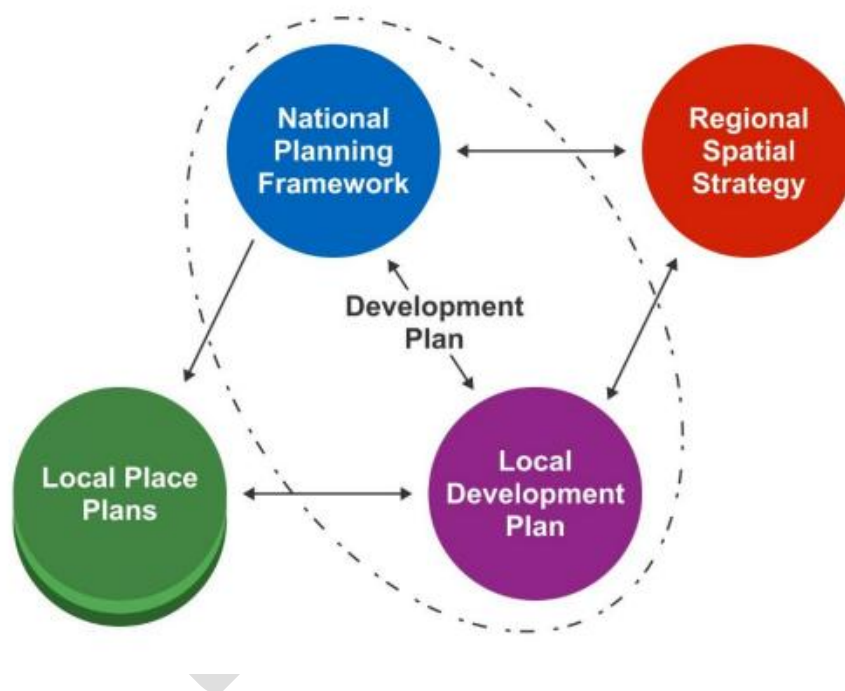
## Overview

The Development Plan Scheme is a statement setting out South Ayrshire Council's timetable for the preparation of the next development plan.

Under statutory guidance, all planning authorities are required to publish annually a Development Scheme. The principal purposes of the South Ayrshire Council Development Plan Scheme (DPS) are to:-

- Set out an updated timetable for producing the South Ayrshire Local Development Plan 3 (LDP3);
- Outline what is involved at each stage of preparing the Local Development Plan; and
- Explain when and how stakeholders can engage in the process and influence the content of the Development Plan; and
- Seek views on the Participation Statement

The Scottish Government requires every planning authority to prepare development plans for their area. The Development Plan is at the heart of the planning system setting out policies and proposals to guide the development, management and use of land. The Plan sets out a vision and a framework for future development; addressing needs and opportunities in relation to housing, economy, infrastructure, community facilities, safeguarding and enhancing environmental and landscape assets, the emerging needs of climate change and achieving well designed places for the residents, communities and businesses of South Ayrshire. To support the preparation of the next Local Development Plan, there are a range of other plans and strategies that interlink with the LDP.



## National Planning Framework (NPF4)

National Planning Framework 4 (NPF4) which sets out the national spatial strategy for Scotland (upto 2045) and plans for development and investment in infrastructure, identifies national developments and other strategically important opportunities in Scotland. NPF4 was adopted in February 2023. NPF4 contains both spatial and thematic planning policies in the same document and sets out the national policy position for land use planning. It will be used to determine planning applications. As NPF4 contains planning policy, new LDPs will be place-based documents with emphasis on maps, site briefs and masterplans, with minimal policy wording.

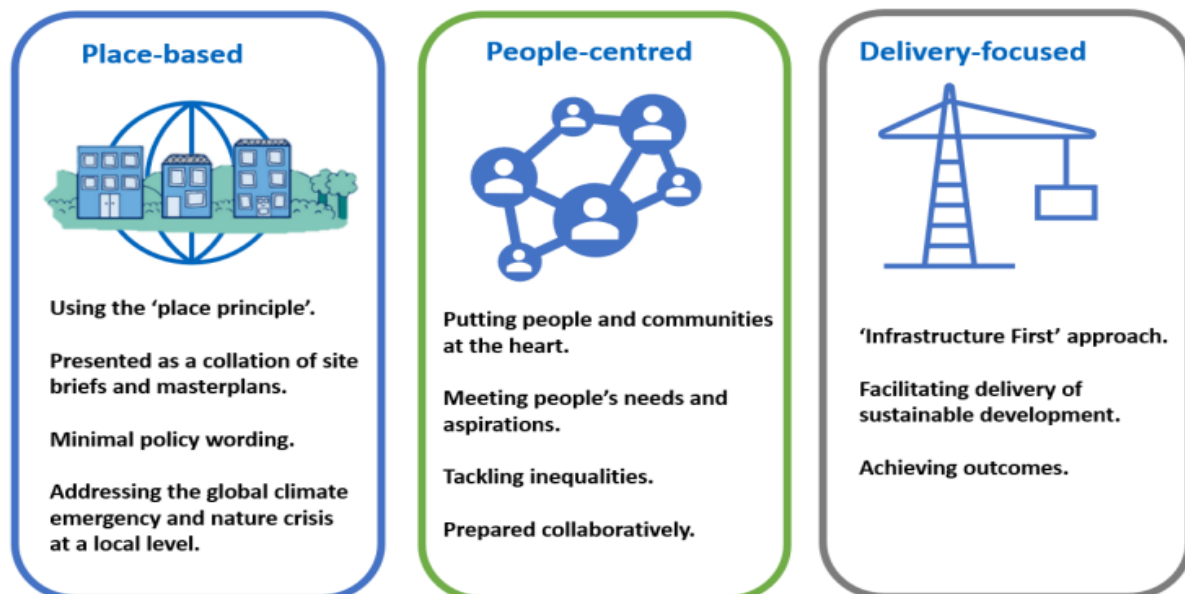
## New Local Development Plan

Under the new development planning system introduced by the Planning (Scotland) Act 2019, the process for preparing Local Development Plans three distinct parts to LDP preparation:-

1. Evidence involving the gathering of data and information to inform the production of the new LDP,
2. Plan preparation to produce the new LDP for adoption, and
3. Delivery of the adopted LDP.

Alongside NPF4, the Local Development Plan (LDP3) will influence future built development within South Ayrshire. As NPF4 contains planning policy, new LDPs will be place-based documents with emphasis on maps, site briefs and masterplans, with minimal policy wording. The policies and proposals within the LDP are to be focused on places and locations, while National Planning Framework 4 will provide overarching thematic policies for decision making.

LDP3 should consider the ambitions and outcomes for our region, looking ahead to 20 years in the future. It should be developed through collaboration and based on robust evidence so that it is deliverable. The LDP should be place-based, people-centred and delivery focused with the inclusion of a clear Spatial Strategy shown in a collection of maps, site briefs and masterplans. Plans should be relevant and easily understood by the people with an interest in their place.



## Other Plans and Strategies

The Planning (Scotland) Act 2019 introduced the requirement for a number of other plan and strategy documents to inform and improve the planning system in Scotland. These are:

**Regional Spatial Strategy** - all planning authorities, either individually or acting together as a regional grouping, are required to prepare a Regional Spatial Strategy (RSS). Although not part of the statutory development plan, planning authorities must have regard to adopted RSSs when preparing local development plans. South Ayrshire Council worked with North Ayrshire and East Ayrshire Councils to publish a joint Indicative Regional Spatial Strategy (IRSS) for Ayrshire in 2020, which was used to inform the development of NPF4.

An officer working group has been established between the 3 authorities to develop an Ayrshire Regional Spatial Strategy, however, we are currently awaiting publication of guidance from Scottish Government to inform the process, format and scope for an RSS.

**Open Space Strategy** – planning authorities are required to prepare a strategy setting out a strategic framework of policies and proposals for the development, maintenance and use of green infrastructure, including open spaces and green networks. The strategy is to contain an audit of existing open space provision and an assessment of current and future requirements.

**Play Sufficiency Assessment** – planning authorities are required to assess the sufficiency of play opportunities for children in preparing the Evidence Report for the Local Development Plan.

**Forestry and Woodland Strategy** – planning authorities are to prepare a strategy which identifies woodlands of high nature conservation, and sets policies and proposals for the development of forestry and woodland, and the protection, enhancement and expansion of woodlands.

## LDP3 Process

The Planning (Scotland) Act 2019 has brought numerous changes to the key steps for preparing a Local Development Plan. The preparation for a new-style LDP will include:-

- Evidence gathering and early community and stakeholder engagement leading to an Evidence Report.
- Submission of the Evidence Report to Scottish Ministers for Gate Check.
- Collaborative plan preparation, leading to publication of the Proposed Plan for consultation.
- Submission of the Proposed Plan to Scottish Ministers for an independent examination of outstanding issues.
- Adoption of the Local Development Plan

The Scottish Government expects every planning authority in Scotland to have adopted a new local development plan within five years of the regulations coming into force, i.e. by May 2028. The previous DPS indicated adoption of LDP3 by the end of 2027, however due to ongoing resourcing pressures the updated timeline has moved back so that the date for adoption of LDP3 is now proposed for September 2029. (see timetable below)

## Delivery Programme

The Council is required to prepare a Delivery Programme to set out how they propose to deliver the actions set out in the LDP3 policies and sites.

The Delivery Programme that accompanies LDP3 will set out how the Council proposes to implement the Plan. It will include a list of actions to deliver the proposals in LDP3 in accordance with the policies in the same plan; and a timescale for the conclusion of each action. Regular monitoring of LDP3 will determine how successfully LDP3 is being delivered. Monitoring will help identify and mediate any issues that occur and, depending on the circumstances, consider the status of housing sites including whether they are still deliverable or if they should be de-allocated.

The Delivery Programme is prepared in parallel with the preparation of the Local Development Plan and is reviewed and updated at least every 2 years. The Delivery Programme must set out:

- A list of actions required to deliver policies and proposals contained in the LDP;
- An explanation as to how those actions are to be undertaken;
- The timescale for the conclusion of each action; and
- The expected sequencing of, and timescales for, delivery of housing on sites allocated by the LDP.

As LDP3 is still being prepared, a Delivery Programme relating to the adopted Plan, LDP2, was published in 2025 alongside this Development Plan Scheme, in accordance with Scottish Government requirements. [LDP2 Delivery Programme](#)

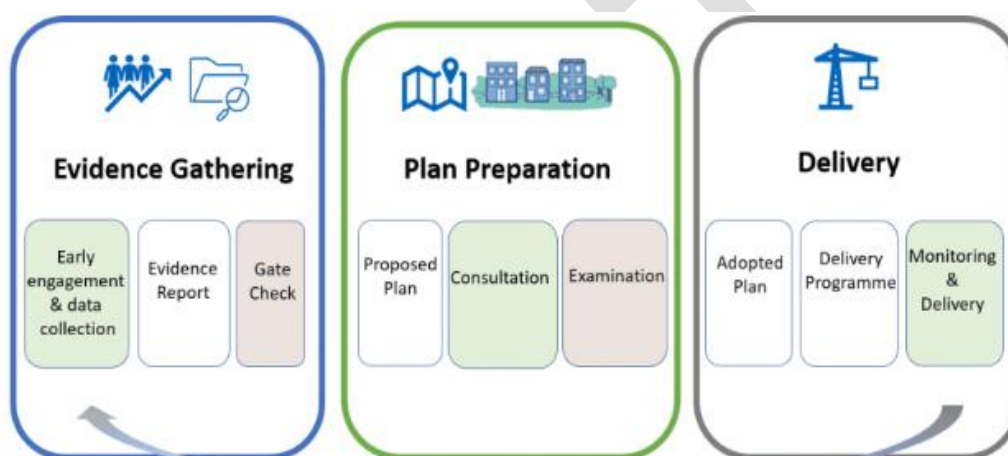
## Supporting assessments

There are several different assessments which must be undertaken to support the preparation of LDP3. They are an integral part of the plan making process and should inform, and be informed by, the plan as it is being prepared. The various impact assessments are listed below.

- Strategic Environmental Assessment (SEA)
- Habitat Regulations Appraisal (HRA)
- Integrated Impact Assessment (IIA) (replacing and combining the previous, separate Equalities Impact Assessment, Public Sector Equality Duty Assessment and Fairer Scotland Duty Assessment)

## LDP3 Timeline

There are 3 key stages in the preparation of LDP3.



The table below sets out the indicative timescales for the preparation of Local Development Plan 3. The timetable has changed from the previous DPS (2025) as it was anticipated that the may change, however, alterations to the timetable will be conveyed through future Development Plan Schemes (DPS).

As this is a new process, the timescales are a best estimate, and are aimed at ensuring the LDP Review is complete within 5 years of the Scottish Government's LDP Guidance being published i.e. May 2028. Future Development Plan Schemes will include any updates to the programming.

Development Plan Schemes are required to use Quarters in the DPS for timetabling in order to identify the Quarter (Q) in which the planning authority expects to publish certain elements of the Local Development Plan process. **(Quarter 1 April-June; Quarter 2 July-September; Quarter 3 October-December; and Quarter 4 January-March)**

There is a significant amount of work to be undertaken to prepare the Evidence Report and the Proposed Plan. Many of the tasks ahead will require collaboration both internally, and with key agencies, communities, infrastructure providers, the development industry, and landowners.

The previous Development Plan Scheme (2025) anticipated that

- the Evidence Report would be submitted for Gatecheck by September 2026. (Q3 2026)
- the Proposed Plan October 2028 would be submitted for examination October 2028 – February 2029 (Q3 2028 – Q4 2028/29).

**DRAFT - DPS 2026 LDP Timetable Update**

<b>Evidence Report</b>	<b>DPS 2026</b>	<b>Change from DPS 2025</b>
Evidence Topic Papers – a review of existing against NPF4 policies, identify needs for additional evidence and assess likely need for LDP3 to develop local policies or depart from NPF4.	March 2024 – June 2026 (Q4 2023/24 - Q2 2025/26)	+9 months
Evidence gathering and preparation of Evidence Report  Engage with public and groups on evidence	September 2025 – June 2026 (Q2 2025/26 – Q1 2026/27)	No change
Seek Council Approval to Publish Evidence Report and SEA Scoping Report and submit to Scottish Government Gatecheck process	September 2026 (Q2 2026/27)	No change

<b>Gatecheck</b>	<b>Scheduled Date</b>	<b>Change from DPS 2025</b>
Examination of the Evidence Report	September 2026 – December 2026 (Q2 2026/27 – Q3 2026/27)	No change

<b>Proposed Plan</b>	<b>Scheduled Date</b>	<b>Change from DPS 2025</b>
Call for Ideas	December 2026 – March 2027 (Q3 2026/27 – Q4 2026/27)	+6 months

Plan Preparation	June 2026 – November 2027 (Q1 2026/27 -Q3 2027/28)	No change
Publish and consult on Proposed Plan and the Environmental Report	November 2027 – March 2028 (Q3 2027/28 – Q4 2027/28)	No change
<b>SCOTTISH GOVERNMENT DEADLINE FOR ADOPTION OF NEW STYLE LDPs</b>	<b>19<sup>th</sup> May 2028</b>	
Assess representations. Consider any changes and progress to examination stage	March 2028 – October 2028 (Q4 2027/28 – Q3 2028/29)	No change

<b>Examination</b>	<b>Scheduled Date</b>	<b>Change from DPS 2025</b>
Examination of Proposed LDP3 and Environmental Report	October 2028 – February 2029 (Q3 2028/29 – Q4 2028/29)	No change
Consider Examination recommendations. Publish any changes. Re-send modified Proposed LDP3 to Scottish Ministers	February 2029 – April 2029 (Q4 2028/29 – Q1 2029/30)	No change

<b>Adoption</b>	<b>Scheduled Date</b>	<b>Change from DPS 2025</b>
Publish and Publicise Adopted LDP3 and Environmental Report	June 2029 (Q1 2029/30)	No change

Development Plan Schemes are required to use Quarters in the DPS for timetabling in order to identify the Quarter (Q) in which the planning authority expects to publish certain elements of the Local Development Plan process. (**Quarter 1 April-June; Quarter 2 July-September; Quarter 3 October-December; and Quarter 4 January-March**) (see section 66 page 21 of Development Plan Guidance May 2023)

A detailed timeline outlining the Local Development Plan's key stages and the types of engagement to take place is provided in the Participation Statement.

All planning authorities have five years from the regulations coming into force to replace their current Local Development Plan with a new style Local Development Plan. The date for the adoption of LDP3 should be by no later than May 2028.

Given significant amount of work to be undertaken to prepare the Proposed Plan and with the staff vacancies, it would appear that South Ayrshire will not meet this deadline.

## **Changes in Timetable since the previous DPS (2025)**

Paragraph 22(2) of The Town and Country Planning (Development Planning)(Scotland) Regulations 2023 states that if the timetable within the DPS differs from the timetable in the previous DPS, the new DPS must identify the changes to the timetable and set out the reasons for the changes to the timetable.

The date for submission of the Evidence Report remains to be September 2026 (Q3 2026) (the date identified in DPS 2025).

The date for the proposed Call for Ideas has been amended as an approved Evidence Report is required in order to initiate a Call for Ideas.

The timescale to prepare the Topic Papers has been amended as this forms the majority of the work in order to prepare the Evidence Report. The completion of the Topic Papers will expedite the remainder of the work for the Evidence Report. The changes since DPS 2025 reflect a reassessment of the original timeline for the Topic Papers due to a number of in-house factors including staff vacancies as well as the implications of the Town and Country Planning (Development Planning)(Scotland) Regulations 2023 and Guidance published in 2023.

This means that the intended adoption date for the new Local Development Plan, whilst not exact, will remain to be June 2029.

## **Local Place Plans**

Local Place Plans are community-led plans setting out proposals for the development and use of land. Communities will have the opportunity to prepare Local Place Plans (LPPs), setting out their proposals for the development and use of land in their local area, and so providing a new opportunity for communities to feed into the LDP preparation process at the outset of the process. Although not part of the statutory development plan, planning authorities must have regard for registered LPPs in the preparation of local development plans. While the Council cannot prepare LPPs, we are required by legislation to provide information on the assistance available for local communities in preparing an LPP for their area. While the regulations set out the legislative process, they leave scope for different approaches to consultation and production of an LPP. For each LPP to be taken into account in the LDP process, the LPP should be submitted and validated in advance of the finalisation of the Evidence Report and in advance of the Gate Check.

The Council issued an invitation to local communities to prepare a Local Place Plan in early 2024 and held an information session to in May 2024 where further details were provided about the process. and will keep a register of validated Local Place Plans in South Ayrshire and make information about them available online. There are currently no registered Local Place Plans for South Ayrshire.

Information and guidance have been published for community groups who are interested in producing their own Local Place Plan and communities can seek assistance from the Council and its partners. This process of support is designed to be flexible to respond to issues as they arise. Further information on Local Place Plans can be found [here](#).

## Why should I get involved in the preparation of the next local Development Plan 'LDP3'?

LDP3 will have an impact upon many people's lives within South Ayrshire. It is the principal document that guides where development should and should not take place, and will promote and facilitate developments that support and enhance the communities, economy and environment of South Ayrshire.

Participating in the preparation of the LDP is a chance to help shape your future surroundings. It is important therefore that everyone who wants to engage in the Plan process is able to do so. If you want to have a say in how the area develops over the next 10 years then the preparation of LDP3 is your opportunity to do so. In order to ensure we have heard from the widest range of people, and to ensure that the Plan reflects their input, the LDP process seeks to 'front-load' its engagement.

### How will we involve people at each stage of the LDP3?

There are three main ways in which we will seek to involve stakeholders and the public in the preparation of LDP3:

- **Inform** – Throughout the process, we provide information on the progress made and make people aware of the next stages in the process, and how and when they can be involved.
- **Engage** – In the early stages of the process, we engage with a wide range of stakeholders, communities and the general public in order to identify the main issues to be addressed in the next Plan. This is the principal opportunity to influence the shape and direction of the Plan.
- **Consult** – We will consult all stakeholders and the public on the policies, strategies and proposals set out in the published Proposed Plan. At other points in the process, we also will seek stakeholders' views on specific issues and options which have been identified for discussion or consultation.

The above-mentioned types of involvement reflect the main stages of the plan. As the Plan progresses and ideas and principles become established, different levels of involvement become more appropriate. To help stakeholders get involved in the most appropriate ways, at the most appropriate stages, we have prepared a '**Participation Statement**'.

## Participation Statement

The Participation Statement sets out when, how and why you should get involved in the various stages of preparing LDP3. The responses received to the previous DPS have been taken into account and are included in this Participation Statement and have enabled us to tailor our approach and make sure people can get involved and engage in the various plan preparation and consultation stages. The experience of preparing previous LDPs has helped us learn how to improve the way we include the public and reach a wide range of people. We are proposing to have a mix of in person and digital platform consultation and engagement events and meetings.

## Consultation and Engagement

The 2019 Planning (Scotland) Act has set a clear direction to improve engagement and help people in communities find a way to influence how their neighbourhood and the place they live will change for the better in the future. When preparing LDP3 we will share information and focus on early and meaningful consultation. We want to do the best we can to encourage people to take part and have their opinions and ideas heard so we will use the methods that have been shown to work and are now considered best practice for engaging with people. Everyone will have an opportunity to get involved and comment throughout the LDP3 in the various stages outlined above, including having a say on how you would like to be involved. Once the Proposed LDP3 has been published, there will be limited opportunity for further engagement, so it is important to get involved during the earlier stages of the process to ensure your voice is heard. We will keep you updated on when events are happening by publicising them on our website, through Council social media and using updates to those who have registered in contact database and through the DPS Participation Statement.

## LDP3 Public Engagement Framework

The LDP3 Public Engagement Framework sets out the Council's ambitions for strong public engagement through the Local Development Plan 3 (LDP3) process, building on the steps set out in the Participation Statement. It provides additional detail on how the relevant statutory requirements for engagement and stakeholder involvement relating to the different stages in the Local Development Plan preparation will be met, and where possible, exceeded. The document is composed of the following sections: Section 2 sets out the statutory requirements of the Council with regards to public engagement; Section 3 sets out the methods through which the Council will engage different stakeholders; Section 4 includes the different stages of the LDP3 development process and an indicator of engagement activities at each stage. The Public Engagement Framework is available on the Council's [LDP3 Hub website](#), and is intended to be a dynamic document that will be updated to reflect progress and learning through the LDP3 process.

### How will we consult?

South Ayrshire Council is committed to encouraging participation from as wide a range of stakeholders as possible in all Local Development Plan related activities, such as masterplans, development briefs and other guidance published throughout the lifetime of the Plan. This Participation Statement outlines in general terms how communities and stakeholders will be engaged and have the opportunity to engage, shape and inform the Local Development Plan and associated documents. The Planning Service will work closely with the Council's Thriving Communities team throughout the LDP process to ensure that a wide and diverse range of community voices are heard, and that engagement is co-ordinated to avoid duplication and 'consultation fatigue'. In particular, the well-advanced work with communities to prepare Community-led Action Plans will provide valuable feedback to inform the LDP process.

The Council aims to ensure that;

- All engagement events are inclusive, open and transparent, this will be reflected in the venues we use, the documents we produce and our methods of engagement;
- Representations are fully considered and help to shape our approach for the LDP process
- We take the extra step to engage with as wide an audience as possible, reflecting the diverse nature of our community,
- Particular steps will be taken by the council including methods on reaching under-represented groups, promote inclusive participation at all stages of LDP process and ensure views effect and influence LDP creation.

The experience of preparing previous LDPs has helped us learn how to improve the way we include the public and reach a wide range of people. We are aware that the pandemic and the cost-of-living crises have had an impact on people, which is why we are proposing to have a mix of in person and digital platform consultation and engagement events and meetings.

**Proposed methods for information sharing, engagement and consultation for the preparation of LDP3 may include:-**

Activity	Details of engagement methods may include the following:-
Publicity	<ul style="list-style-type: none"> <li>• Press Notice</li> <li>• Press Releases</li> <li>• Social Media</li> <li>• Planning Hub</li> <li>• Information and updates on Council website</li> <li>• Targeted e-mails to stakeholders and interested groups, including key agencies and Scottish Ministers, CSGN, adjoining local authorities, Community Councils; community associations and other local groups which may represent micro communities</li> <li>• Targeted communication with hard to reach groups including children and young people; older people; disabled people. Travellers and ethnic minority groups</li> <li>• Neighbour Notification</li> <li>• Mailings List</li> </ul>

Circulation/Distribution of documents	<ul style="list-style-type: none"> <li>• Planning Hub</li> <li>• Council Offices</li> <li>• Libraries</li> </ul> <p>And where appropriate:</p> <ul style="list-style-type: none"> <li>• Doctor's surgeries</li> <li>• Leisure centres</li> <li>• Secondary schools</li> <li>• Pharmacies</li> <li>• Community cafes and shops (in rural locations)</li> </ul>
Consultation Tools	<ul style="list-style-type: none"> <li>• Survey(s)</li> <li>• On-line questionnaires/surveys and interactive mapping through the LDP3 Hub website</li> <li>• In-person events and on-line events</li> <li>• Place Standard Tool including Place Standard Tool for Children and Young People</li> <li>• SP=EED Engagement Guide</li> <li>• Community Engagement through Community-led Action Plans</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Targeted meetings with landowners, developers, business sectors and key agencies</li> <li>• Events/Exhibitions</li> <li>• Drop-in sessions and workshops in various locations across the Council area;</li> </ul>
Additional activities	<ul style="list-style-type: none"> <li>• Use of existing consultations for Council Place Plans</li> <li>• Engaging with under-represented groups;</li> <li>• Engagement with Children and Young People</li> <li>• Creative approaches to place making, including use of the Place Standard Tool;</li> <li>• Notifying neighbouring properties to sites that are being considered for inclusion within the plan;</li> <li>• Directly notifying people signed up to our updates mailing list. You can sign up <a href="#">here</a></li> </ul>

### Who we will consult

- The public in general
- Community groups, organisations and their representatives, including Community Councils
- groups such as Disabled people, Children and Young people, Gypsies and Travellers -
- Stakeholders and key agencies such as SEPA, Transport Scotland, Historic Environment Scotland, Scottish Forestry and Nature Scot;
- Private sector such as business interests, landowners, land managers, developers/housebuilders (including Housing Associations and Homes for Scotland)
- Other agencies/organisations and infrastructure providers
- Infrastructure and service providers including health board; public transport providers; telecommunications and electricity network companies
- Scottish Government
- Voluntary organisations
- Minority groups
- Relevant amenity bodies
- Council's wider services
- Central Scotland Green Network (CSGN)
- Key Agencies as designated by the Scottish Government
- Key Agency Groups such as SportScotland

Where not already specified, we will seek the views of representatives of the following particular groups of people:

- children and young people
- disabled people
- Travellers
- Community Councils

### Key Stages in the process for engaging

The following section outlines the key stages of preparation and the actions that have been/will be undertaken.

Activity	What engagement activities do we plan?	Timescale
Call for Evidence	Online questionnaire and opportunity to comment on prepared evidence Topic Papers, and suggest further evidence the Council should take into account	Q4 2023/24 - Q2 2025/26  March 2024 – June 2026
DPEA Gate Check of South Ayrshire Council Evidence Report	This is not a time of engagement, unless the appointed Scottish Government Reporter(s) requests the Council submits further information that would require the Council to contact other parties. The engagement would be targeted and not open to all parties	Q2 2026/27 - Q3 – 2026/27  September 2026 – December 2026)
Call for Ideas	We will prepare information to help stimulate ideas. Invitations to contribute will be sent to all registered interested parties. The Call for Ideas will be placed on the Council's website, in Council libraries, Council Customer Service Centres and publicised through Council social media. The Planning Service will seek to identify other parties who may wish to contribute and extend invitations to contribute to them.	Q3 2026/27 - Q4 2026/27  December 2026 – March 2027
Engagement for preparation of Proposed Plan	Using the Evidence Report, Local Place Plans and information from the Call for Ideas, the Planning Service will prepare a spatial strategy and other early outlines of its Proposed Plan. This may also include reasonable alternatives as the content of the plan will still be emerging at this stage. Notification of the engagement activities will be sent to all registered interested parties. Engagement will also take place with Children and Young People. The Planning Service will notify schools, SAC Youth Council and youth parliament representatives and seek access to schools, colleges and youth clubs to discuss the emerging proposals in the Proposed Plan. The Planning Service will hold engagement events in the main communities in South Ayrshire. The Planning Service will seek to engage with identified communities of interest (for example the business community) and those identified in Planning legislation. The Planning Service will seek to engage with South Ayrshire Community Councils on the emerging Proposed Plan. Notification of neighbours adjacent to significant developments will be undertaken.	Q3 2026 – Q3 2027  October 2026 – November 2027
Publication of Proposed Plan	This will be a minimum 12-week period in which to lodge formal representations on the published Proposed Plan.	Q3 2027/28 – Q4 2027/28

	<p>This will be an opportunity to respond formally to the content of the Proposed Plan and the Strategic Environmental Assessment (SEA) Environmental Report.</p> <p>The Proposed Plan will be published on the Council's website, placed in Council libraries, the Council's Customer Service Centres and publicised through Council social media channels. An advertisement will be placed in the local newspaper. Notification will be sent to registered interested parties, all South Ayrshire Community Councils and to Scottish Government identified Key Agencies, Scottish Ministers and adjoining planning authorities to the plan area.</p> <p>The Planning Service will notify neighbours that may be significantly affected by development allocation proposals.</p> <p>The Planning Service will notify children and young people and representative organisations.</p> <p>The Planning Service will also seek to notify further and higher education establishments, disabled persons representative group(s); and Gypsies &amp; Travellers representative group(s).</p>	<p>November 2027 - March 2028</p>
<p>Modification of Proposed Plan (if required)</p>	<p>Following the 12-week consultation period on the Proposed Plan, the Planning Service may modify the plan. This would be done through a Modification Report.</p> <p>There may be some degree of direct liaison with respondents to identify satisfactory changes and modifications that could be made to resolve their objections to the Proposed Plan. The Council will consider the degree of further engagement required depending on the scale of any modifications.</p> <p>If modifications are made, a Modification Report will be published setting out the modifications and the reasons for making them. There is no opportunity for engagement comment on the Modification Report once it is produced.</p>	<p>Q4 2027/28 - Q3 2028/29</p> <p>March 2028 – October 2028</p>
<p>Examination into unresolved objections to Proposed Plan</p>	<p>The form of the Examination will be led by the appointed DPEA Reporter but may include a hearing session. The Planning Service will advertise the Examination in a local newspaper, in Council libraries, Council Customer Service Centres and notification will be sent to registered interested parties who made representations to the Proposed Plan.</p> <p>The Reporter will publish an Examination Report, including recommendations for modifications to the proposed Local Development Plan. This will inform those who have made representations of how these have been addressed at Examination and about the recommended further modifications to the Proposed Plan.</p>	<p>Q4 2028/29 – Q1 2029</p> <p>Feb 2029 – April 2029</p>

	A Modification Report will be issued by the Council to inform communities and interested parties of the modifications made in response to representations made on the Proposed Plan, or a Direction from Scottish Ministers on the content of the Proposed Plan.	
Adoption of LDP3	The Planning Service will publish Modified LDP3 and associated documents, and place them on the Council's website, at libraries and at the Council's Customer Service Centres. It will be publicised through all Council social media channels and through an advertisement in the local newspaper, the Ayrshire Post.	Q1 2029/30 June 2029

DRAFT

## Let us know what you think?

Under the Planning (Scotland) Act 2019, we are required to seek the views of the public on the content of the participation statement. We would therefore like your views on our approach to engagement and how you would like to participate in the plan-making process. A Local Development Plan participant database has also been established to record the details of individuals and organisations wishing to be kept up-to-date with the Local Development Plan process. You can have your details added to the database by contacting us through any of the methods below:

- **Do you agree with the communication methods set out and the stages at which these should be used? Are there any additional methods missing that you feel would increase participation in the plan-making process?**
- **Are there better ways for us to consult and engage with you?**
- **Should it be in person or online – or both?**
- **What locations are the most convenient, who else should we contact for information, comment and opinion?**
- **You can suggest some ideas for different types of consultation. We might get back in touch with you to discuss your ideas, if that's ok with you too?**

We want to tailor consultation and engagement events to suit circumstances, and learn from experience and best practice, and hear some new ways of doing this if you think the ways we've suggested might not work well. Please tell us if you have some ideas.

One of the most important stages in preparing our next Development Plan will be gathering of relevant and useful evidence and opinion about the types of development you want to see, and the most appropriate places for it. We will have to compile this information into an 'Evidence Report' and submit this to the Scottish Government for assessment before we can progress any further.

Annex E of Local Development Planning Guidance (May 2023) identifies what this evidence report must contain and it's the first time the Planning Authorities have been asked to do it. We will use the consultation methods mentioned above to gather information, but as this is the first stage of a new way of working, we'd really like you to get involved right from the start.

### Mediation

Mediation is seen as a potentially useful tool for exploring, resolving or reducing disagreement on land use plans. It can be used to aid the engagement process and to help build bridges between stakeholders. It is a voluntary process between two parties, facilitated by a third independent party. There is no legislative requirement for mediation in the Scottish planning system but there are potential scenarios where it might assist in resolving issues that arise through the preparation of different types of land use plan. However, our aim is to remove or reduce the need for mediation by gaining awareness of proposals/sites that may prove contentious through early engagement with stakeholders in the preparation of plans including any community-led Local Place Plans.

### We'd like you to get involved!

#### Register your interest in helping to shape the next Local Development Plan

Significant use will be made of the South Ayrshire Council [Local Development Plan Hub](#) and the Council website to both share information and seek stakeholders views upon it. Those that have registered through the portal will receive updates and announcements at key stages of the development plan preparation.

**Contact us to register your interest, and we'll keep you informed about how and when you can get involved.**

### **Feedback**

For further information about this DPS, how to provide feedback or have any other general queries about the LDP, please find further information here: [www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

For news and updates on LDP3 we recommend that you register for our mailing list on the Planning hub ([link](#))

You can contact us by telephone on **0300 123 0900** and ask to speak to a member of the Planning Strategy team. You can also e-mail the Strategy Planning team at [localdevelopmentplans@south-ayrshire.gov.uk](mailto:localdevelopmentplans@south-ayrshire.gov.uk)

[Link to Planning Service privacy notice](#)

### **Planning and Buildings Standard Service**

South Ayrshire Council  
Wellington Square  
Ayr  
KA7 1DR



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

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

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

本信息可應要求提供盲文，大字印刷或音頻格式，以及可翻譯成多種語言。以下是詳細聯繫方式。

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

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

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

## South Ayrshire Council

[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

**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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E-mail [pauline.bradley@south-ayrshire.gov.uk](mailto:pauline.bradley@south-ayrshire.gov.uk)**

**Ali Mutch, Service Lead – Sport, Leisure and Golf  
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Phone 01292 617616  
E-mail [Alistair.Mutch@south-ayrshire.gov.uk](mailto:Alistair.Mutch@south-ayrshire.gov.uk)**

**Date: 24th April 2026**

# Feasibility Proposal.

## **Belleisle Golf Course Project**

South Ayrshire Council

August 2025

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3	Project Data Model- Integratis
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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

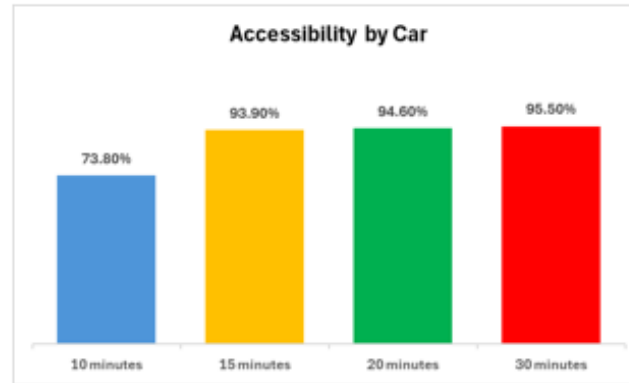
Theme	Level of Support / Concern	Category
Improved practice facilities	High support	● High Support
Golf Development Centre	Strong support	● High Support
Café and social facilities	Moderate support	● Support
Accessibility and inclusion	Growing support	● Emerging Support
Environmental sustainability	Emerging 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

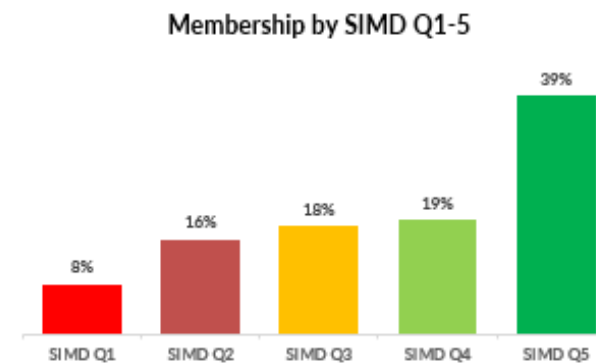
### Accessibility Challenges

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

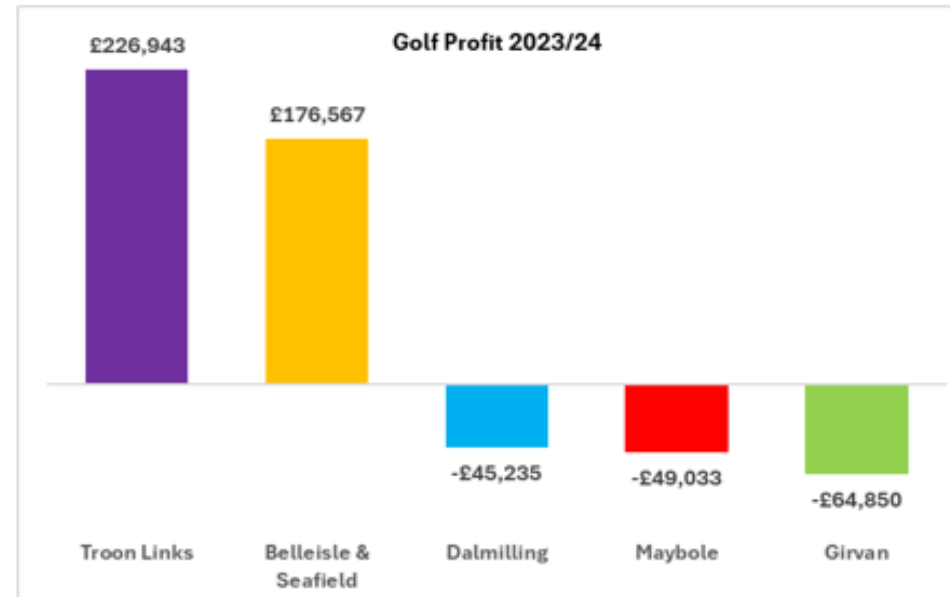


# Project Data Model – Integratis

## 3.5 Financial Performance

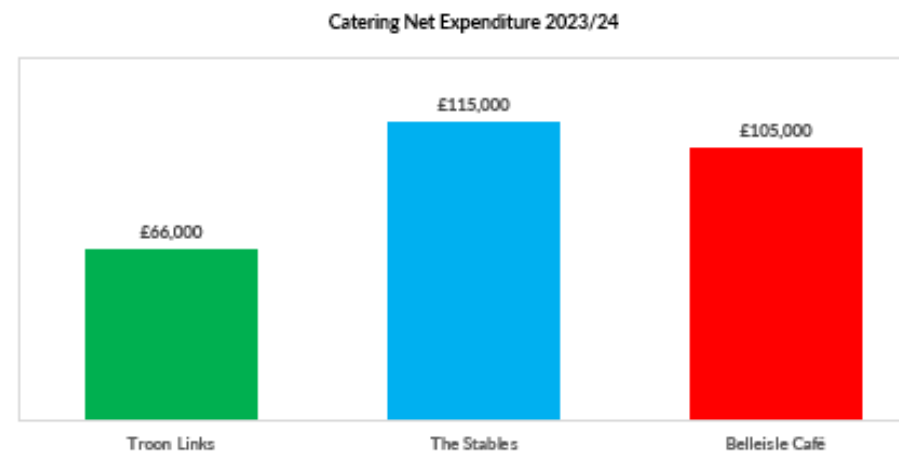
### Golf Operations

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\*

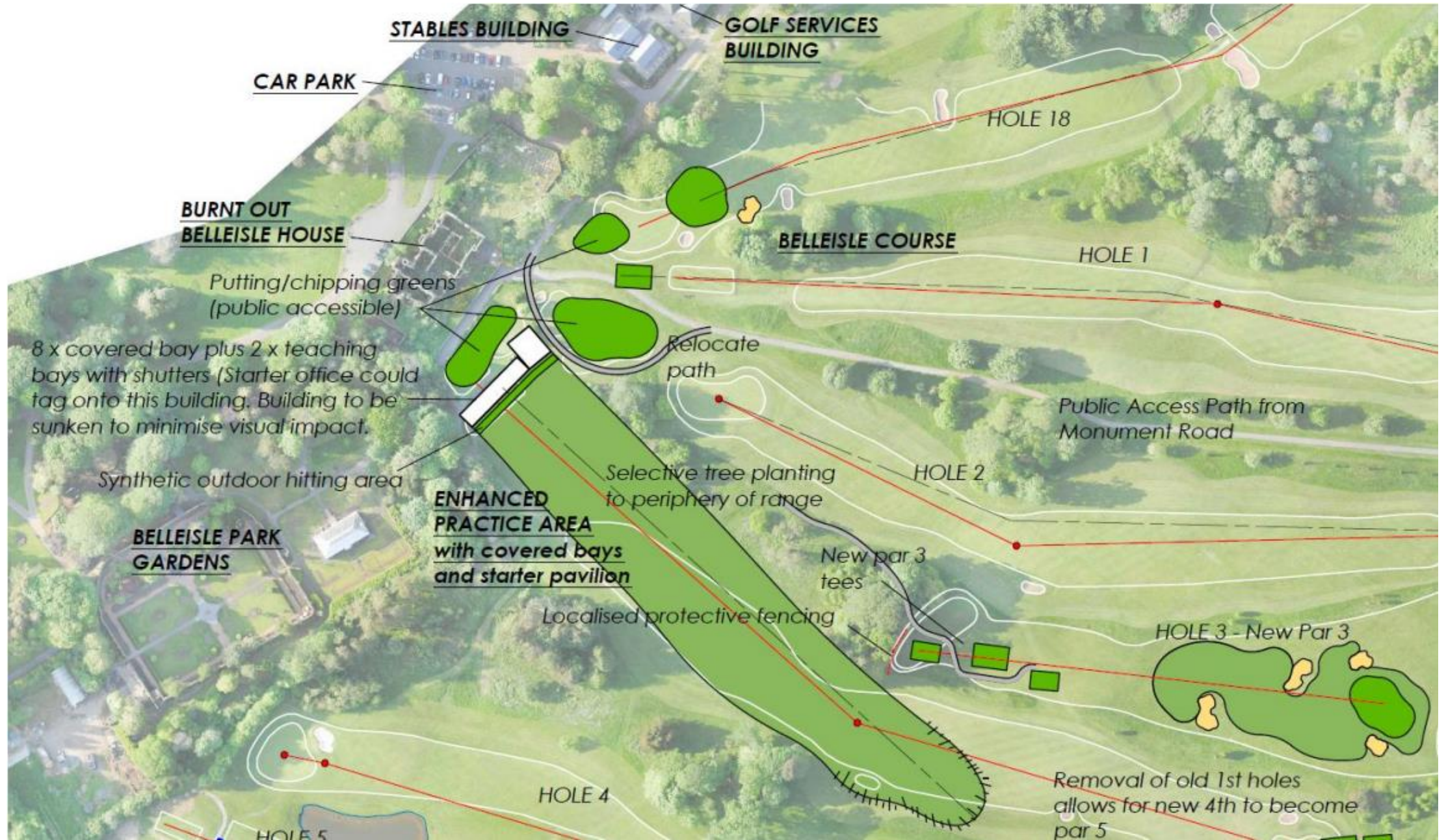
Golf Development Centre: £1,400,000

**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

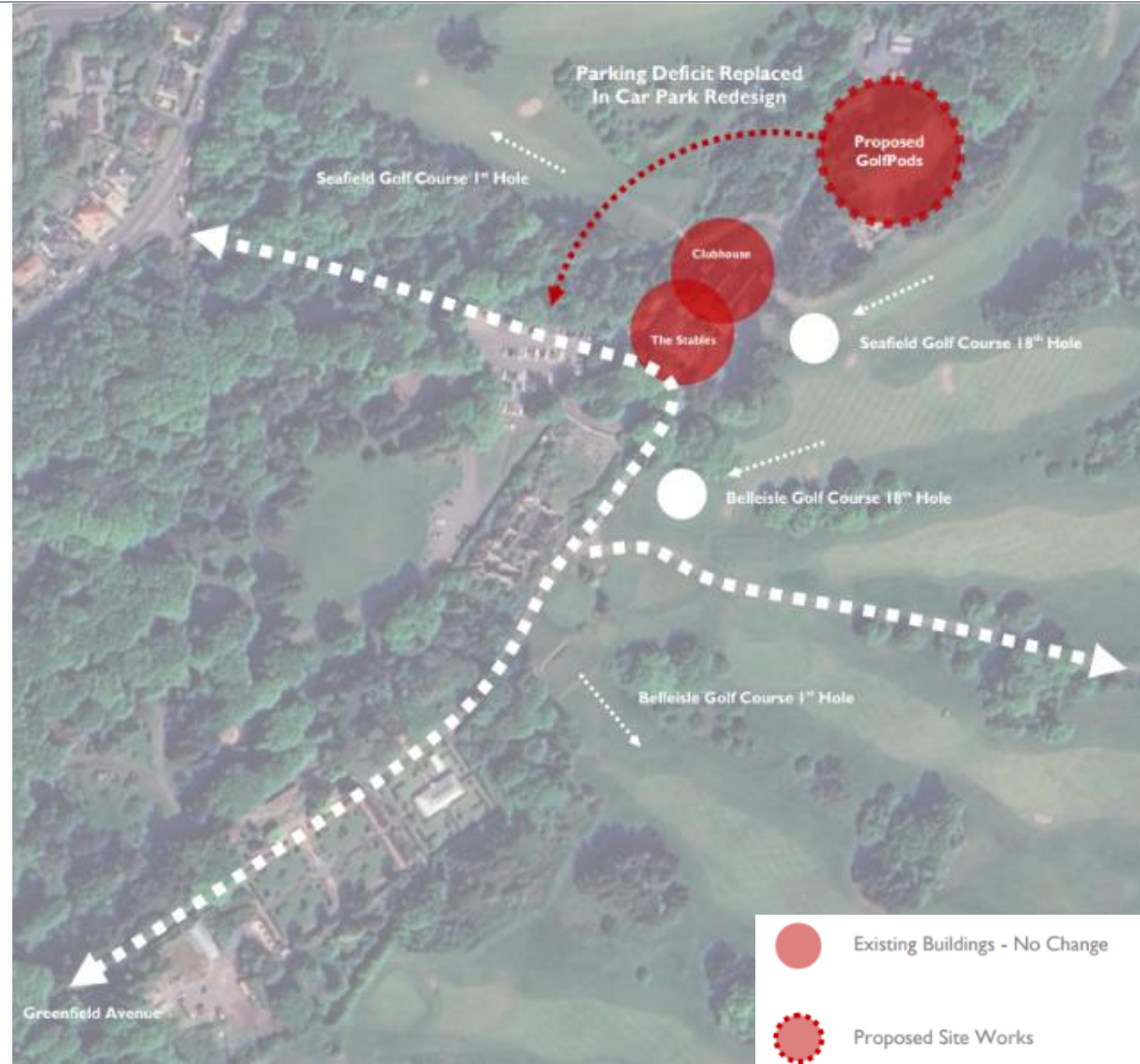
#### Budget Cost:

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

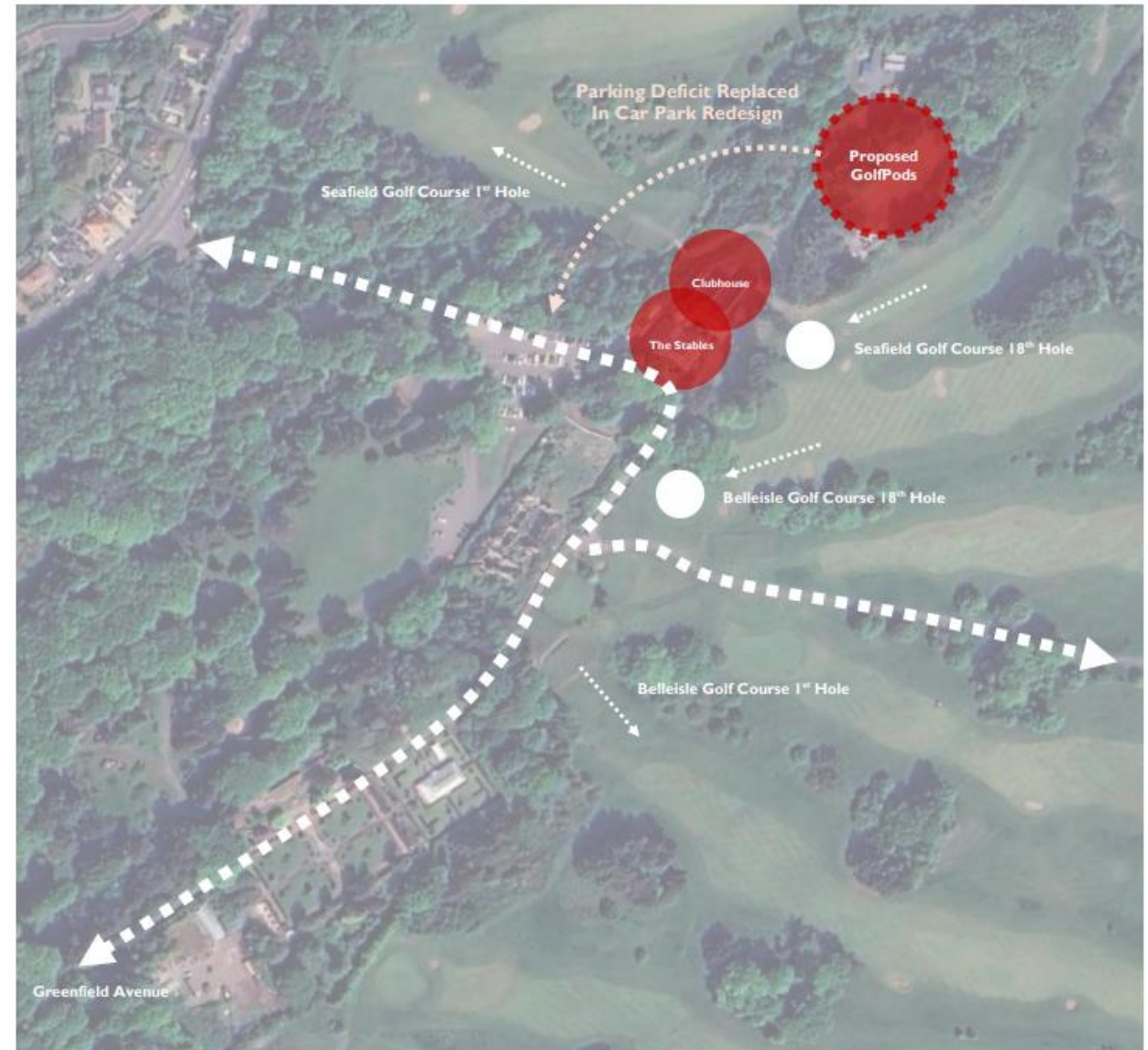
### 4.4 Revised Course Design with GolfPod and Clubhouse Development

- 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

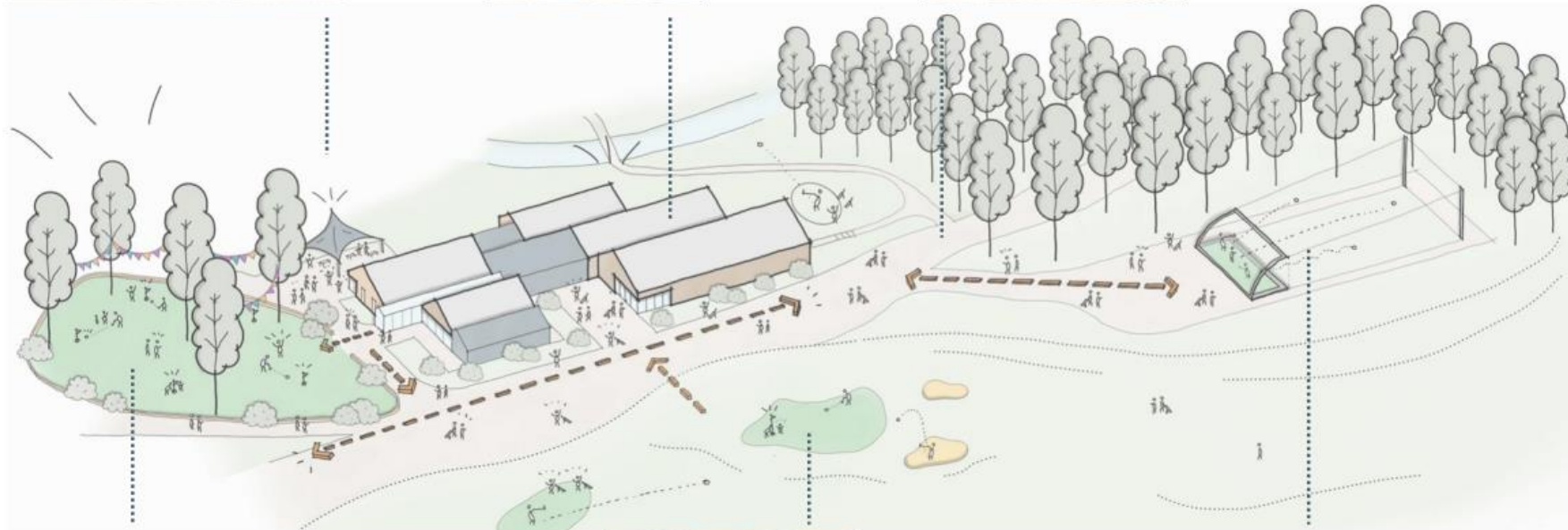
## Approach to New Main Entrance – Courtyard Hub



# Option 3 Concept Design

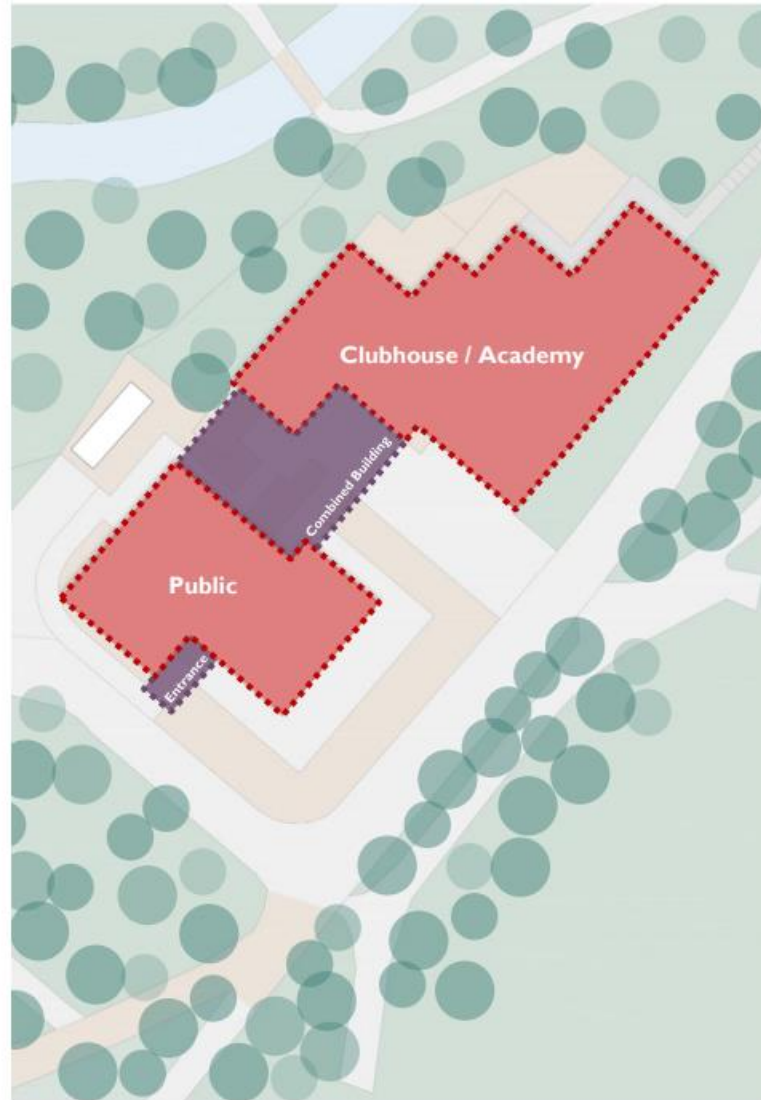
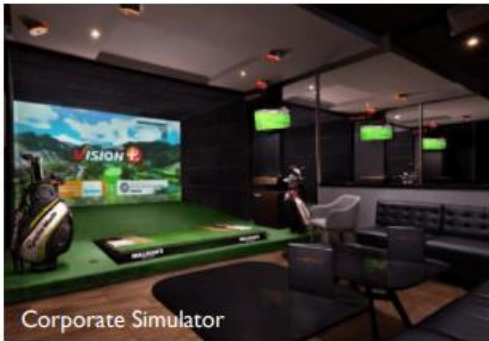
## Approach to New Main Entrance – *Courtyard Hub*

### CONCEPT MASTERPLAN FEATURES



# Option 3 Concept Design

## One Building Facility

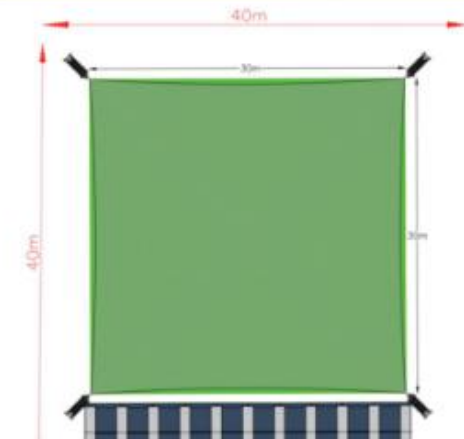
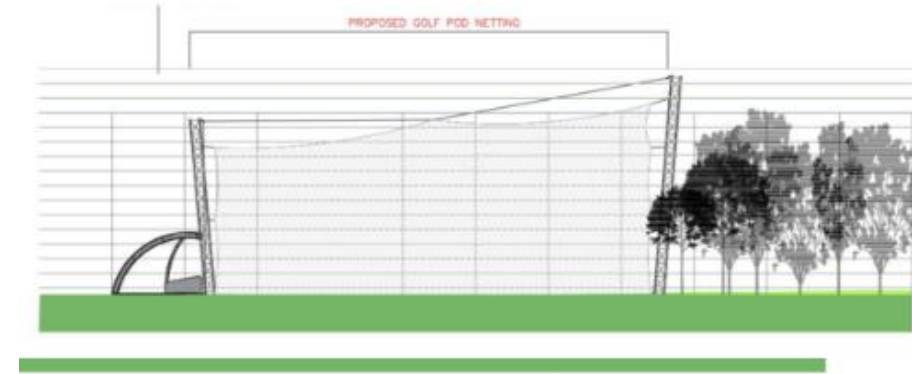


## Option 2 & 3

### 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.

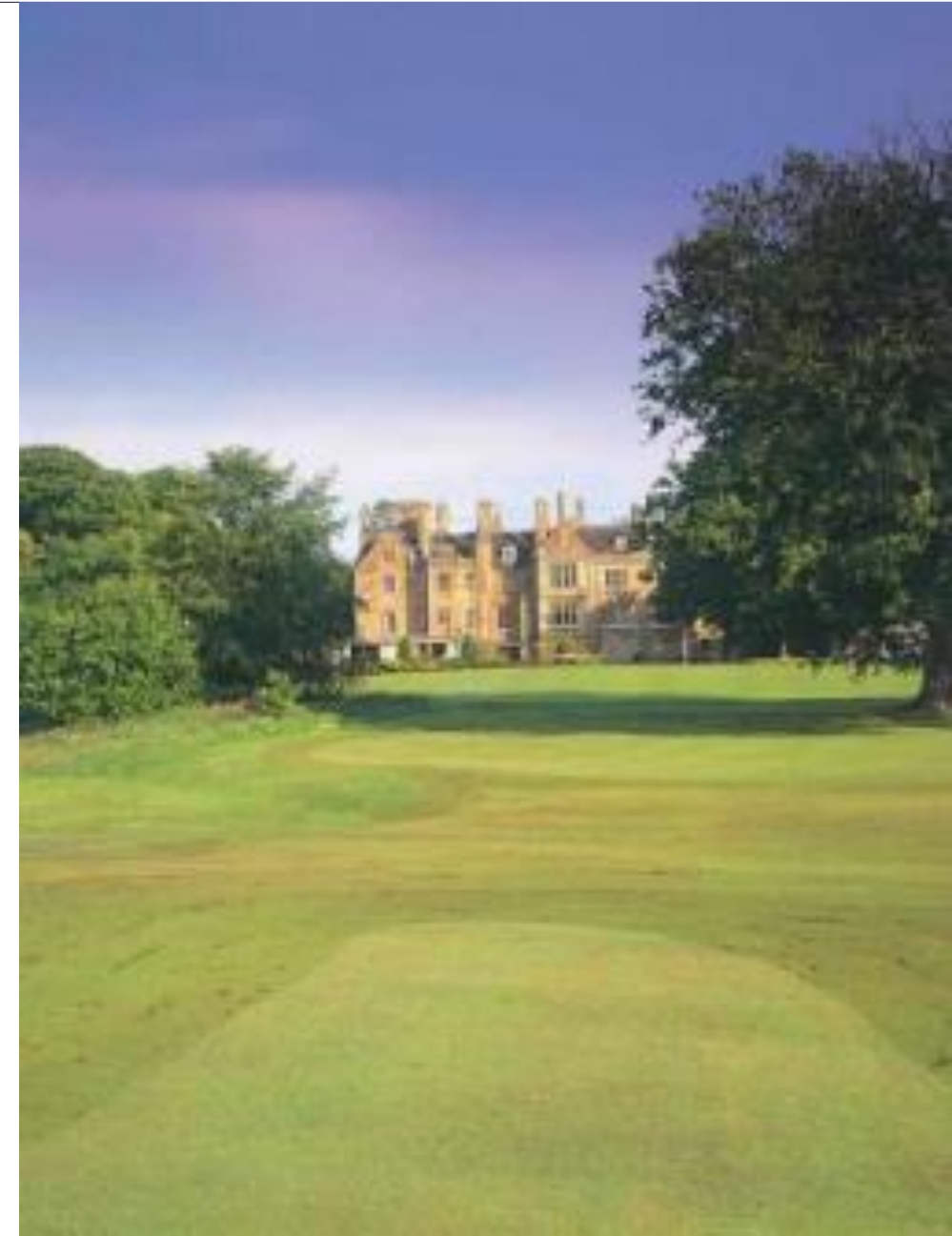
**Youth & Family Engagement:** Develops **practice facilities & programmes** to encourage involvement from **young people, families, & female golfers**.

**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

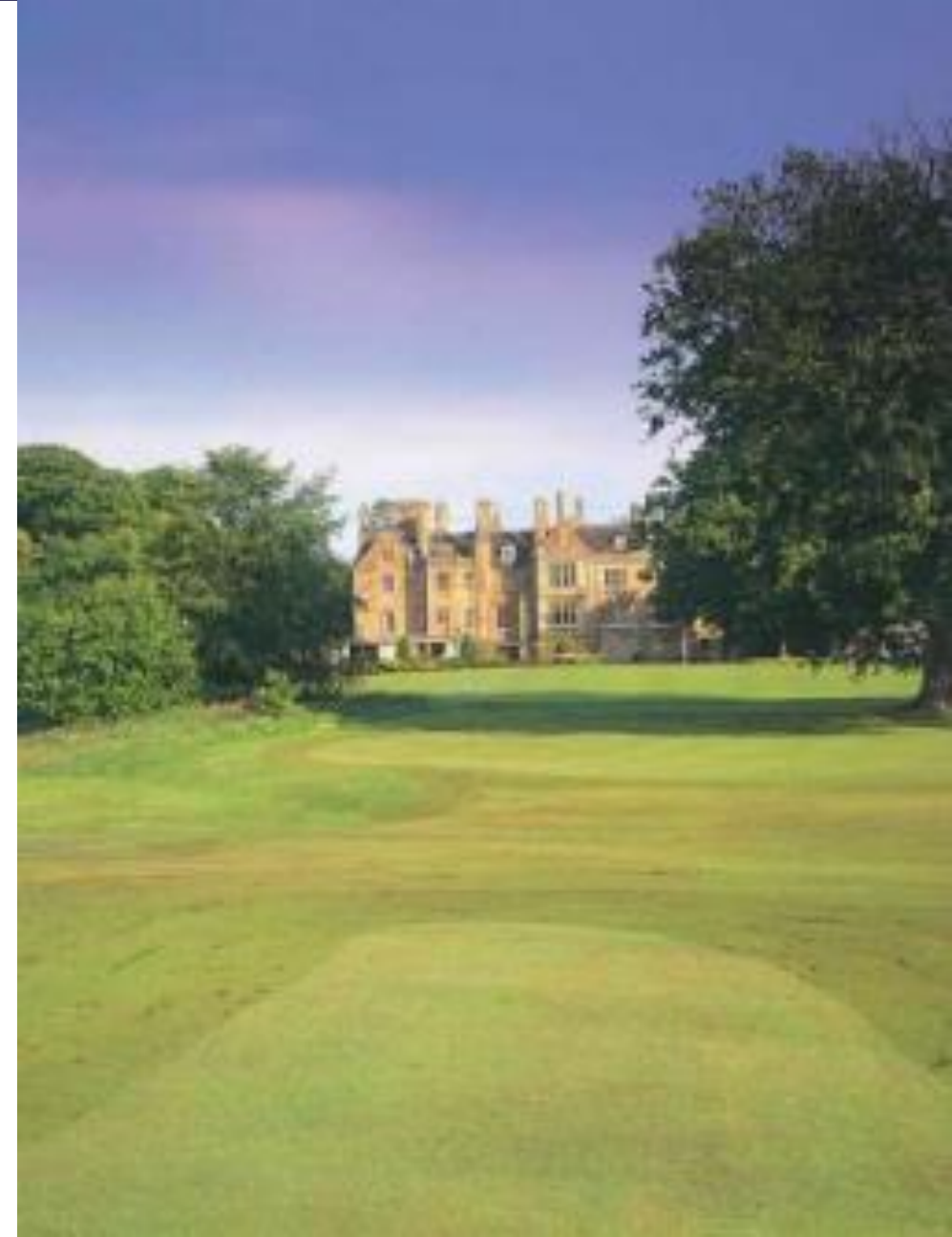
## 9.1 Project administration

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 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>	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

# Belleisle Golf Project



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## 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

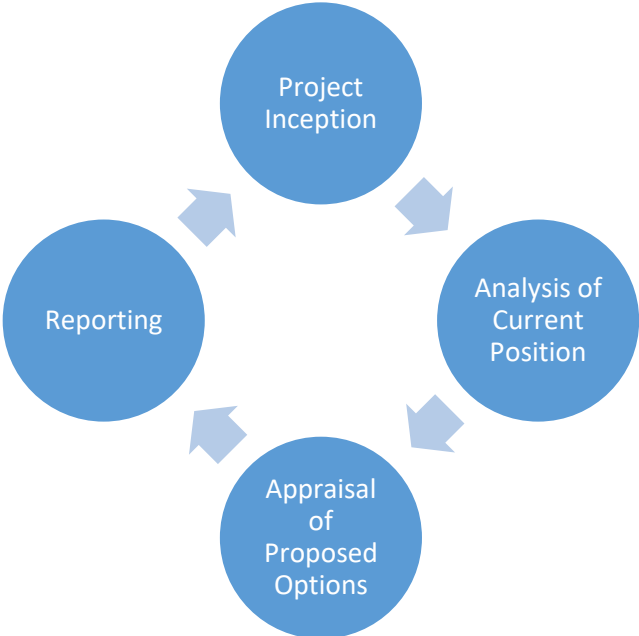
South Ayrshire Council is developing a phased approach to the development of its golf offering, concentrating initially on Belleisle Golf Course. This phase will focus on assessing the feasibility of developing a new Golf Development Centre at Belleisle, ensuring that the Council's strategic priorities 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

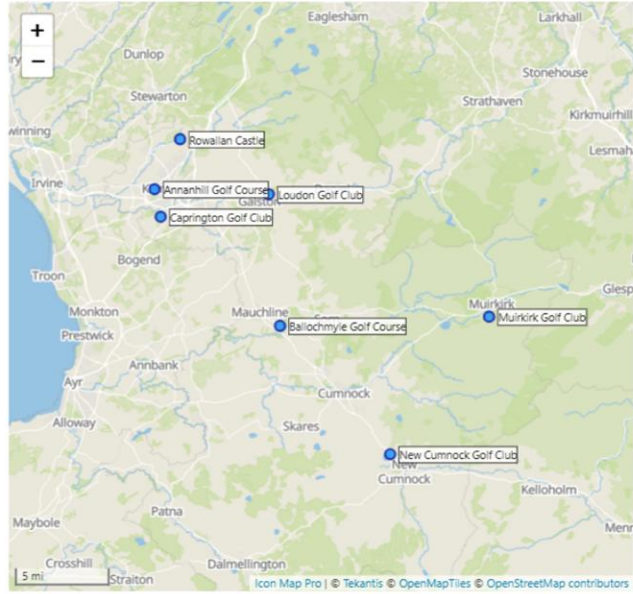
The comparative data clearly supports the strategic objectives of the Belleisle project:

- **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

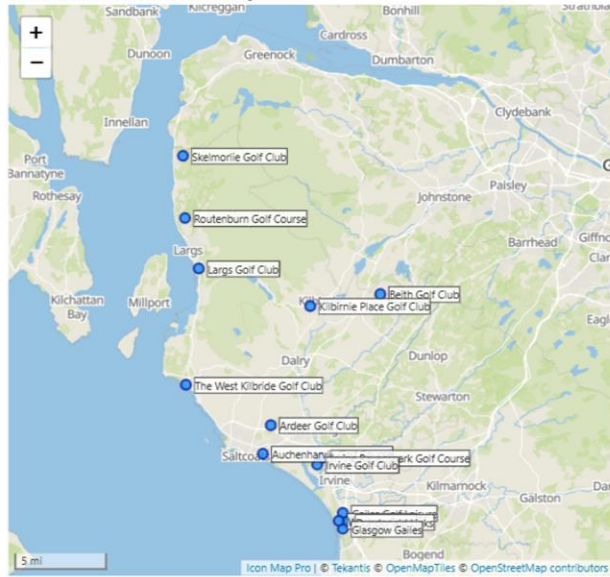
South Ayrshire already enjoys the strongest and most diverse golf infrastructure in Ayrshire. However, to sustain and grow this leadership—particularly in response to changing participation patterns, strategic ambitions, and public-sector challenges—investment in a modern, inclusive, and development-focused 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>

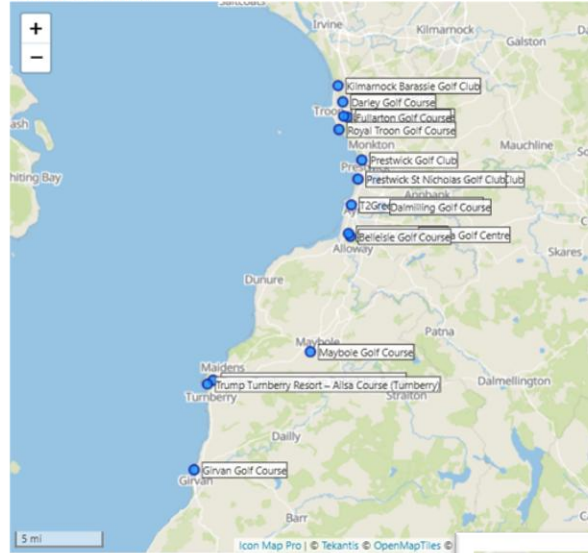
### Current Golf Provision - North Ayrshire



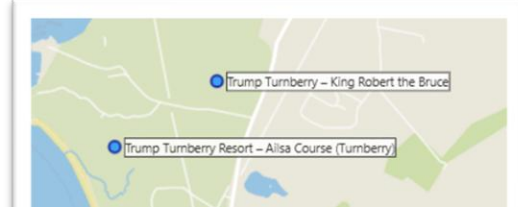
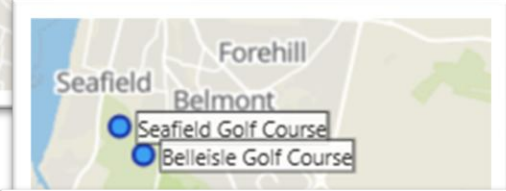
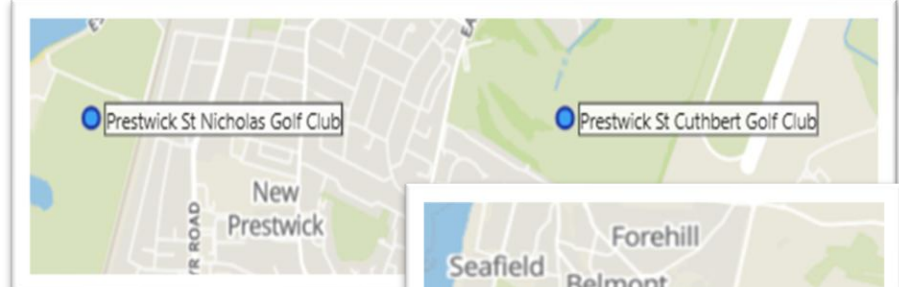
Local Authority	18-Hole Course	9-Hole Course	Total
<b>North Ayrshire</b>			
Ardeer Golf Club	1		1
Auchenhavie Golf Course		1	1
Beith Golf Club		1	1
Dundonald Links	1		1
Gales Golf Leisure		1	1
Glasgow Gales	1		1
Irvine Golf Club	1		1
Irvine Ravenspark Golf Course	1		1
Kilbirnie Place Golf Club	1		1
Largs 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 Nicholas Golf Club	1				1
T2Green Dalmilling Golf Course				1	1
Belleisle Golf Course Golf Centre				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.

<b>Option 2</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>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
Income:	Current	Option 1	Option 2	Option 3
<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.	

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')
Human Rights		
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 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

**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

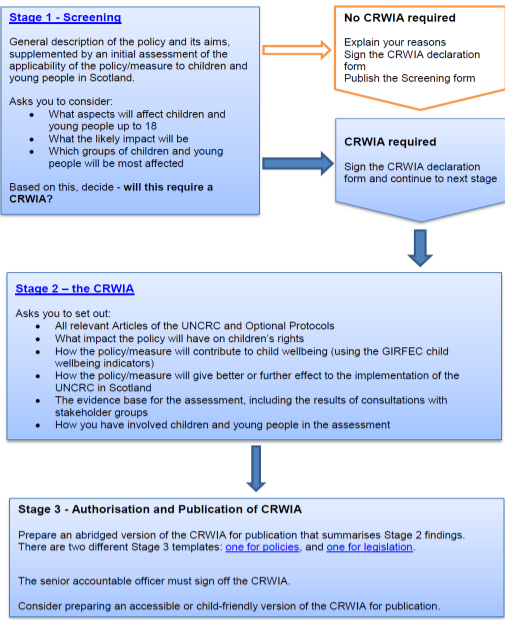
**5. How will the policy/measure contribute to the wellbeing of children and young people in Scotland?**  
*Outline how the implementation of the policy/measure will support public bodies in Scotland to meet their duties to safeguard, support and promote the wellbeing of children in their area, with 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 Scots 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 CRIs, 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](#)
- <https://www.ed.ac.uk/files/atoms/files/mh-cys-observatory-cria-practice-note-2021.pdf>

**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. 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. 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. 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. 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. 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. 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

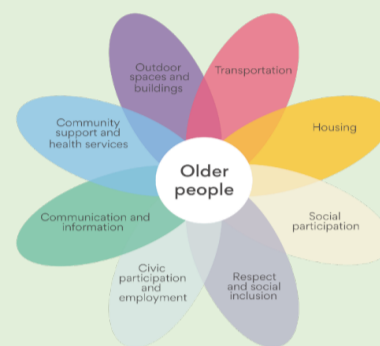
### 1 Trauma Informed and Responsive Practice.

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:

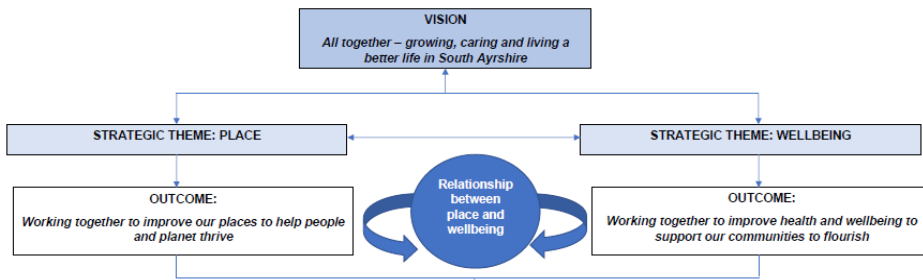
- demographic trends (particularly depopulation)
- structural changes to the rural economy
- the 'live-ability' of rural areas (ie standard of living, quality of life, wellbeing)
- climate change an conservation
- the administrative, policy and fiscal environment
- the supply of land for development





**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 LOIP 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).

