

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

3 June 2026

**To: Councillors Saxton (Chair), Bell, Cochrane, Ferry, Lyons,
McGinley, Scott and Weir**

All other Elected Members for information only

Dear Councillor

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL

You are requested to participate in the above Panel to be held on **Tuesday, 9 June 2026 at 10.00 a.m.** for the purpose of considering the undernoted business.

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

Yours sincerely

CATRIONA CAVES
Chief Governance Officer

B U S I N E S S

1. Declarations of Interest.
2. Minutes of previous meeting of 19 May 2026 – To Follow.
3. Action Log and Work Programme (copy herewith).
4. Procurement Commercial Improvement Programme Update – Submit report by the Chief Executive (copy herewith).
5. Integrated Impact Assessment Update (2025-2026) – Submit report by the Chief Executive (copy herewith).

6. Complaints – Scrutiny Update Period: 1st October 2025 to 31st March 2026 – Submit report by the Chief Executive (copy herewith).
7. Coastal Communities Funding – Submit report by the Director of Communities and Transformation (copy herewith).
8. Golf Strategy Update 2025/26 – Submit report by Director of Communities and Transformation (copy herewith).

For more information on any of the items on this agenda, please telephone Kayley Hancox, Committee Services on 01292 612724, Wellington Square, Ayr or
e-mail: kayley.hancox@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – ACTION LOG

No.	Date of Meeting	Title of Report	Actions	Assigned to	Update	Completed
1.	19 May 2026	<u>Council Plan (2023-2028): Quarter 4 Update (Year 3 – 2025/2026)</u>	Update on the target to “Deploy fully functioning private 5G network at Spirit’s Aerospace Innovation Centre”.	Derek Johnstone	Response to be issued to all Members.	TBC
2.	19 May 2026	<u>Council Plan (2023-2028): Quarter 4 Update (Year 3 – 2025/2026)</u>	Request for further information regarding the Coastal Change Adaptation Plan.	Lorna Jarvie/Scott Greig	Response to be issued to all Members.	TBC
3.	19 May 2026	<u>Council Plan (2023-2028): Quarter 4 Update (Year 3 – 2025/2026)</u>	Request for further information regarding the unforeseen building works at Troon Early Years Centre.	Pauline Bradley	Response to be issued to all Members.	TBC
4.	19 May 2026	<u>Council Plan (2023-2028): Quarter 4 Update (Year 3 – 2025/2026)</u>	Request for further information regarding a “Business Continuity scenario-based event”.	Kevin Mullen	Response to be issued to all Members.	TBC
5.	19 May 2026	<u>Audit Scotland Report: Delayed Discharges</u>	Request regarding Hospital at Home Initiative data.	Stewart Marshall	Response to be issued to all Members.	TBC

SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
1.	Integrated Impact Assessment Update (2025-2026)	Report to Panel	Chief Executive	9 June 2026	Report to this Panel
2.	Complaints – Scrutiny Update Period: 1 st October 2025 to 31 st March 2026	Report to Panel	Chief Executive	9 June 2026	Report to this Panel
3.	Coastal Communities Funding	Report to Panel	Chief Executive	9 June 2026	Report to this Panel
4.	Golf Strategy Update 2025/26	Follow-up Report	Director of Communities and Transformation	9 June 2026	Report to this Panel
5.	Procurement Commercial Improvement Programme Update	Report to Panel	Chief Executive	9 June 2026	Report to this Panel
6.	Scheme of Assistance 2025-29	Annual Update	Chief Executive	26 August 2026	Awaiting Report
7.	South Ayrshire Inward Investment Strategy	Annual Progress Report	Director of Communities and Transformation	15 September 2026	Awaiting Report
8.	Shaping our future Council	Report to Panel	Director of Communities and Transformation	15 September 2026	Awaiting Report

	Issue	Actions	Assigned To	Due Date To Panel	Latest update
9.	Complaints – Scrutiny Update Period: 1 st April to 30 th September 2026	Report to Panel	Chief Executive	17 November 2026	Awaiting Report

South Ayrshire Council

**Report by Chief Executive
to Service and Partnerships Performance Panel
of 09 June 2026**

**Subject: Procurement Commercial Improvement Programme
update**

1. Purpose

1.1 The purpose of this report is to advise members on the Council's participation within the Procurement Commercial Improvement Programme (PCIP) administered by Scotland Excel.

2. Recommendation

2.1 It is recommended that the panel:

2.1.1 notes the current status following the most recent PCIP assessment for South Ayrshire Council (Appendix 1);

2.1.2 notes and endorses the proposed action plan (Appendix 2); and

2.1.3 endorses the participation in the assessment again in June 2027.

3. Background

3.1 The PCIP was introduced in 2015 and is a maturity model designed to assess Scottish public sector procurement performance in a common format. The model is a continuation of the work undertaken by the Procurement Capability Assessment (PCA) carried out on an annual basis since 2008 until introduction of the PCIP.

3.2 The assessment consists of eleven mandatory questions. Unlike previous PCIPs, there is no overall score that an organisation can compare with other organisations or sectors. Any comparisons would have to be undertaken based on the four levels indicated within this document. The levels are:

- Developing Area
- Improving Area
- Good Practice
- Advanced Practice

3.3 The assessment model focuses on the policies and procedures driving procurement performance and, more importantly, the results they deliver.

3.4 Twenty councils took part in the assessment programme during 2023/24 as part of the third round of such assessments of local authorities in Scotland. SAC could not

participate at that time due to implementation of the Fusion system and the impact on resources within the Procurement team which was accepted as a valid reason for not participating. However on 22nd October 2025 Scotland Excel carried out a Procurement and Commercial Improvement Programme (PCIP) Pulse Check Assessment with South Ayrshire Council. This was a voluntary assessment agreed jointly by both SAC and SXL to complete out-with the scheduled assessments for other authorities.

- 3.5 Initial observations of the assessment were that the Procurement team has implemented appropriate documentation and guidance across the organisation and this was discussed in more detail during the assessment day. The breadth of its utilisation across the whole organisation was discussed and evidence presented across a number of questions. However, when reviewing larger areas of spend it was clear that there was a gap in influence across areas of construction spend. This was discussed in more detail during the assessment day as it represents a significant percentage of the councils spend and is often an area of high risk and of high financial opportunities.
- 3.6 It was agreed that the Council is making great effort to make improvements and mitigate risk in this area and this was further evident with the approval of the Report to Cabinet for **Procurement of Capital Projects and Construction Works – Corporate Procurement Structural Changes** in August 2025 in relation to the Procurement of Capital Projects and Construction Works.
- 3.7 At the time of the assessment, there were several procurement related improvement changes about to be implemented following approval of the above Report to Cabinet therefore it was agreed that it would be beneficial for the Council to undertake an interim assessment review in around c.12-18months time. The assessors agreed that the levels achieved in a number of the assessment questions could be improved by providing evidence and examples of these improvements being embedded throughout the organization including capital spend.

4. Detail

- 4.1 As detailed in 3.2 above, the assessment consists of eleven mandatory questions. based on the four possible levels of compliance. As noted in Appendix 1, South Ayrshire achieved 'good practice' for three of the mandatory questions, 'Improving Area' for three and 'Developing Area' for five of the questions.
- 4.2 Key Opportunities for further improvement are shown in Appendix 1 and it's proposed that these opportunities will be actioned prior to the next PCIP assessment and monitored through an action plan which is provided in Appendix 2.
- 4.3 It is proposed, taking into account the Procurement team now have full responsibility for Capital works procurement, that the PCIP assessment is undertaken again in June 2027 and that the outcome be reported to this panel in due course.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements.
- 5.2 There are no procurement implications arising from this report. Participation in the assessment is delivered at no cost to the Council.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 The assessment is voluntary and although rejecting the recommendation would prohibit participation in 2027 the procurement team will still progress with their internal improvement plan regardless.

9. 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, strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

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

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 2 of the Council Plan: Live, Work, Learn/ Work and economy (Outcome 2).

13. Results of Consultation

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

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

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Date: 20 May 2026

Appendix 1

South Ayrshire Council PCIP Pulse Check Assessment Report



Summary of overall performance

Overall performance

The table below provides a summary of the PCIP levels achieved by South Ayrshire Council during the assessment.

Question	Level Council Achieved
1 – Procurement Influence	Improving Area
2 – Procurement Strategy	Good Practice
3 – Learning & Skills	Developing Area
4 – Risk Management	Improving Area
5 – Commercial Acumen	Improving Area
6 – Continuous Improvement	Developing Area
7 – Climate Change	Developing Area
8 – Implementation & Exit Strategies	Developing Area
9 – Contract & Supplier Management	Good Practice
10 – Contractual Obligations	Good Practice
11 – Lessons Learned	Developing Area

Key Strengths

Please note it is not intended to be an exhaustive list.

The corporate procurement unit has input and influence across the organisation resulting in effective sourcing decisions. Examples provided included the Service Lead - Procurement being a member of the organisation's assurance group. A standing agenda item presented by procurement at these meetings includes 'spend with no purchase order' i.e. discussing any invoices arriving at the organisation with no order being raised. Meetings take place quarterly and are chaired by Chief Executive. In addition to this, there was evidence of the procurement team's influence being widespread across the organisation as automated alerts are set up within the Fusion system to inform the team about purchase orders raised where the value is over £50k. These alerts allow the team to check or block payment and/or direct the service team to use an appropriate compliant framework where applicable.

Structural changes to the Corporate Procurement Unit in relation to the 'Procurement of Capital Projects and Construction Works' had recently been approved at the time of the assessment. These changes, approved by South Ayrshire Cabinet Board in August 2025, will take time to embed. It was discussed that the changes will provide consistency on how SAC procures and advertises its contract opportunities, ensuring relevant policy updates are applied to all tender documents, and ensure compliance across the council services by bringing all procurement activity into the Corporate Procurement team for works across all areas of capital project procurement.

Improving compliance is another aim of the changes as all capital works procurement documentation, including tender documents, previously prepared and issued by chartered quality surveyors will now be reviewed by qualified procurement officers. Whilst SAC achieved Improving level it is anticipated they would achieve at least Good Practice level once these changes are embedded as this would result in over c.80% of regulated spend being influenced by procurement via sourcing research and specification development.

There was good evidence of Contract and Supplier Management guidance on how contract and supplier management (CSM) should be carried out at SAC. Various examples of CSM taking place were discussed however it was highlighted that the process of completing 'Scorecards' could be improved through user training in particular the depth of feedback populated on the scorecards. It was also stated that the changes afoot for the procurement of capital projects and construction works would result in increased CSM activity.

Key opportunities for further improvement

Please note it is not intended to be an exhaustive list.

To maximise input and influence in areas such as contract wave plans/pipeline and to increase visibility of priorities within each directorate across the organisation, the council may wish to consider forming an integrated 'Procurement Board'. The Board would be made up of Chief Officers from across the council, providing consistent representation.

SAC corporate procurement strategy is currently 12 months duration. It was discussed that typically other Council's Procurement Strategy's go beyond a 12-month period, the norm being 3 years or more. Increasing the duration would enable a targeted plan of progression and support the Council's broader priorities etc.

The procurement team may wish to ensure that over the coming months, staff with Delegated Procurement Authority (DPA) responsibilities are identified and training requirements in place to achieve agreed competency levels linked to Scottish Government's Competency Framework.

Further discussions relating to training requirements included the training on use of the Council's 'Fusion' P2P system for those with DPA and widening this to construction services and beyond such as Elected Members.

It was recommended that the induction for all new employees should include reference to the role of procurement and commercial activity in the organization. Currently, the Council's Standing Orders highlight certain responsibilities, however, this could be complimented with other reference material.

Discussions and evidence presented on Contract and Supplier Management (CSM) included the procurement team structure with dedicated officer roles in CSM activity. The comprehensive CSM Process & Guidance available was discussed. It was agreed that processes are in place for CSM however the implementation and roll out of the Council's Fusion P2P system has impacted on the team's capacity to continue to embed and support CSM across the organization due to the resource required within the team to operate the system. There are plans for the procurement team to train other officers out with the team as 'super users' on the Fusion system. This, along with other structural changes within the team relating to construction, will enable more dedicated time to CSM activity.

It was agreed that the team would have greater influence overall in the future once the Construction remit and new roles are embedded within the team. For example, in other strategic areas such as in-house/outsourcing decisions, implementation & exit strategies, and lessons learned on major projects. Templates and processes have been developed however these are not currently active across the organisation for the reasons mentioned above. In the future the team should consider creating a central accessible location of examples Lessons Learned and/or independent review where applicable. These changes would lead to achieving a higher-level outcome when the assessment is undertaken again in the near future.

Appendix 2 Procurement Improvement Plan 26-27

Task	Description	Due Date	Progress
Corporate Induction	Procurement require a mention at the least within the corporate induction for new staff. At present there is no mention of the procurement service. Further material to be produced for the managers induction sessions regarding procurement.	May-26	100%
Customer Feedback	Central point of contact is required to be on the CORE page for Procurement feedback. For assistance please contact procurement@south-ayrshire.gov.uk or a feedback form allowing formal feedback to be monitored. External stakeholder version to be produced.	May-26	100%
Competency Matrix	Scottish Government Competency Matrix requires to be completed for all staff and updated annually	Sep-26	20%
KPI Master	Updates required to KPI's captured to match the Annex A format of the Procurement Annual report (Community benefits etc).	Aug-26	40%
Implementation and Exit Plans	These need to be completed for all High risk procurement exercises. Previously no capital works were covered by this.	Dec-26	0%
Standing Orders training	Standing Orders Relating to Contracts needs to be reiterated and communicated via DLT's, SLT's, team meetings etc across all services and training made available.	Mar-26	100%
Annual report update	Refresh of the annual report format plus include examples of sustainable projects/climate change.	Nov-26	25%
100% of research and spec development to have procurement team input	Fell short of this in the Oct 2025 PCIP due to not covering construction procurement tenders. Now all specifications will have Procurement input.	Jul-26	100%
Lead on an in house vs outsourced discussion	Procurement should be involved in considering options for in house vs outsourced requirements.	Mar-27	0%
Proc Strategy update frequency	Suggested update and review every 3 years, currently taken to Council for review every year.	Jan-27	50%
Procurement Board	Study other Councils set up and assess whether this is necessary at SAC in conjunction with SAC Standing Orders Relating to Contracts	Mar-27	0%
Staff with DPA training	All staff must be aware of their responsibility in terms of Procurement Standing Orders Relating to Contracts and Fusion P2P.	Aug-26	25%
Super Users for Fusion	Super users are required to alleviate the current helpdesk call workload on CSM team within Procurement plus improve on Order Status Maintenance across the Council	Aug-26	50%
Embedded Construction/Capital works processes	Procurement to inherit responsibility for all Capital works procurement activity	Jan-26	100%
Benchmarking CSM indicators with other authorities	Procurement can benchmark CSM Contract and Supplier Management metrics against Councils within our family group.	Mar-27	0%
Short Term Audits	Include some form of contractual clause regarding short notice audits. Complete short term audits on Council suppliers.	Dec-26	0%

Contractual Obligations	Mechanisms are required to be put in place to motivate suppliers to perform whilst continually improving and meeting the customer requirements, delivering incremental value and reducing costs where appropriate and results from supplier innovation are recorded by the organisation	Dec-26	0%
Post Project Reviews	Some independent post project reviews must be able to be evidenced for some high value, high risk procurement exercises	Dec-26	0%
Lessons Learned	Organisation must have a central location containing lessons learned which can be easily accessed by all relevant staff.	Aug-26	25%
Contract Register	To be updated via Power BI to provide a more interactive experience for members of the public	Jul-26	80%
Use of AI in procurement	Explore the benefits of using AI as a support tool to compliment procurement processes and professional judgement.	Dec-26	20%

South Ayrshire Council

**Report by Chief Executive
to Service and Partnerships Performance Panel
of 9th June 2026**

Subject: Integrated Impact Assessment Update (2025-2026)

1. Purpose

- 1.1 The purpose of this report is to provide details on the use of the Integrated Impact Assessment (IIA) during 2025-2026.

2. Recommendation

2.1 It is recommended that the Panel notes:

2.1.1 the IIA (2025-2026) Performance Report (appendix 1).

3. Background

- 3.1 The [Council Plan 2023-2028](#) recognises that local authorities operate in a complex legislative and policy environment that can unintentionally lead to silo working and inefficient use of resources. The plan proposed a new Integrated Impact Assessment process to increase opportunities for collaboration and ensure key strategic priorities are imbedded in our decision-making processes.

- 3.2 This new process, following a test phase and approval by Cabinet on [26th September 2024](#) to implement, has now superseded the previous [Equality Impact Assessment Process](#) (EQIA). The process still ensures that the Council continues to meet the statutory obligations in relation to the Public Sector Equality Duty (PSED) and Fairer Scotland Duty (FSD) which are required to be carried out at the beginning of any new policy/strategy development or change in the way a service is delivered to assess whether there may be a negative impact on protected groups and to ensure that 'due regard' is given to the equality duty.

- 3.3 It also allows further consideration to be given to additional cross-cutting areas as part of the wider strategic decision-making process which include:

- Children's Rights through the completion of a Child Rights and Wellbeing Impact Assessment;
- Sustainability, climate change and biodiversity;
- Trauma Informed Approach;
- Our Ageing Population;
- Health and Wellbeing;
- The Promise; and
- Rurality

3.4 On completion of the full IIA, a summary report is produced and attached with the relevant panel paper. A list of these panel papers can be found [here](#).

4. Detail

4.1 During the period 2025–2026, a total of **33 IIAs** were completed as part of the Council's core activities.

As part of the Council's 2026/27 budget-setting process, a further **28 IIAs** were [completed](#) to inform decision-making. However, due to the confidential nature of these proposals—and the fact that not all were progressed—these IIAs have been excluded from this annual update.

4.2 Appendix 1 provides an overview of:

- Directorates that have completed IIA and what it was for; and
- An overview of where impacts are being made across all the areas highlighted within the IIA – either positive (green) or negative (red), areas that require further consideration (grey) and where there are no impacts at all (white).

4.3 Key points to highlight include:

- All directorates are using the IIA;
- Each IIA comprises 32 individual areas to be impact rated. During 2025/2026, this was a total of **1056** impact ratings given which equates to an overall score of **40%** positive impact ratings (green), **1%** negative impact ratings (red), **12%** uncertain (grey), and **47%** where there was no impact (white);
- **Age** and **Disability** were the top 2 protected characteristics with positive impact ratings; and
- **Age, Disability, Sex** and **Pregnancy/Maternity** were the protected characteristics where negative impact ratings had been identified (however this was specific to 3 IIAs).

4.4 Members should note that appendix 1 provides a high-level overview on the use of the IIA – specific questions on each of the IIAs would require to be directed to individual Services. It should also be noted that where an impact rating has been identified as negative (red) mitigating actions are required to be detailed within the full IIA. Where an impact assessment is uncertain (grey), detail is also provided within the full IIA on additional factors/considerations that need to be taken into account. Mitigating actions are monitored via Pentana.

4.5 To better support staff in using the IIA, a range of improvements have been introduced:

- Refreshed guidance documents and supporting resources;
- Development of individual checklists to assist completion of each section within the IIA;
- Provision of completed IIA examples to enhance understanding, alongside access to subject matter expertise for support across all sections; and
- Ongoing monitoring of pending IIAs to ensure quality completion and to provide targeted guidance where required.

Subject specific training will be held throughout 2026/2027 on each of the assessment areas within the IIA.

5. Legal and Procurement Implications

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

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable

7. Human Resources Implications

7.1 Not applicable

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

Insert one of the following statements:

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report allow scrutiny of performance therefore an Integrated Impact Assessment is not required.

10. Sustainable Development Implications

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

11. Options Appraisal

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

- Appendix one allows for scrutiny of performance.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to all Priorities of the Council Plan.

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

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 Hugh Hunter, Portfolio Holder for Health and Social Care and the contents of this report reflect any feedback provided.

Background Papers Cabinet: [26th September 2024](#)
[Equality Impact Assessment Process](#) (EQIA)

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

Date: 26th May 2026

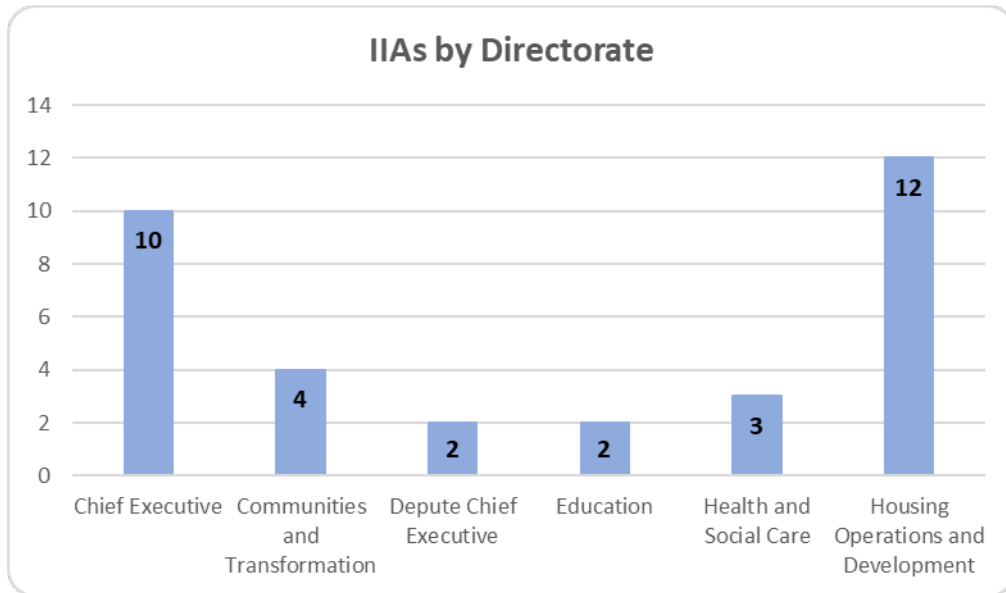


INTEGRATED IMPACT ASSESSMENT (IIA)

Summary Dashboards 2025/2026

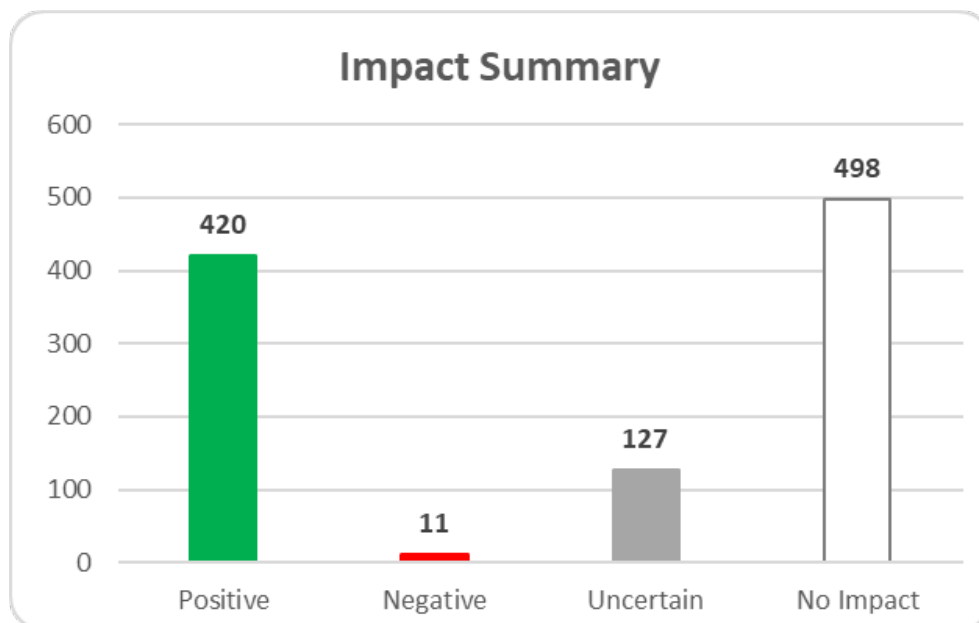


FIGURE 1



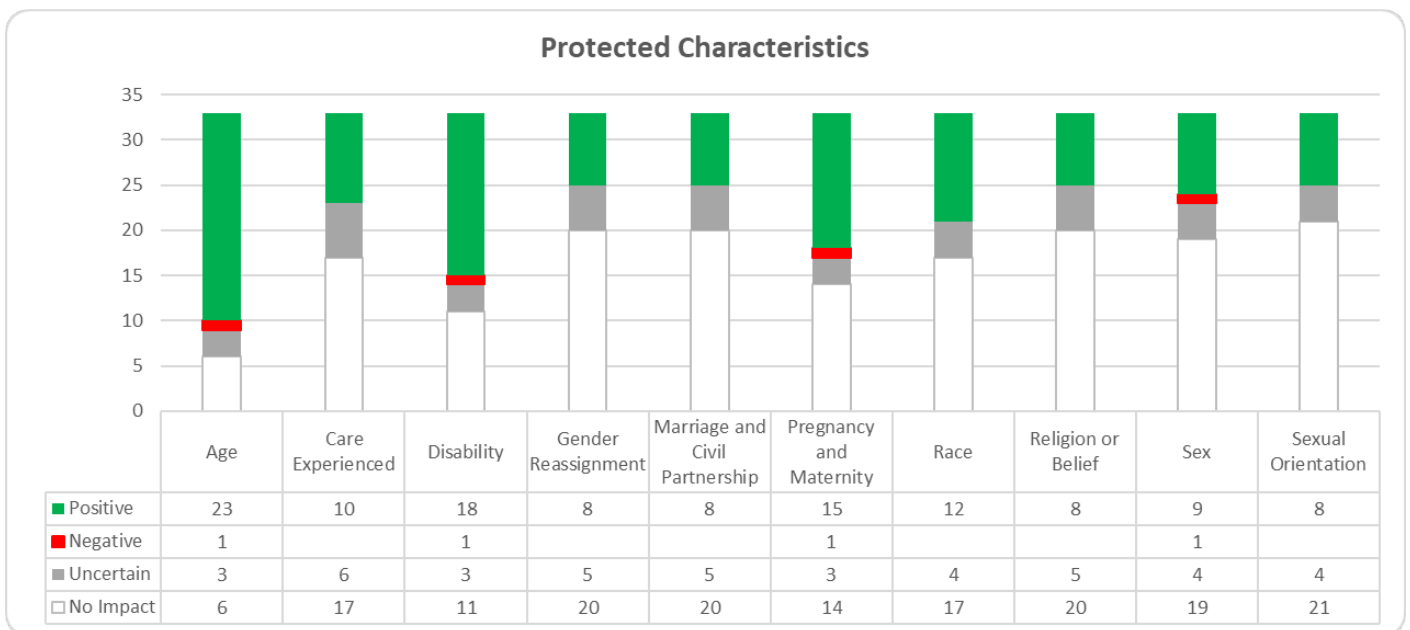
A total of **33 IIAs** were completed across all Directorates during **2025/2026**.

FIGURE 2



Considering the total number of individual assessments carried out across the 33 IIAs (a total of 1056), a 'no impact' rating was the highest assessment given (47%), followed by a 'positive' assessment (40%). Whilst not directly comparable with last year's figures (a total of 26 IIAs were completed during 2024/2025 with reporting starting in September 2024), we are seeing an increase in the number of 'positive' impacts given (31.5% in 2024/2025).

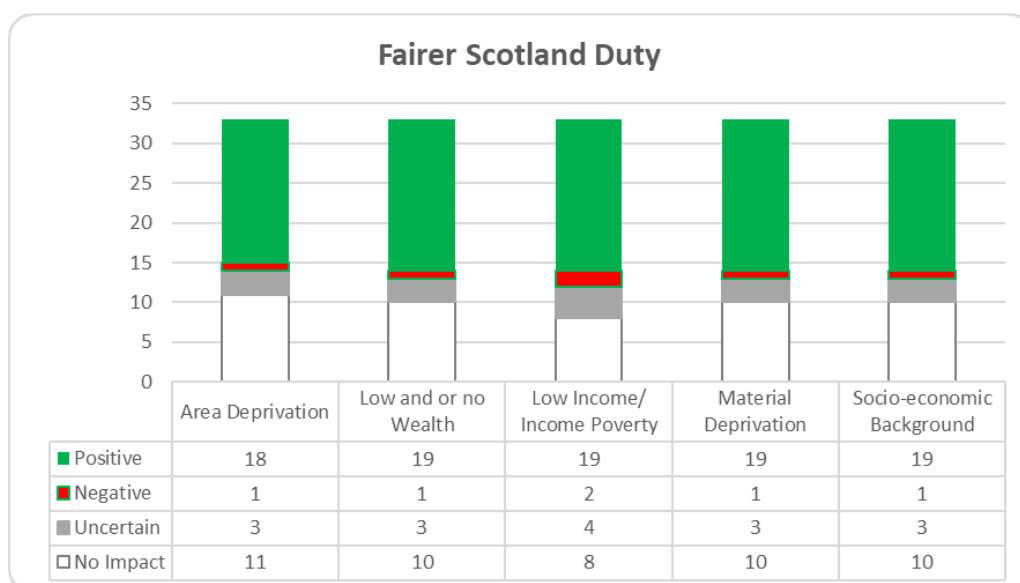
FIGURE 3



Age and disability were the top 2 protected characteristics with a ‘positive’ impact during 2025/2026 – this is reflective of last year’s figures (2024/2025) where age and disability were also the top 2 protected characteristics with a ‘positive’ impact.

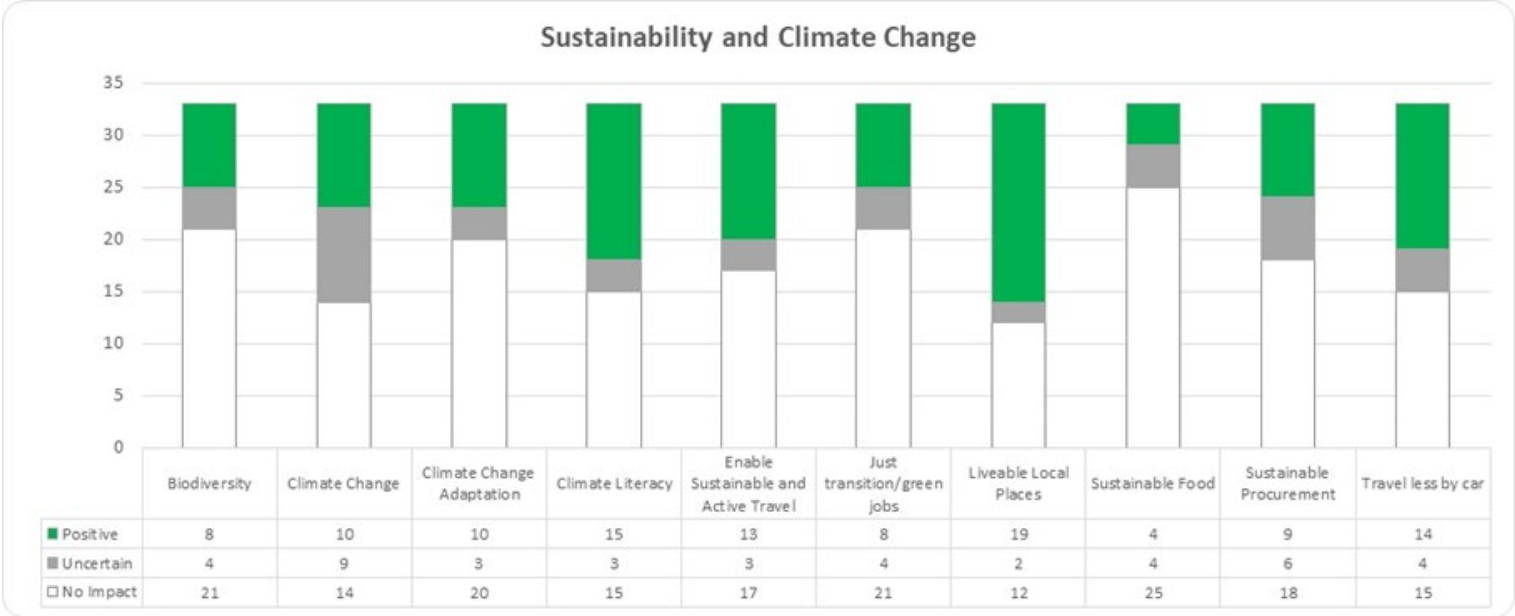
Where negative impacts were identified, this was specifically in relation to 3 IIAs.

FIGURE 4



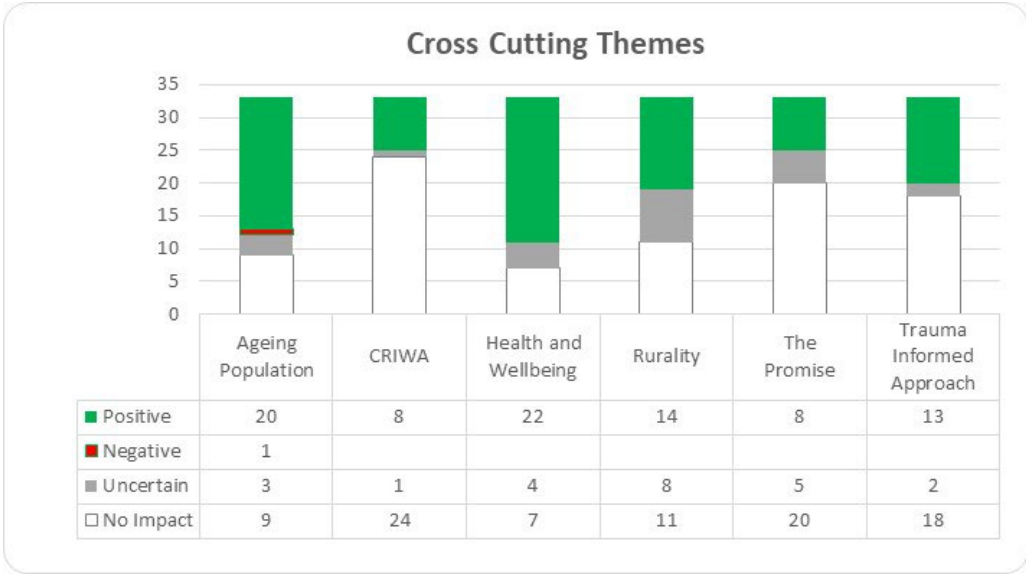
Across the Fairer Scotland Duty areas of assessment, ‘positive’ impact’ ratings score the highest. Where negative impacts were identified, this was specifically in relation to 3 IIAs. If a ‘no impact’ has been given, then the assessment has been made that there will be no impact on socio-economic inequality.

FIGURE 5



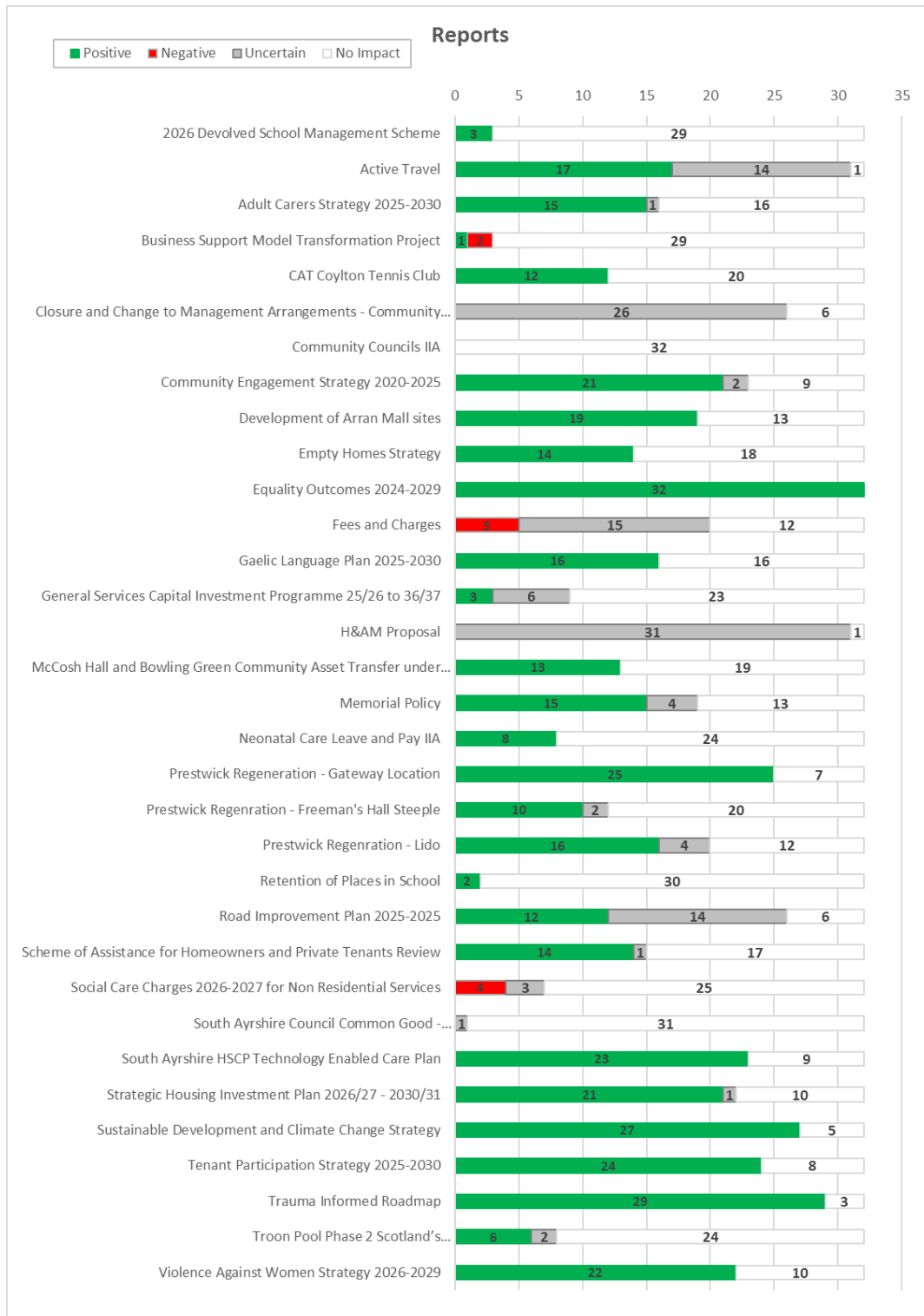
The response to environment section of the IIA, which focuses on sustainability, climate change and nature remains more weighted towards ‘no impact’. This is reflective of last year’s figures (2024/2025) whereby ‘no impact’ ratings were also high. To support an increased knowledge and understanding of this section of the IIA, climate literacy training sessions will be held during 2026/2027 – with dedicated sessions focusing on the ten assessment questions.

FIGURE 6



Within the cross-cutting themes, the highest number of ‘positive’ impacts were in relation to Ageing Population (61%) and Health and Wellbeing (67%). Out of 33 completed IIAs, a total of 8 Child Rights and Wellbeing Impact Assessments (CRWIA) were carried out. Further work will take place with Services to increase awareness and understanding of the CRWIA to support the decision-making process on when one should be completed.

FIGURE 7



This is a list of all 33 IIAs that have been completed*. Panel papers with accompanying IIA summary reports can be accessed [here](#). In relation to the H&AM IIA (Hourstons and Arran Mall Development), it should be noted that there were a substantial number of areas that required further consideration based on the initial proposal. Further work on the initial proposal has now taken place, and this IIA has been superseded by the Development of Arran Mall Sites IIA.

**It should be noted that the above list of IIAs were complete as at 31st March 2026, however due to panel paper deadlines, the IIA summary reports may not be presented to relevant panel from 1st April 2026 onwards.*

South Ayrshire Council

Report by Chief Governance Officer to Service and Partnerships Performance Panel of 9th June 2026

Subject: Complaints – Scrutiny Update
Period: 1 October 2025 to 31 March 2026

1. Purpose

- 1.1 The purpose of this report is to provide Elected Members with complaints performance information for the period from 1 October 2025 – 31 March 2026 and compares performance to the same reporting period in 2024/25. It reflects the statutory reporting categories required by the Scottish Public Services Ombudsman (SPSO), as well as information on how we improve our services following Stage 2 and Ombudsman complaints.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 **scrutinises the contents of this report.**

2.1.2 **requests a further report to a future meeting of the Panel providing an update on the Council’s complaints performance during the period 1 April 2026 to 30 September 2026.**

3. Background

- 3.1 Our complaints procedure, Listening to You, has 2 stages. We expect most complaints received to be resolved at Stage 1. If a customer remains dissatisfied after Stage 1, they can escalate their complaint to Stage 2. If an initial complaint is complex enough to require detailed investigation, it will be handled at Stage 2 from the outset. If the complainant is not satisfied with their response at Stage 2, the next stage in the Complaints Handling Procedure is for the complainant to approach the Scottish Public Services Ombudsman and ask that they carry out an independent review into how the Council have investigated their complaint.

- 3.2 Mandatory KPIs as per SPSO guidance are as follows:

- **Indicator One: The Total Number of Complaints Received**
- **Indicator Two: The Number and Percentage of Complaints at Each Stage that were closed in full within the set timescales of five and 20 working days.**

- **Indicator Three: the average time in working days for a full response to complaints at each stage.**
- **Indicator Four: The Outcome of Complaints at Each Stage**

- 3.3 The following Report provides performance data on all Stage 1 and Stage 2 complaints closed from 1 October 2025 – 31 March 2026.
- 3.4 [Appendix 1](#) provides an analysis of our complaints data measured against the SPSO’s mandatory reporting KPIs for the period 1 October 2025 – 31 March 2026 and compares our performance to the same reporting period in 2024/25. The Council received 395 complaints in this reporting period, which is an increase of 87 complaints compared to the same reporting period in 2024/25, i.e., an increase of 22%.
- 3.5 [Appendix 2](#) provides a breakdown of the reasons why complaints were raised against the Council, for the period 1 October 2025 – 31 March 2026 and compared our performance to the same reporting period in 2024/25, with 43% of Stage 1 complaints, and 45% of stage 2 relating to standards of service.
- 3.6 [Appendix 3](#) provides analysis of our complaints data measured against the four non-mandatory reporting indicators, for the period 1 October 2025 – 31 March 2026 and compares our performance to the same reporting period in 2024/25. The number of complaints received per 1,000 of the population has risen by 1 from 3 per 1000, to 4 per 1,000 between October 2025 – March 2026.
- 3.7 [Appendix 4](#) outlines service improvement case studies relating to complaints that were upheld or partially upheld where a service improvement outcome was identified and implemented. This appendix highlights 4 service areas who implemented improvements in service provision following a complaint investigation.
- 3.8 [Appendix 5](#) outlines details of complaints that have progressed to the SPSO during this reporting period, which have had recommendations made by the SPSO for the Council to improve service provision. No Decision Notices were published by the Ombudsman relating to South Ayrshire Council during the reporting period 1st October 2025 – 31st March 2026.
- 3.9 [Appendix 6](#) provides further information on Investigation complaints received by the Council that have been noted during the reporting period. In reporting period 1st October 2025 – 31st March 2026, no Stage 2 complaints were identified as being serious or high risk, i.e., those that would have a serious impact on the Council’s ability to provide services to the public.

4. Detail

- 4.1 It is proposed that the Panel:
- 4.1.1 scrutinises the contents of this report and identifies any performance concerns or required improvement actions.
- 4.1.3 requests a further report to a future meeting of the Panel providing an update on the Council’s complaints performance during the period 1 April to 30 September 2026.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

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

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

9.2 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an Integrated Impact Assessment is not required.

10. Sustainable Development Implications

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

11. Options Appraisal

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

12. Link to Council Plan

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

13. Link to Shaping Our Future Council Yes No

13.1 Not applicable.

14. Results of Consultation

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

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

Background Papers: Report to Service and Partnerships Performance Panel of 10 June 2025: [Complaints Report - June 2025](#)

Report to Service and Partnerships Performance Panel of 18 November 2025: [Complaints Report - November 2025](#)

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Date:

Complaints Data Analysis Against SPSO Reporting Indicators

Please find below analysis of our complaints data measured against mandatory Scottish Public Services Ombudsman (SPSO) reporting indicators for the period 1 October 2025 – 31 March 2026, comparative to our performance to the same reporting period in 2024/25.

The SPSO's requirements for reporting and publicising complaints information requires all 32 local authorities in Scotland to use a standardised set of complaints key performance indicators (KPIs). There are four mandatory KPIs. They are as follows:

- **Indicator One: The total number of complaints received.**
The sum of the number of complaints received at Stage 1 (including escalated complaints as they were first received at Stage 1), and the number of complaints received directly at Stage 2.
- **Indicator Two: The number and percentage of complaints at each Stage that were closed in full within the set timescales of five and 20 working days.**
The number of complaints closed in full at Stage 1, Stage 2 and after escalation within complaint timescales as % of all Stage 1, Stage 2 and escalated complaints responded to in full.
- **Indicator Three: The average time in working days for a full response to complaints at each Stage.**
The average (mean) time in working days to respond at Stage 1, Stage 2 and after escalation.
- **Indicator Four: The outcome of complaints at each Stage**
The number of complaints upheld, partially upheld, not upheld and resolved at Stage 1, Stage 2 and after escalation as % of all complaints closed at Stage 1, Stage 2 and after escalation.

SPSO Indicator One: the total number of complaints received

		<i>Total</i>	<i>Stage 1</i>	<i>Stage 2</i>	<i>Escalated</i>
2024/25	01/10 – 31/03	308	235 (76%)	41 (14%)	32 (10%)
2025/26	01/10 – 31/03	395 ▲	295 (75%) ▼	43 (11%) ▼	57 (14%) ▲

The number of complaints received by the Council has increased by 22%, i.e., from 308 received in the same reporting period of 2024/25 to 395 for this reporting period, being 87 more complaints in reporting period 1 October 2025 to 31 March 2026.

There has been an *increase* in complaints in this reporting period compared to 2024/25 for the following service area:

- **Children and Families** – 900% increase from 1 complaint in 2024/25 to 10 complaints in 2025/26.
- **Justice Services** – 600% increase from 0 complaints in 2024/25 to 6 complaints in 2025/26.

Within Children’s Health Care and Justice, there has been an increase in the number of complaints received. This rise may be partly attributed to the work undertaken to promote the *Listening to You* guidance and associated processes to service managers and team leaders. As a result, it is now routine practice that any communication from individuals wishing to lodge a complaint is recorded directly onto the system.

This approach ensures that complaints are progressed through the appropriate channels, meet expected standards and requirements, and create a clear audit trail. It also provides a more robust overview of recurring themes and commonalities within complaints, which can inform ongoing service review and improvement.

Analysis of complaint data indicates a persistence among some individuals in raising repeated concerns with the service. In certain instances, these complaints relate to decisions regarding contact arrangements where domestic abuse is a factor. It should be noted that such decisions are, at times, outwith the remit of Children’s Health Care and Justice, as they are determined and ratified through the Scottish Children’s Reporter Administration (SCRA) and Child Protection Procedures.

In all cases, the safety and wellbeing of children, parents, and caregivers remain the paramount consideration in decision-making.

- **Environmental Health** – 600% increase from 0 complaints in 2024/25 to 6 complaints in 2025/26. No specific trend in Environmental Health complaints has been identified as complaints have varied across the service, however it should be noted that all complaints received were investigated and found to be unsubstantiated.

The following services have shown a significant *decrease* in complaints in this reporting period compared to 2024/25:

- **Community Councils** – 700% decrease in complaints from 7 in 2024/25 to 0 in 2025/26. A high number of complaints were received in the previous reporting period relating to Barr Community Council’s suspension.
- **Facilities** – 33% decrease from 9 complaints in 2024/25 to 6 complaints in 2025/26. No trend has been identified in relation to this decrease.
- **Design Services** - 32% decrease in complaints from 19 in 2024/25 to 13 complaints in 2025/26. A high number of complaints were received in the previous report period relating to works undertaken to Girvan Library and proposals in relation to Belleisle Enhanced Practice Facilities.

SPSO Indicator Two: the number and percentage of complaints at each stage that were closed in full within the set timescales of five and 20 working days

		Stage 1	Stage 2	Escalated
2024/25	01/10 – 31/03	77%	59%	75%
2025/26	01/10 – 31/03	77% ◀▶	70% ▲	68% ▼

There has been a decrease in the percentage of complaints closed within 20 working days at the Escalated stage, however when taking into account agreed extensions to timescales, this rises to 81% of timescales met at the Escalated stage. There has been an improvement in timescales at Stage 2 which have risen 11%, compared with the same reporting period in 2024/25, while Stage 1 response timescales have remained the same.

SPSO Indicator Three: the average time in working days for a full response to complaints at each stage

		Stage 1	Stage 2	Escalated
2024/25	01/10 – 31/03	5	23	18
2025/26	01/10 – 31/03	5 ◀▶	21 ▼	19 ▲

The SPSO timescale for responding to a Stage 1 complaint is 5 working days. The average time taken to investigate and respond to a Stage 1 complaint during this reporting period was 5 working days which is the same as the previous reporting period and is in line with SPSO requirements.

The SPSO timescale for responding to both Stage 2 and Escalated complaints is 20 working days. The average response time for Stage 2 complaints has decreased from 23 to 21 days across the reporting period, which is out with SPSO requirements. However, 11 extensions were applied to Stage 2 complaints during this time. Taking these extensions into consideration 91% of Stage 2 complaints were responded to within agreed timescales.

The average response time for Escalated complaints has increased from 18 to 19 days across the reporting period, this is still within the 20 working days response timescale.

SPSO Indicator Four: the outcome of complaints at each stage

Outcome of Complaints Closed at Stage 1

		Upheld	Partially Upheld	Not Upheld	Resolved
2024/25	01/10 – 31/03	81 (35%)	22 (9%)	108 (46%)	24 (10%)
2025/26	01/10 – 31/03	85 (29%) ▼	53 (18%) ▲	129 (44%) ▼	28 (9%) ▼

A total of 295 complaints were closed at Stage 1 in 2025/26, 47% of these were either upheld or partially upheld, an increase of 3 percentage points from the same reporting period in 2024/25. This indicates that in almost half of stage one investigations it was established that the customer had raised legitimate concerns about a service delivery.

Outcome of Complaints Closed at Stage 2

		Upheld	Partially Upheld	Not Upheld	Resolved
2024/25	01/10 – 31/03	3 (7%)	3 (7%)	34 (83%)	1 (3%)
2025/26	01/10 – 31/03	5 (12%)▲	7 (16%)▲	31 (72%)▼	0 (0%)▼

43 complaints were closed at Stage 2, an increase of 2 complaints in comparison to the 41 complaints which were closed in the same period in 2024/25. Of the 43 Stage 2 complaints, 72% were not upheld indicating that in the majority of Stage 2 investigations it was found the service was meeting expected standards.

Outcome of Escalated Complaints

		Upheld	Partially Upheld	Not Upheld	Resolved
2024/25	01/10 – 31/03	2 (6%)	9 (28%)	21 (66%)	0 (0%)
2025/26	01/10 – 31/03	6 (11%)▲	11 (19%)▼	40 (70%)▲	0 (0%)◀▶

57 complaints were escalated by the customer from Stage 1 to Stage 2, an increase of 25 complaints from the 32 escalated complaints in the same reporting period in 2024/25. This indicates that fewer customers were satisfied by the outcome of their complaint at Stage one.

Of these 57 escalated complaints, less than a third were either upheld or partially upheld, Council services therefore accepted this, and confirmed this to the customer.

Further detailed analysis of Stage 1, Stage 2 and Escalated complaints is outlined in [Appendix 2](#).

The top 3 reasons for complaints received by the Council (as categorised within the Complaints Handling system) are:

		2024/25	2025/26	
		<i>Reasons for Complaints</i>	<i>Reasons for Complaints</i>	
Stage 1	1	Standard of service provided	1	Standard of service provided
	2	Failure to provide service	2	Failure to provide service
	3	Conduct/attitude of staff	3	Delay in providing service
Stage 2	1	Standard of service provided	1	Standard of service provided
	2	Disagreement with decision	2	Disagreement with decision
	3	Dissatisfaction with policy	3	Conduct/attitude of staff

Breakdown of Complaints by Service:

Information relating to the services which have had the biggest increase and decrease in complaints is outlined on page 6 of this Report. Further detailed analysis of Stage 1, Stage 2 and Escalated complaints is outlined in [Appendix 2](#).

Alphabetically

		2024-25	2025-26	
1	Additional Support Needs	0	0	◀▶
2	Asset Management	0	0	◀▶
3	Benefits	0	1	▲
4	Bereavement Services	0	4	▲
5	Building Standards	0	3	▲
6	Chief Executive's Office	0	2	▲
7	Children and Families	1	10	▲
8	Committee Services	2	0	▼
9	Communications	0	1	▲
10	Communities	1	0	▼
11	Community Care	44	63	▲
12	Community Councils	7	0	▼
13	Culture and Tourism	7	8	▲
14	Customer Services	2	4	▲
15	Design Services	19	13	▼
16	Early Years	3	1	▼
17	Economy and Regeneration	2	0	▼
18	Education Central	1	3	▲
19	Employee Services	1	0	▼
20	Environmental Health	0	6	▲
21	Facilities	9	6	▼
22	Finance	0	0	◀▶
23	Fleet Management	0	0	◀▶
24	Golf	8	8	◀▶
25	Housing	35	49	▲
26	Housing Policy	1	0	▼
27	ICT	2	2	◀▶
28	Information Governance	1	0	▼
29	Justice Services	0	6	▲
30	Legal	0	0	◀▶
31	Leisure	8	17	▲
32	Licensing	0	0	◀▶
33	Neighbourhood Services	86	108	▲
34	Performance, Community Planning and Sustainability	0	1	▼
35	Planning	6	6	◀▶
36	Procurement	0	3	▲
37	Property Maintenance	28	26	▼
38	Registration	0	0	◀▶
39	Revenues	15	11	▼
40	Roads	0	0	◀▶
41	Schools Primary/Nursery	9	16	▲
42	Schools Secondary	6	7	▲
43	Scottish Welfare Fund	0	6	▲
44	Social Care Finance	1	2	▲
45	Special Property Projects	2	1	▼
46	Trading Standards	1	1	◀▶

Highest – Lowest Services

		2024-25	2025-26	
1	Neighbourhood Services	86	108	▲
2	Community Care	44	63	▲
3	Housing	35	49	▲
4	Property Maintenance	28	26	▼
5	Leisure	8	17	▲
6	Schools Primary/Nursery	9	16	▲
7	Design Services	19	13	▼
8	Revenues	15	11	▼
9	Children and Families	1	10	▲
10	Culture and Tourism	7	8	▲
11	Golf	8	8	◀▶
12	Schools Secondary	6	7	▲
13	Environmental Health	0	6	▲
14	Facilities	9	6	▼
15	Justice Services	0	6	▲
16	Planning	6	6	◀▶
17	Scottish Welfare Fund	0	6	▲
18	Bereavement Services	0	4	▲
19	Customer Services	2	4	▲
20	Building Standards	0	3	▲
21	Education Central	1	3	▲
22	Procurement	0	3	▲
23	Chief Executive's Office	0	2	▲
24	ICT	2	2	◀▶
25	Social Care Finance	1	2	▲
26	Benefits	0	1	▲
27	Communications	0	1	▲
28	Early Years	3	1	▼
29	Performance, Community Planning and Sustainability	0	1	▲
30	Special Property Projects	2	1	▼
31	Trading Standards	1	1	◀▶
32	Additional Support Needs	0	0	◀▶
33	Asset Management	0	0	◀▶
34	Committee Services	2	0	▼
35	Communities	1	0	▼
36	Community Councils	7	0	▼
37	Economy and Regeneration	2	0	▼
38	Employee Services	1	0	▼
39	Finance	0	0	◀▶
40	Fleet Management	0	0	◀▶
41	Housing Policy	1	0	▼
42	Information Governance	1	0	▼

43	Legal	0	0	◀▶
44	Licensing	0	0	◀▶
45	Registration	0	0	◀▶
46	Roads	0	0	◀▶

Further detailed analysis of Stage 1, Stage 2 and Escalated complaints is outlined in [Appendix 2](#)

Reasons for Complaints

The undernoted Table 1 provides a breakdown of reasons for complaints received and closed by the Council at Stage 1 between 1 October 2025 and 31 March 2026 compared to the previous reporting period.

Table 1 – Reasons for Stage 1 Complaints

	2024/25	2025/26			
	Number	% Of Total Stage 1	Number		% Of Total Stage 1
Standard of service provided	69	29%	127	43%	▲
Failure to provide service	49	21%	61	21%	◀▶
Delay in providing service	25	11%	29	10%	▼
Conduct/attitude of staff	33	14%	28	9%	▼
Dissatisfaction with policy	24	10%	21	7%	▼
Disagreement with decision	20	9%	20	7%	▼
Failure to follow a procedure	12	5%	7	2%	▼
Failure to respond to enquiry	3	1%	2	1%	◀▶
Other	0	0	0	0%	◀▶
Total	235	100%	295	100%	

Standard of Service Provided

The Council received 127 complaints categorised as standard of service provided at Stage 1. This equates to 43% of all Stage 1 complaints. No one specific service received a higher proportion of complaints, services receiving Stage 1 complaints under this category included Community Care, Design Services, Facilities, Golf, Leisure, Housing, Property Maintenance, Revenues, Schools and Neighbourhood services.

Failure to Provide Service

Of the 61 complaints categorised as Failure to Provide Service, 52 (85%) related to Neighbourhood Services, 40 of which related to missed collections. The outcome of these complaints were as follows:

- Upheld – 19
- Partially Upheld – 12
- Not Upheld – 11

Where these complaints were upheld or partially upheld, appropriate explanations and apologies were given to the customer.

Delay in Providing Service

The council received 29 complaints relating to delays in service provision during this time period. These complaints varied across services including Building Standards (2), Children and Families (1), Community Care (5), Customer Services (1), Housing (5), Neighbourhood Services (8), Property Maintenance (6) and Revenues (1). Of these 29 complaints, 8 were upheld with apologies or explanations given, 4 resolved, 5 partially upheld and 12 not upheld.

The undernoted has been collated from the Council's Complaints Handling System (GOSS) using information entered by our Services showing which Council Services received the complaints referred to in Table 1 – Reasons for Stage 1 Complaints, above.

Providing this level of information on the GOSS system is not a mandatory requirement and it is therefore not logged for all complaints in Table 1, although services are encouraged to provide this data. As a result, the number of complaints detailed below may not equate to the total number of Stage one complaints reported.

Stage 1 Complaint Categories

Service	Subject	<u>2024/25</u>	<u>2025/26</u>
Children and Families	Ayr North Locality Team	-	-
	Ayr South Locality Team	-	-
	Children and Families Disability Team	-	1
	Children's Houses	-	-
	Family Placement/Adoption Team	-	1
	Girvan and Maybole Locality Team	-	-
	Management Team	-	-
	Prestwick/Troon Locality Team	-	-
	Young People's Support and Transitions Team		1
Community Care	Alert Response	2	1
	Arrol Park	1	2
	Arran View	3	-
	In House Homecare	10	22
	Learning/Physical Disability		2
	Mental Health Team	1	2
	Older People Team Ayr North	-	1
	Older People Team Maybole Girvan	-	1
	Older People Team Prestwick	3	1
	Older People Team Troon	-	1
	Older People Ayr Hospital	-	1
	Older People Ayr South	2	1
	Occupational Therapy	3	3
	Overmills	1	-
	Re-enablement	-	-

Service	Subject	<u>2024/25</u>	<u>2025/26</u>
	Self-Directed Support	1	-
	South Lodge	-	-
	Telecare	-	-
Culture and Tourism	Carnegie	-	-
	Prestwick Library	1	-
	Other Libraries	2	2
	Air Show	-	-
	Town Halls	-	2
Customer Services	Accuracy of Information	-	1
	Customer Journey	-	2
	Quality of Customer Service	2	-
	Waiting Times	-	-
Facilities	Catering	1	1
	Public Convenience	5	2
	School crossing patrol	2	-
	Janitation	-	1
Golf	Booking System	-	3
	Belleisle/Seafield	2	1
	Dalmilling	-	1
	Girvan	-	1
	Troon	2	1
	Maybole	1	-
Housing	Housing Policy	2	3
	Access to Housing Support	-	7
	Customer Landlord Relations	15	16
	Neighbourhood and Community	2	1
	Quality Maintenance	9	7
	Housing Service Value	1	3
	Travellers	-	-
Leisure	Activity Centres	-	1
	Citadel	3	1
	Maybole Fitness Suite	-	1
	Swimming Pools	-	7
	Swimming Lessons	-	1
	Other Leisure Facilities	1	3
Neighbourhood Services	Missed Bin	27	49
	Litter Bins	5	2
	Grass Cutting	1	-
	Litter	-	-
	Other	2	3
	Parks	-	-
	Play Areas	-	1
	Recycling Facilities	2	4
	Special Uplifts	3	-
	Staff	3	-
	Street Sweeping	2	3

Service	Subject	<u>2024/25</u>	<u>2025/26</u>
	Waste Collection	19	15
	Wheelie Bin	-	17
Planning	Planning Application	1	
	Planning Application	-	1
	Planning Objection	-	-
	Other	1	1
Property Maintenance	Quality Maintenance	-	-
	Staff	3	-
	Communication	1	-
	Dissatisfied with Repair	9	13
	Private Owner	4	1
	External Contractor	2	1
	Other	-	-
Schools	Ayr Academy	-	-
	Ayr Grammar	-	4
	Annbank Primary	-	-
	Alloway Primary	-	-
	Barassie Primary	-	1
	Belmont Academy	1	3
	Braehead Primary	-	-
	Carrick Academy	-	1
	Coylton Primary	-	2
	Culzean Primary		1
	Dailly Primary	-	-
	Doonfoot Primary	-	1
	Dalmilling Primary	2	2
	Fisherton Primary	1	-
	Forehill Primary	-	-
	Gardenrose Primary	-	-
	Girvan Academy	-	-
	Girvan Primary	1	1
	Glenburn Primary	-	-
	Heathfield Primary	-	-
	Holmston	1	-
	Kingcase Primary	-	-
	Kincaidston Primary	1	-
	Kyle Academy	-	-
	Marr College	-	-
	Muirhead Primary	-	-
	Monkton Primary	-	-
	Newton Primary	1	-
	Prestwick Academy	2	1
	Queen Margaret Academy	1	-
	Sacred Heart Primary	-	-
	Symington Primary	-	-
	St Johns Primary	-	-
	St Ninian's	-	1

Service	Subject	2024/25	2025/26
	Struthers Primary	-	-
	Tarbolton Primary	1	-
	Troon Primary	-	-
	Wallacetown Nursery	-	-

The undernoted table provides an overview of reasons for complaints received and closed by the Council at Stage 2 between 1 October 2025 and 31 March 2026 compared to the same reporting period in 2024/25.

Table 2 - Reasons for Stage 2 Complaints

	2024/25		2025/26		
	Number	% Of Total Stage 2	Number	% Of Total Stage 2	
Standard of service provided	10	24%	19	45%	▲
Conduct/attitude of staff	1	3%	9	21%	▲
Disagreement with decision	11	27%	6	14%	▼
Failure to provide service	3	7%	4	9%	▲
Failure to follow a procedure	6	15%	3	7%	▼
Delay in providing service	0	0%	1	2%	▲
Dissatisfaction with policy	7	17%	1	2%	▼
Failure to respond to enquiry	3	7%	0	0%	▼
Other	0	0%	0	0%	◀▶
Total	41	100%	43	100%	

Standard of service provided complaints

19 complaints were received at Stage 2 which related to standard of service provided, with Property Maintenance and Community Care receiving the highest proportions with 5 and 3 respectively. The remaining complaints related to Building Standards (1), Children and Families (1), Education Central (1), Facilities (1), Chief Executive's Office (2),

Performance, Community Planning and Sustainability (1), Planning (1), Primary/Nursery Schools (2) and Social Care Finance (1). Of these complaints, two were upheld (Property Maintenance and Social Care Finance) and one was partially upheld (Property Maintenance), with the remaining sixteen not being upheld.

Conduct/attitude of staff complaints

9 conduct/attitude of staff complaints were logged at Stage 2, which related to our Community Care (3), Culture and Tourism (1), Housing (2) Neighbourhood Services (1) and Property Maintenance (2) services. Of these complaints, one was upheld (Neighbourhood Services), five partially upheld (Property Maintenance, Housing and Community Care), and three not upheld (Community Care, Culture and Tourism and Housing).

Disagreement with Decision

6 complaints relating to disagreements with decisions were received in this reporting period with 3 relating to Community Care, 2 to Housing and 1 to Trading Standards. Of these complaints, 1 in relation to Housing was partially upheld, with the remaining not upheld.

The undernoted has been collated from the Council's Complaints Handling System (GOSS) using information entered by our Services showing which Council Services received the complaints referred to in Table 2 – Reasons for Stage 2 Complaints, above.

Providing this level of information on the GOSS system is not a mandatory requirement and it is therefore not logged for all complaints in Table 2, although services are encouraged to provide this data. As a result, the number of complaints detailed below may not equate to the total number of Stage two complaints reported.

Stage 2 Complaint Categories

Service	Subject	<u>2024/25</u>	<u>2025/26</u>
Children and Families	Ayr North Team	-	1
	Girvan/Maybole Team	-	-
	Disability Team	-	-
Community Care	Older People Ayr South	-	-
	Older People Ayr Troon	-	-
	Older People Team Prestwick	1	-
	Arrol Park	-	-
	Arran View	1	-
	In-House Home Care	1	3
	Learning/Physical Disability	-	2
	Maybole/Girvan Team	1	-
	Mental Health	1	1
	Culture & Tourism	Air Show	1
Carnegie		1	-
Town Halls		1	-
Golf	Belleisle/Seafield	-	-
Housing	Quality Maintenance	-	1
	Customer Landlord Relations	2	3
	Value	-	-

Service	Subject	2024/25	2025/26
	Access to Housing/Support	-	1
	Housing Policy		1
	Neighbourhood and Community	-	-
Leisure	Citadel	-	-
	Swimming Pools	1	-
Planning	Planning Objections	-	1
	Planning Enforcement	2	1
Property Maintenance	Communication	1	2
	Dissatisfied with Repair	2	5
	Private Owners	2	-
	Other	-	2
Schools	Ayr Academy	-	-
	Alloway Primary	-	-
	Culzean Primary	1	-
	Girvan Primary	-	2
	Glenburn Primary	-	-
	Kingcase Primary	-	-
	Belmont Academy	-	-
	Doonfoot Primary	-	-
	Dundonald Primary	-	-
	Newton Primary	-	-
	Troon Primary	-	-
	Carrick Campus	-	-
	Kincaidston Primary	-	-
	Kyle Academy	1	-
	Belmont Academy	-	-
	Prestwick Academy	-	-
	Queen Margaret Academy	-	-

Table 3 - Reasons for Escalated Complaints

The following table provides a breakdown of the reasons for a complaint being escalated from Stage 1 to Stage 2.

	2024/25		2025/26		
	Number	% Of Total Escalated	Number	% Of Total Escalated	
Standard of service provided	9	28%	28	49%	▲
Disagreement with decision	0	0%	11	19%	▲
Delay in providing service	5	16%	5	9%	▼

Failure to provide service	6	19%	5	9%	▼
Dissatisfaction with policy	3	9%	3	5%	▼
Failure to follow a procedure	4	13%	3	5%	▼
Conduct/attitude of staff	3	9%	1	2%	▼
Failure to respond to enquiry	2	6%	1	2%	▼
Other	0	0%	0	0%	◀▶
Total	32	100%	57	100%	

Standard of service provided

28 complaints relating to standard of service were received at the Escalated stage. These related to Children and Families (2), Community Care (4), Culture and Tourism (1), Design Services (4), Education Central (1), Environmental Health (1), Facilities (1), Golf (1), Housing (3), Leisure (1), Neighbourhood Services (3), Procurement (1), Property Maintenance (1), Revenues (2), Secondary Schools (2). Sixteen of these complaints were not upheld and eight partially upheld. Four were upheld which related to Design Services (2), Revenues (1) and Neighbourhood Services (1).

Disagreement with Decision

11 complaints were raised during this reporting period which related to disagreements with decisions. These complaints varied across services including Children and Families (2), Community Care (3), Culture and Tourism (2), Leisure (2), Planning (1) and Property Maintenance (1). None of these 11 complaints were upheld.

Delay in Providing Service

5 complaints relating to delays in service provision were received in this reporting period relating to Community Care (2), Justice Services (1), Primary Schools (1) and Social Care Finance (1). Of these complaints, three were not upheld, with one partially upheld (Community Care) and one upheld (Social Care Finance), with an apology provided.

The following has been collated from the Council's Complaints Handling System (GOSS) using information entered by Services handing complaints at a service level. It is not a mandatory requirement for services to input this information when completing cases on our GOSS system - but they are encouraged to complete these fields. As a result, the number of complaints detailed below may not equate to the total number of Escalated complaints reported.

Escalated Complaint Categories

Service	Subject	2024/25	2025/26
Community Care	Arran View	-	-
	Arrol Park	-	-
	In House Home Care	2	2

Service	Subject	2024/25	2025/26
	Learning/Physical Disability	1	1
	Older People Ayr North	-	-
	Older People Ayr South	-	2
	Older People Maybole/Girvan	1	2
	Older People Prestwick	-	-
	Older People Troon	-	1
	Occupational Therapy	-	-
	Mental Health	-	2
	Overmills	1	-
	South Lodge	-	1
Culture & Tourism	Air Show	-	2
	Other Libraries	1	-
Golf	Belleisle/Seafield	-	-
	Lochgreen	-	1
	Dalmilling	1	-
Housing	Customer Landlord Relations	2	3
	Quality Maintenance	1	2
	Access	-	-
	Neighbourhood and Community	1	1
Leisure	Activity Centres	-	1
	Citadel	-	2
Neighbourhood Services		2	4
	Missed Bin		
	Recycling Facilities	-	-
	Trees	1	-
	Litter Bin	1	-
	Waste Collection	1	1
	Weed Removal	1	-
	Wheelie Bin		1
Property Maintenance		2	1
	Dissatisfied with Repair		
	Private Owners	-	1
	Contact/Communication	1	-
Schools	Alloway Primary	-	-
	Annbank Primary	-	-
	Ayr Grammar Primary	-	1
	Braehead Primary	-	-
	Belmont Academy	-	-
	Heathfield Primary	-	-
	Marr College	-	2
	Tarbolton Primary	-	-
	Ayr Academy	-	-
	Barassie Primary	-	-
	Dalmilling Primary	-	-
	Kingcase Primary	-	-
	Newton Primary	-	-
	Struthers Primary	-	-

<u>Service</u>	<u>Subject</u>	<u>2024/25</u>	<u>2025/26</u>
	Symington Primary	-	-
	Prestwick Academy	1	-
	Carrick Academy	-	-
	Belmont Academy	-	-

Additional Information - Complaints Data Analysis Against Non-Mandatory Reporting Indicators

The undernoted no longer forms part of the mandatory KPI reporting to the SPSO, however this information has been included to Members in this report as additional information:

Additional Information - Complaints Received per 1,000 of the population

2024/25	01/10 – 31/03	3 per 1,000
2025/26	01/10 – 31/03	4 per 1,000 ▲

The number of complaints received per 1,000 of the population has increased by one between the two reporting periods.

Additional Information – Number of Cases where an Extension is Authorised

		<i>Stage 1</i>	<i>Stage 2</i>	<i>Escalated</i>
2024/25	01/10 – 31/03	15	9	3
2025/26	01/10 – 31/03	41 ▲	11 ▲	10 ▲

An extension, when required, can be applied to a complaint investigation when it is established that the complaint is complex and requires time to fully investigate.

Extensions are encouraged when complaints will take longer than the required timescale, to ensure that complainants are kept up to date with the status of their case. For this reporting period 62 complaints were subject to an authorised extension in comparison to 27 for the same reporting period in 2024/25, i.e., a 43 % increase.

Additional Information – Customer Satisfaction

To gauge Customer Satisfaction in our complaints process we actively encourage members of the public to provide us with their feedback on their experience. This feedback allows us to establish where our process can be strengthened to meet customer needs.

Completion of this survey is not a compulsory part of the complaints process, and it is challenging to elicit feedback from the public in how we can continuously improve our actual complaints process. A survey is available online for anyone using our service to complete, and Information Governance also invites a sample of customers to provide us with this helpful feedback.

Between 1 October 2025 and 31 March 2026, 60 requests were issued to members of the public inviting them to participate in our Customer Satisfaction Survey. 10 customer satisfaction surveys were completed which constitutes a 17 % return.

Feedback received from the 17 % who responded indicates that:

	2024/25			2025/26		
	Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree	Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree
Information about the complaint's procedure was easily accessible	53%	29%	18%	90% ▲	0%	10%
I found it easy to make my complaint	64%	18%	18%	70% ▲	20%	10%
I was happy that the Investigating Officer fully understood my complaint	41%	12%	47%	50% ▲	0%	50%
I was given the opportunity to fully explain my complaint	76%	12%	12%	70% ▼	20%	10%
The points of my complaint were identified and responded to	53%	6%	41%	60% ▲	0%	40%
The response to my complaint was easy to understand	82%	12%	6%	70% ▼	10%	20%
Overall, I was satisfied with the handling of my complaint	41%	12%	47%	60% ▲	0%	40%
I was told if the response was going to take longer than the set timescales	41%	41%	18%	20% ▼	60%	20%
I was clearly told what the next stage of the complaints process was for me	53%	18%	29%	70% ▲	10%	20%

Overall, responses received for this reporting period show an increase in customer satisfaction in comparison to the same reporting period in 2024/25, with 60 % of customers being in agreement that they were satisfied with the handling of their complaint and 70 % agreeing the response to their complaint was easy to understand.

Learning from Complaints - Service Improvement Case Studies

ICT

A customer reported they were not able to submit a report on the Council's Waste aware enquiry report form due to the length of their report, and that the form did not state that there was a character limit. As a result of this complaint, the text limit on the form was increased and a count feature was added to make it clear how many characters could be submitted using the form.

Leisure

A customer complained that the early bird swimmer's session at Prestwick Leisure Club was insufficient to cope with demand due to a limit of 30 swimmers. As a result of this complaint, the session times were amended to provide two shorter sessions to better manage demand.

Neighbourhood Services

A customer's brown bin was not collected despite booking a winter brown bin collection. It was established that a booking had not been made, and the customer complained that they were not aware that their booking had not been successful as no email is issued to confirm the request. As well as lifting the bin, the service confirmed that they will work with the developer to issue confirmation emails for future winter brown bin collections.

Facilities

A customer complained that the lock on the Arthur Street Toilets malfunctioned and allowed access while in use. As well as an apology, Facilities Management contacted the company responsible for maintaining the door mechanisms to ensure the locks were operating correctly.

Scottish Public Services Ombudsman Improvement Cases

No Decision Notices were published by the Ombudsman relating to South Ayrshire Council during the reporting period 1 October 2025 – 31 March 2026.

Stage 2 Complaints Monitoring

All Stage 2 complaints investigated by the Council are monitored, and each quarter any considered to be serious or high risk are reported to the Integrity Group.

Most Stage 2 complaints were undertaken at the Stage 2 level because they involved either a response from more than one service or were too complex to resolve within 5 working days at Stage 1.

In reporting period 1 October 2025 to 31 March 2026 no Stage 2 complaints were identified as being serious or high risk, i.e., those that would have a serious impact on the Council's ability to provide services to the public.

South Ayrshire Council

**Report by Director of Communities and Transformation
Service and Partnerships Performance Panel
of 9 June 2026**

Subject: Coastal Communities Funding

1. Purpose

- 1.1 The purpose of this report is to provide Service and Partnerships Performance Panel with an update on Coastal Communities funding and projects support through the fund.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 Notes the Coastal Communities funding update.

2.1.2 Notes the projects supported through 2024/25 funding.

2.1.3 Notes the projects that are supported and progressing through the 2025/26 funding.

3. Background

- 3.1 In January 2020, [Leadership Panel](#) approved the eligibility criteria, principles, and priorities for accessing funds from the Crown Estate Scotland (CES) Net Revenue Allocation awarded to Council by Scottish Ministers.

CES core purpose is to invest in property, natural resources, and people to generate lasting value for Scotland. Under the Scottish Crown Estate Act 2019, CES is required to maintain, and seek to enhance, the revenue and capital value of the Scottish Crown Estate assets in ways support sustainable development and contribute to improvements in relation to Scotland's economic development, regeneration, social wellbeing and environmental wellbeing.

- 3.2 There is an expectation that the Council will use the funding to ensure that it specifically benefits our coastal communities which is defined as 'coastal settlements including seaside towns, ports and other areas which have a clear connection to the coastal economy'.

- 3.3 Since 2020, the Council awarded Coastal Communities funding through a grant application process and has delegated authority to the Director to approve allocations, that meet the eligibility criteria
- 3.4 On 28 May 2025, Cabinet agreed that rather than implementing a further application process, the funding would be used to deliver and/or enhance a range of projects and initiatives already identified by officers that aligned with the priorities of the fund.
- 3.5 Officers agreed the following projects:
- The Scottish Beach Sprints and Offshore Championships over 2 days on 16th/17th August 2025.
 - New Market Street Traders to support Service Level Agreement activities.
 - Thriving Communities - Community Led grants.
 - NTS Culzean Lego event.
 - Destination South Ayrshire Grants.
 - Summer Fayre 2025.
 - Ayr Yacht Club with dredging of the harbour.
 - DSA summer holiday activities.
 - Coastal paths and rivers events including excursions.
- 3.6 Appendix 1 provides an update on the projects supported from 2024/25 funding.
- 3.7 On 25 November 2025, South Ayrshire Council received a letter from Malcolm Pentland, Deputy Director and Marine Economy and Communities Portfolio Lead within the Marine Directorate, confirming the 2025/26 Scottish Crown Estate Net Revenue allocations. South Ayrshire Council was awarded £163,101.47. Due to the delay in the award, projects could be delivered in the new financial year
- 3.8 Officers have agreed the following projects:
- South Ayrshire Council Summer fAyre
 - South Ayrshire Council Communities Day
 - Destination South Ayrshire (DSA) - Grants
 - Community Led - Large Grants
 - Community Led - Small Grants
 - Free to attend outdoor Coastal Activities
 - DSA Holiday Programme
 - Dolphin House 25 Year Legacy Programme
- 3.9 On 26 February 2026, SAC received further notification confirming multi-year Coastal Communities funding until 2032/2033.

The multi-year investment provides a degree of funding certainty regarding the level of net revenue profits available to the Scottish Government. As a result, and in line with the Fiscal Framework between the Scottish Government and Local Government, Ministers have agreed to extend that funding certainty to Local Government.

This update confirms that, from 2026–27 onwards, the total net revenues distributed to coastal local authorities will be guaranteed at a minimum of £12.4 million per year until March 2031. As net revenue allocations are issued two years in arrears, this arrangement will therefore run until 2032–33.

- 3.10 Officers will present a report to Cabinet seeking approval for 2026/27 proposals once the grant award letter has been received.

4. Proposals

- 4.1 Service and Partnerships Performance Panel are asked to note the Coastal Communities funding update.
- 4.2 Notes the 2024/25 Net Revenue funded projects.
- 4.3 Approves for Officers to provide a further update to Service and Partnerships Performance Panel in June 2027.

5. Legal and Procurement Implications

- 5.1 There are no legal implications.

6. Financial Implications

- 6.1 External funding is distributed by Scottish Government and administered by SAC.

7. Human Resources Implications

- 7.1 There are no 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.

8.2 *Risk Implications of Rejecting the Recommendations*

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

9. Equalities

- 9.1 The proposals within this report have been assessed through the EQIA scoping process and there are no significant potential positive or negative equality impacts in agreeing the proposals, therefore an EQIA is not required.

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document

otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

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

12. Link to Council Plan

12.1 The above recommendations relate to Priority 1 - Spaces and Place, Priority 2 - Live, Work, Learn and Priority 3 Civic and Community Pride.

13. Results of Consultation

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

13.2 Consultation has taken place with the Leader Brian Connolly Portfolio Holder Economy and Strategy.

Background Papers: [Leadership Panel 2020](#) Scottish Crown Estate

[Cabinet 2025](#) Coastal Communities

Person to Contact

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Date: 27/05/2026

COASTAL COMMUNITIES NET REVENUE PROJECTS 2024/25

AYR YACHT CLUB	
<p>£4,000 was allocated to support the dredging of the River Ayr, enabling yachts and small craft to berth safely. Although the port is primarily commercial, Ayr Yacht Club has operated on the river for 50 years. Without dredging, the club would have been unable to use the pontoons, putting this long-standing community at risk. Since the works were completed, boats are once again able to berth on the pontoon</p>	
COASTAL PATH AND RIVERS EVENTS, INCLUDING EXCURSIONS	
<p>£12614.24 was allocated to create a range of opportunities designed to raise the profile of our coastal routes and rivers. The project was a collaboration between our Thriving Communities and Sustainable Development teams, delivering a universal offer of activities and education experiences for the public.</p> <p>The funding supported our Sustainability team to design and print a series of Blue and Green Health calendars, including a launch event at Dolphin House in November 2025. The calendars encourage local people to connect with nature by offering ideas for places to explore, activities to try, and ways to engage with blue and green spaces across South Ayrshire. This has included introductory paddling sessions on the River Ayr, with opportunities to learn canoeing and stand-up paddleboarding, as well as free, accessible activities for families and supported groups such as Spotty Zebras and care-experienced young people.</p> <p>In addition, a variety of walking opportunities have been delivered across local coastal and upland areas, including Mochrum Hill, the Girvan Hills and the Carrick Hills. In total, 96 children and 88 adults have benefited from these Coastal Communities funded programmes.</p> <p>In partnership with Scottish Rowing, we also supported the development of new coastal activity at Ayr Beach, where a community beach-sprint rowing programme will launch this summer. Together, these programmes have expanded opportunities for people to be active and connect with our blue spaces, while also enabling staff and volunteers to gain qualifications and receive support to deliver a range of water-based activities.</p>	
DESTINATION SOUTH AYRSHIRE (DSA) GRANTS	
<p>£12,702.50 was awarded to support the DSA grants, benefiting 14 communities and organisations. The funded events and initiatives covered a wide range of activities, including Christmas community celebrations and fireworks events</p>	
Ayr Rugby Club – Fireworks Festival	1000
Dunure Coastal Rowing - Coastal Activity Day	750
Friends of Dundonald Castle - Community Creative Day	715
Symington Gala Committee – Kids Christmas Discos	1000
Kirkmichael Ayrshire Development Trust - Kids Christmas Party	1000
Mossblown Matters – Light up Mossblown	1000
Alloway Railway Tunnell ART SCIO – Buns Day Celebration	1000
Coylton Community Council – Coylton Christmas Events	1000
Flourish ABC CIC – The Infinite Intention	950
Little Peru Limited - Christmas at Litte Peru Alpaca Farm	890
Craigie Community Council – Jingle and Mingle	400
Dynamic Dunure – Community Xmas Switch On	1000

Ballantrae Community Council – Ballantrae Christmas Lights Switch On	1000
Ayr Amateur Opera Company – AAOOC – Annual Production	1000
DESTINATION SOUTH AYRSHIRE HOLIDAY PROGRAMME	
<p>DSA were awarded £12000 to deliver summer holiday activities between 27 June and 18 August 2025. A total of 952 visits were recorded across a wide range of activities, including:</p> <ul style="list-style-type: none"> • Kids’ outdoor workshops: sea, sand and forests (3–12 years) • Circus Acts outdoor play (3+ years) • Face painting and art workshops – creating a painted South Ayrshire coastal jigsaw • Science Centre interactive exhibitions (5+ years) • Under-8s interactive play and workshops (1–7 years) • Silent disco (8–18 years) • SAC crazy golf course activity (5+ years) • Vixen Fauna art heraldic workshop (3–14 years) 	
NATIONAL TRUST SCOTLAND	
<p>£10,000 was allocated to the National Trust for Scotland (NTS) to deliver a LEGO-themed interactive trail at Culzean between 1 and 31 July 2025. The Brick Wonderland event showcased large LEGO brick installations inspired by Alice in Wonderland, featuring themed photo spots, trails and interactive scenes throughout the grounds.</p> <p>Key highlights included the LEGO photo opportunities and themed displays. The event was a success, attracting visitors to Culzean and contributing positively to the local economy.</p>	
NEW MARKET STREET TRADERS	
<p>£15,000 was allocated to New Market Street Traders (NMST) to support the ongoing partnership between NMST and South Ayrshire Council (SAC). The partnership aims to strengthen local businesses through a progressive approach to business support, enhance the street through improvement works, build capacity within NMST to unlock funding opportunities, and collectively promote and raise the profile of New Market Street.</p> <p>Coastal Communities funding was used to fund salary costs for a part-time coordinator position. Over the past twelve months the coordinator managed a programme of improvements and maintenance works across the street, working closely with local businesses, property owners, and key stakeholders. The coordinator secured permissions from traders and building owners to enable works to proceed efficiently and helped foster strong collaborative relationships throughout the process.</p> <p>The coordinator has helped establish a positive and productive relationship with SAC, strengthening communication between the Council and local traders.</p> <p>This funding has significantly increased the profile of New Market Street, with traders now considering additional opportunities to further enhance the town centre.</p>	
SUMMER fAYRe FUNDING	
<p>£10,000 was allocated to support the Summer fAYRe held on 21 June 2025. The event featured a wide range of attractions, including a pipe band contest, Highland dancing, food and market stalls, a classic car display, and fairground and inflatable activities. The Coastal Communities funding was used specifically to cover essential infrastructure costs, including hostile vehicle mitigation measures</p>	

THE SCOTTISH BEACH SPRINTS AND OFFSHORE CHAMPIONSHIPS**Ayr Beach - 16th and 17th August 2025**

A total of £6,209.22 of in-kind support was allocated to the Scottish Beach Sprints and Offshore Championships, delivered in partnership with Scottish Rowing and Swift Racing. The competition marked the final event in the Four Nations Series, providing an exciting sporting experience for more than 140 participants and raising the profile of South Ayrshire as a host destination for national and international events.

The event created opportunities for local spectators to engage with rowing, showcasing South Ayrshire's facilities and strengthening partnerships between sports organisations and the wider community.

Volunteers from the Active Schools Leadership Academy supported the event, alongside Thriving Communities and Ayr United Football Academy, who provided beach sports activities for athletes and spectators.

It is estimated that the event generated £42,000–£52,000 for the local economy through spending by athletes and visitors who travelled from across the UK and Jersey to attend.

Results from the weekend can be viewed using the links below:

[Scottish Rowing Beach Sprints Championships 2025 Results.pdf](#)

[Scottish Rowing Offshore Championships 2025 Results.pdf](#)

THRIVING COMMUNITIES - COMMUNITY LED GRANTS

£45,000 was allocated to support community groups and local organisations to access community grants. Applicants could apply for both small and large grants, with all submissions reviewed and scored by a panel.

Information on the funded projects can be viewed at: [Participatory budgeting](#)

Small Grants

Carraig Connections	920
Kincaidston & Belmont Bowling Club	1000
Rotary Club of Ayr - Senior Primary Schools (P7) Careers Fair	800
Ayr & Prestwick Men's Shed	837.92
28th Ayrshire Scout Group (Troon)	1000
Community Gift Exchange SCIO	1000
South Ayrshire Tennis Club - Parkinson's Table Tennis	976.99
Maidens T-Club	850
The South Parish Church Community Purchase Group	1000
Irvine and Troon Cancer Care	1000
Maybole Juniors FC - Lining Machine	839.94
Maybole Charity Shop	978.68
Vics In The Community	1000
Carrick - Maybole Walking Football	492.92
Carrick Centre - Carrick Men's Group	770
Little Acorns CIC	1000
	£14466.45

Large Grants

Ballantrae Resilience Group	3237.4
Kirkmichael Ayrshire Development Trust	3782.47
Harbour Ayrshire - New Horizons	3580
Ayr Sea Cadets & Royal Marines Cadets	3700
Friends of Dundonald Castle SCIO	3408

Friends of the Broadway, Prestwick	4934
The Iris Arts Ayr CIC	3950
Adventure Centre for Education (ACE)	3941.68
	£30533.55

South Ayrshire Council

**Report by the Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 9th June 2026**

Subject: Golf Strategy Update – 2025 - 2026

1. Purpose

1.1 To provide of this report is to provide Elected Members with an update on the Golf Strategy for 2025 – 2026.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 *Notes the strong recovery and continued growth in participation, income and customer engagement across Golf South Ayrshire as contained within this report and attached in the Golf Strategy update contained at Appendix 1;*

2.1.2 *Notes the key pressures, including weather-related disruption and inflationary cost increases which can impact operational performance; and*

2.1.3 *Notes the identified priorities for 2026 - 2027 to sustain growth, increase income and improve resilience.*

3. Background

3.1 South Ayrshire Council operates a significant municipal golf estate comprising eight courses and three clubhouse/café facilities, delivering both community participation and economic value through local use and golf tourism.

3.2 Following the disruption caused by the Covid-19 pandemic, the service has experienced a sustained period of recovery and growth. Membership levels have not only stabilised but continue to exceed pre-pandemic levels, with strong upward trends in season ticket sales demonstrating continued demand for affordable, accessible golf across the authority.

- 3.3 While the number of rounds played by season ticket holders has remained broadly consistent, overall usage has increased through growth in visitor play, reflecting the area's strength as a destination and the wider economic impact of golf provision.
- 3.4 The service also operates three clubhouse/café facilities which form an integral part of the overall customer offer and financial model. Despite ongoing inflationary pressures affecting food, utilities and staffing, there has been a substantial increase in income over recent years, rising from approximately £200,000 in 2021/22 to over £450,000 in 2023/24, with further growth sustained into 2025/26.
- 3.5 This [performance update](#) builds on the previous annual reports and provides Members with a refreshed position on performance, highlighting both the continued progress made and the key challenges that require ongoing management, particularly in relation to financial sustainability, weather resilience and cost pressures.

4. Detail

4.1 Overall Performance Summary

4.1.1 The 2025/26 year demonstrates continued recovery and growth, with improvements across participation, income and customer experience. The service remains on a positive trajectory despite external pressures.

- (i) Course usage remains strong, supported by increased visitor rounds and sustained local engagement.
- (ii) Financial performance has improved year-on-year through increased green fee income, pricing strategies and operational efficiencies.
- (iii) Customer satisfaction remains high, supported by ongoing investment in course quality and service standards.
- (iv) Social value has increased through expanded junior and inclusive participation programmes.

4.2 Course and Asset Performance

4.2.1 Investment and maintenance activity has focused on improving resilience and quality:

- (i) £50,000 invested in drainage improvements at Dalmilling.
- (ii) £35,000 secured for safer walking routes at Darley.
- (iii) Independent agronomy reports confirm strong greens quality and effective maintenance practices.

4.2.2 Weather continues to present a significant risk to performance:

- (i) 189 total days of full or partial closures across the estate.
- (ii) Average of 27 closure days per course, highlighting climate-related pressures on assets.

4.3 Participation and Membership

4.3.1 Membership growth has been a key success area. In comparison to 2024/2025 figures:

- (i) 5,826 Season ticketholders increased from 5,121 to 5,826 (13.8% increase).
- (ii) Under-18 memberships increased from 511 to 786 (54%).
- (iii) Flexi memberships increased by from 1,257 to 1,420 (13%).
- (iv) Adult Get into Golf memberships increased from 85 to 97 (14%), delivering 485 hours of free coaching.

4.3.2 Accessibility has improved through:

- (i) Growth in concession scheme uptake (+6%).
- (ii) Expansion of inclusive participation initiatives.
- (iii) Progression of Golf Club Access Agreements (to be finalised in 2026/27).

4.4 Commercial and Marketing Performance

4.4.1 Commercial performance continues to strengthen:

- (i) Increase of 2,506 non-member rounds year-on-year.
- (ii) Further projected 10% growth in the current season.
- (iii) Average green fee increased from £22.24 to £24.75.
- (iv) 10% increase in hotelier and tour operator scheme uptake.

4.4.2 Tourism impact remains positive, reflecting the legacy of The Open 2024 and continued appeal of South Ayrshire as a golf destination.

4.5 Clubhouse and Catering Performance

4.5.1 Catering operations have improved despite sector-wide challenges:

- (i) Turnover increased by 24.65%.
- (ii) Over £200,000 spent with local SMEs, supporting the local economy.

4.5.2 Ongoing inflationary pressures in food and staffing remain a challenge requiring continued cost control measures.

4.6 Development and Community Impact

4.6.1 Strong partnership working has supported youth engagement and wider outcomes:

- (i) Six inter-school competitions delivered with over 250 participants.
- (ii) "Unleash Your Drive" programme delivered in nine primary schools.
- (iii) Increased alignment with Active Schools and national programmes.

4.6.2 These initiatives support broader Council priorities relating to health, wellbeing and inequality reduction.

4.7 Governance and Safeguarding

4.7.1 Strengthened governance arrangements have been implemented:

- (i) Introduction of a Season Ticket Holder Code of Conduct.
- (ii) Improved safeguarding procedures for under-18s.
- (iii) Increased Safegolf accredited clubs (from 1 to 3).

4.8 Key Challenges

4.8.1 The main performance risks identified during the year include:

- (i) Weather disruption and climate impacts on course availability.
- (ii) Inflationary pressures affecting operational and catering costs.
- (iii) Ongoing requirement to increase income.

4.9 Priorities for 2026/27

4.9.1 The focus for the next period is on sustainability and continued performance improvement:

- (i) Investment in course infrastructure and resilience, including Belleisle improvements.
- (ii) Relaunch of Get into Golf with targeted participation programmes.
- (iii) Delivery of a new 5-year development plan.
- (iv) Enhanced digital and visitor marketing, including website relaunch.
- (v) Ongoing review of catering provision through dynamic pricing and efficiency measures.
- (vi) Progression of Troon Links infrastructure improvements.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The report highlights improved financial performance, including increased income. Ongoing cost pressures remain and are being actively managed through operational efficiencies and pricing.

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 recommendation.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that the improved financial performance is reversed.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an Integrated Impact Assessment is not required.

10. Sustainable Development Implications

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

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report as this report is for performance monitoring and scrutiny purposes only.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 1 of the Council Plan: Space & Places (Play, Sport & Recreation).

13. Link to Shaping Our Future Council Yes No

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

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Cullen, Policy Lead for Sport & Leisure and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Assistant Director – Communities 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>
Provide Service Partnerships and Performance Panel with a report on the implementation of the Strategy at the end of year 5.	June 2027	Ali Mutch – Service Lead Sport, Leisure & Golf

Background Papers [South Ayrshire Golf Strategy update 2025-26.pdf](#)
[Golf Strategy - 2022-2032.pdf](#)

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Date: 21/05/2026



GOLF

SOUTH AYRSHIRE

GOLF STRATEGY UPDATE

25/26



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Comhairle Siorrachd Air a Deas

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INTRODUCTION

The fourth annual update of the Golf South Ayrshire Strategy (2022–2032) highlights continued progress in increasing participation, improving the quality of our courses and facilities, and enhancing the visitor experience.

This update sets out key performance achievements over the past year, alongside the priorities required to ensure golf in South Ayrshire remains sustainable, accessible and economically impactful.



EXECUTIVE SUMMARY



The 2025/26 period has been a strong and progressive year for Golf South Ayrshire, with continued recovery and growth across both participation and commercial performance. Course usage has remained robust, supported by increased visitor numbers and sustained growth in membership, reflecting the area's continued strength as a leading golf destination. Financial performance has improved year-on-year through a combination of increased green fee income, effective pricing strategies and operational efficiencies.

Ongoing investment in course maintenance and customer experience has contributed to high levels of customer satisfaction, while community-focused initiatives, including junior development programmes and inclusive participation schemes, have expanded access to the sport and reinforced the service's social value.

Performance has been achieved despite ongoing challenges, including weather-related disruption resulting in 189 days of full or partial course closures, and

continued inflationary pressures impacting operating and catering costs.

Overall, the service remains on a positive trajectory. The focus for 2026/27 will be on strengthening long-term sustainability and improve the resilience across the golf estate.

1. THE COURSES

KEY HIGHLIGHTS

£50k investment in drainage improvements at Dalmilling 

35K Open Legacy funding received from the R&A to fund further improvements to the safer walking routes on Darley Golf Course 



Independent agronomy reports confirm strong greens performance at Belleisle Park and Troon Links

KEY CHALLENGE

Wet weather resulted in an average of 27 closure days per course



Reinforcing the need for continued investment in resilience and drainage



PRIORITY FOR 2026/27

- Progress planned improvements at Belleisle Park
- Enhance maintenance practices based on agronomy recommendations
- Continue investment to improve course resilience and playability

2. MEMBERSHIPS

KEY HIGHLIGHTS

5826  **season tickets (Feb 2026)**

continued growth year-on-year. Recorded Season Ticket Rounds increased by

15,924 on 24/25



13%
increase in
FLEXI-Memberships
to 1420



Concession
scheme
uptake
increased by
6%



Get into Golf programme delivered

485 hours
of free PGA coaching
(+14%)



UNDER
18'S
MEMBERSHIP
INCREASED BY
54%

PROGRESS

**Safegolf
accreditation
increased from
1 to 3 clubs**



**Golf Club
Access
Agreements
progressing
for delivery
in 2026/27**



PRIORITY FOR 2026/27

- Relaunch GetintoGolf with a more targeted programme of participation
- Finalise agreements with Golf Clubs for Access to SAC Golf courses.
- Maintain growth while improving retention and engagement

3. MARKETING & VISITOR GROWTH

KEY HIGHLIGHTS

Continued growth in visitor play and commercial activity

Non-Member rounds up 7% (1628) year-on-year

Further 10% growth projected

Average green fee increased from £22.24 to £24.75

Hotelier and tour operator scheme increased by 10%



IMPACT

Ongoing tourism benefits linked to The Open 2024 legacy



Increased profile of South Ayrshire as a golf destination



PRIORITY FOR 2026/27

- Relaunch Golf South Ayrshire website
- Deliver targeted visitor marketing campaigns
- Sustain growth in visitor rounds and yield

4. DEVELOPMENT

KEY HIGHLIGHTS

Strong partnership working with Active Schools

6 inter-school competitions delivered

Over 250 young people participating

“Unleash Your Drive” programme now active in

9 primary schools 

IMPACT

Supporting confidence, resilience and long-term participation in sport



PRIORITY FOR 2026/27

- Launch Golf South Ayrshire 5-year development plan
- Expand participation pathways and community engagement

5. CLUBHOUSES & CATERING

KEY HIGHLIGHTS

Catering turnover
increased by

24.65%



Over £200k

spent with local SME
businesses (Local Food
Suppliers Framework)



KEY CHALLENGE

**Ongoing inflationary
pressures affecting food,
utilities and staffing costs**



PRIORITY FOR 2026/27

- Develop a more sustainable operating model across all venues
- Review suppliers, menus and pricing structures
- Continue to reduce operational subsidy while maintaining quality



6. INFRASTRUCTURE

UPDATE

No significant progress during this period, with focus placed on core operational and asset priorities.

PRIORITY FOR 2026/27

- Progress Troon Links welfare improvements
- Continue to develop longer-term infrastructure plans
- Progress the development of Bellisle Golf Course

7. GOVERNANCE

KEY IMPROVEMENTS

Introduction of a Season Ticket Holder Code of Conduct

Improved safeguarding processes for under-18s

Collection of emergency contact details for junior members

Enhanced protections when booking tee times



IMPACT

Strengthened safeguarding and improved alignment with national standards

LOOKING AHEAD: 2026/27 PRIORITIES

Improve course resilience and infrastructure



Grow and retain membership



Increase visitor income and marketing reach



Deliver a new 5-year development plan



Strengthen long-term sustainability of the service





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