

**South Ayrshire Council**

**Report by Depute Chief Executive and Director of Education  
to Cabinet  
of 17 June 2025**

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**Subject: Council Plan Actions: Year 3 (2025/2026)**

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**1. Purpose**

- 1.1 The purpose of this report is to seek Cabinet approval of the Council Plan Actions (2025/2026) for Year Three of the Council Plan 2023-2028.

**2. Recommendation**

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

- 2.1.1 **approves the Council Plan actions for Year 3 (2025/2026) attached as [Appendix 1](#);**
- 2.1.2 **notes that actions for the third year of the Council Plan will be reported to Service and Partnerships Performance Panel during 2025/2026 as agreed within the Performance Management Framework; and**
- 2.1.3 **notes that performance against the Council Plan will also be the subject of the annual report to Council.**

**3. Background**

- 3.1 The new [Council Plan \(2023-2028\)](#) was agreed by Council in March 2023, and sets out the Council's framework for achieving key strategic outcomes based on three priority areas:
- Spaces and Places;
  - Live, Work and Learn; and
  - Civic and Community Pride.
- 3.2 In addition to the three priority areas noted above, there is also a fourth additional section within the Council Plan incorporating the Council's enabling services.
- 3.3 Council plan actions have a broad aim with clear links to the Council's key priorities. They will generally have longer term goals/objectives, have clearly identified sub actions/activities which deliver the overall action and have clear measurable outcomes.

3.4 A [Performance Management Framework \(PMF\)](#) was developed to coincide with the Council Plan and was approved by Cabinet in June 2023. The PMF sets out the reporting requirements for the Council Plan, with quarterly reports submitted to the Corporate Leadership Team (CLT) and the Service and Partnerships Performance Panel (SPPP) on alternate quarters. This reporting mechanism has been successful for the first two years of the Council Plan with quarterly performance reports produced and submitted to CLT (quarters one and three) and SPPP (quarters two and four).

3.5 As previously agreed, Council plan actions are updated annually to allow for new actions to be incorporated and completed actions to be removed.

#### 4. Proposals

4.1 All services have undertaken an annual review exercise to develop Council Plan actions for the period 2025/2026 and these are attached as [Appendix 1](#).

4.2 Members should note that there are a total of **36 actions** for **year three** of the Council Plan – 6 new actions and 30 actions carried over from year two. The 30 actions carried over from year 2 are a combination of 15 actions which had a longer-term timescale for completion but are on track, and 15 actions where the due date was required to be reassessed (as highlighted in the Year 2 Q4 Performance Report which was submitted to Service and Partnerships Performance Panel on 10 June 2025 with reasons provided for the change in due dates). A summary of actions across each of the Council Plan Priority areas is as follows with further detail provided in [Appendix 1](#):

Priority Area	Actions
Priority 1 - Spaces and Places	16
Priority 2 – Live, Work, Learn	8
Priority 3 – Civic and Community Pride	6
Priority 4 – Efficient and Effective Enabling Services	6
<b>Total Number of Actions</b>	<b>36 in total</b>

4.3 In relation to action reference **PPCP-CP 06 (Develop a Trauma Strategy for the Council)** there has been an amendment to the wording of the strategy. The Trauma Strategy will now be known as a Trauma Roadmap for creating trauma-informed and responsive change in line with [national trauma guidance](#).

#### 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***

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with rejecting the recommendations.

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

9.1 The proposals in this report allow for continuing scrutiny of performance against the Council Plan. 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 follows:

- [Appendix 1](#) allows for scrutiny of actions plans/performance against the Council Plan.

## **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 ☐ 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 Brian Connolly, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

## 15. Next Steps for Decision Tracking Purposes

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

Implementation	Due date	Managed by
Quarter 2 performance reported to Service and Partnerships Performance Panel	31 December 2025	Service Lead – Performance, Community Planning and Sustainability

**Background Papers**     **Report to South Ayrshire Council of 1 March 2023 – [Council Plan 2023-28](#)**

**Report to Cabinet of 20 June 2023 – [Performance Management Framework 2023-28](#)**

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**Date: 4 June 2025**

## PRIORITY 1 : SPACES AND PLACES

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
DSA-CP 03 Redevelop the two priority courses, Darley and Belleisle, to enable South Ayrshire Council to achieve the agreed strategic outcomes and increase income from visitor and members.	Increase use of the golf course by both members and non-members.	Course architectural works complete.  Improved customer feedback.  Increase rounds of golf played.	Apr-27	Service Lead - Sport, Leisure and Golf	Professional Design Services Procurement External Contractors.
DSA-CP 07 Transform the Citadel Leisure Centre ensuring customers and staff are supported throughout the transition	Increased income and usage	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Mar-26	Service Lead - Sport, Leisure and Golf	Professional Design Services Communication Team External Consultants
DSA-CP 08 Transform Troon Leisure Centre ensuring customers and staff are supported throughout the transition	Works complete and operational	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Mar-26	Service Lead - Sport, Leisure and Golf	Professional Design Services Communication Team External Consultants
DSA-CP 09 Upgrade the plant and fabric of Prestwick Swimming Pool ensuring customers and staff are supported throughout the transition	Works complete and operational	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Aug-25	Service Lead - Sport, Leisure and Golf	Professional Design Services Communication Team External Consultants
E&R-CP 01 Deliver priority elements of Ayr Town Centre Framework	Accessible Ayr Stage 4 completed, Newmarket Street 'dressing' and Burns Square redesigned to Stage 1 and £220,000 shopfront scheme developed and delivered. Options and associated costs identified and reported submitted to Cabinet on time	Achieving project plan goals outlined within Ayr Town Centre Framework	Mar-28	Service Lead - Special Property Projects	Ayrshire Roads Alliance Thriving Communities Planning Community Wealth Building Waste Services Destination South Ayrshire Newmarket Street Traders SAC Comms

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
FL-CP 01 Continue work on the transition to ultra-low emission car fleet for South Ayrshire	80	80 ultra-low emission vehicles procured	Dec-25	Service Lead - Neighbourhood Services	
GB-CP 01 Delivery of Ash Die Back Plan	700 per year	Number of trees felled	Mar-28	Service Lead - Neighbourhood Services	Comms Team ICT Enterprise
GB-CP 02 Work to procure a site and licence for the treatment of all SAC green/garden waste.	Procure Site by February 2024.  Develop site and be operational by June 2025	Own site, obtained planning permission and SEPA licence	Jul-26	Service Lead - Neighbourhood Services	Asset Management Legal Professional Design Services Planning
PBS-CP 02 Continue 4 year programme to develop new Local Development Plan (LDP3)	100%	Submit for a Gateway Check by Scottish Government Reporter	Jun-29	Service Lead - Planning & Building Standards	Housing Service Greenspace ARA, SEPA, Nature Scot, HES, Transport Scotland, various other internal and external consultees
PDS-CP 02 Delivery of the Citadel Refurbishment	Completion date	Project delivered on time and on budget.	Mar-27	Service Lead - Professional Design Services	Various Client Services Sport and Leisure Planning/Building Standards
PDS-CP 04 Plan and deliver Girvan Primary School	Completion date	Project delivered on time and on budget.	Aug-26	Service Lead - Professional Design Services	Education External contractor and design team Planning/Building Standards
PDS-CP 05 Plan and deliver Troon Early Year Centre (Scottish Government 1140 Hours Commitment)	Completion date	Project identified and delivered on time and on budget.	Oct-25	Service Lead - Professional Design Services	Education External contractor and design team Planning/Building Standards
PDS-CP 08 Demolition of Hourstons extension, Arran Mall and leading development options	Completion date	Completion of demolition and agreed strategy for development.	Sep-26	Service Lead - Professional Design Services	Client Service Planning/Building Standards
PDS-CP 10 Delivery of the General Services Capital Programme.	90 – 100% percentage spend achieved on agreed programme.	Percentage of actual versus budget spend of General Services capital programme as of 31 March 2026.	Mar-26	Service Lead - Professional Design Services	Corporate Resources (Finance) Housing Planning/Building Standards
PPCP-CP 07 Deliver nature networks via new Biodiversity Strategy under nature priority	Biodiversity Strategy Agreed and published on CPP webpage	Strategy approved including monitoring framework Success – functional nature networks as reflected in developed measures in strategy	Jan-26	Service Lead - Performance, Community Planning and Sustainability	Local biodiversity and nature partners in the first instance with wider engagement to follow

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PPCP-CP 08 Coastal Change Adaptation Plan	Case study concluded with new CCAP published and other outcomes met	CCAP published including monitoring framework Success – Communities engaged and responsibilities realised for new approach including ongoing monitoring regimes in place	Aug-25	Service Lead - Performance, Community Planning and Sustainability	Wide multi stakeholder engagement and involvement required with communities, other public bodies and agencies and more

## PRIORITY 2 – LIVE, WORK, LEARN

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
E&R-CP 03 Deliver the £1.4 million South Ayrshire elements of the DSIT funded 5G Innovation Regions Project.	Deploy fully functioning private 5G network at Spirit's Aerospace Innovation Centre. Provide improved mobile data access to large scale outdoor events	Implement 3 private sector use cases. Deliver improved network coverage on large scale outdoor events. Deliver enhanced educational experiences utilising digital technologies.	Sep-25	Service Lead - Economy and Regeneration	The Scotland 5G Centre Spirit Aerosystems Ltd Vodafone Farrpoint Ltd SAC Comms
ES-CP 01 Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B)	Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B) above the current figure of 90%.	Increasing the number of A&B rated schools and reducing the number of C rated schools	Mar-28	Service Lead - Education Support Services	Asset Management & Community Asset Transfer Professional Design Services Scottish Government School Estate and ScotXed Teams
PDS-CP 09 Delivery of the Housing Capital Investment Programme for 2025/26.	90 – 100% percentage spend achieved on agreed programme.	Percentage of actual versus budget spend of Housing capital programme as of 31 March 2026.	Mar-26	Service Lead - Professional Design Services	Corporate Resources (Finance) Housing Planning/Building Standards
PDS-CP 13 Delivery of the Riverside New Build Housing Development	Completion Date	Project delivered on time and on budget	May-25	Service Lead - Professional Design Services	Housing
PPCP-CP 05 Development of action plans to support the priority areas identified in the Child Poverty Strategy	Action plans agreed and published on CPP webpage.	Core Child Poverty Working Group will present first iteration of action plan to CP Board by October 2024 with final action plan fully implemented by March 2025	Sep-25	Service Lead - Performance, Community Planning and Sustainability	All Community Planning Partners but led by the Child Poverty Strategy Core Working Group.

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PPCP-CP 10 Deliver new affordable housing	135 per year	Number of completions	Mar-28	Service Lead - Housing Strategy and Regeneration	Housing Operations Professional Design Services Planning RSL Partners Scottish Govt HSCP External developers Elected members
Working for Wallacetown (Housing Led Regeneration)	This will be a multi-year project with years 1 and 2 looking at feasibility of deliverables as well as providing potential options on practical solutions. future years will be aimed at physical delivery against agreed actions.	This will be a multi-year staged programme and impact will be managed in different stages. Year 1 and 2 outcomes will be measured in creation of a delivery plan.	Mar-27	Service Lead - Housing Strategy and Regeneration	Various internal and external partners including: Housing Services, Planning, Legal, Finance, HSCP, Working for Wallacetown and Ayr North Integrated teams, Elected Members, RSL, Scottish Govt, 3rd sector partners, communities etc.
Solar Farm Development Phase 2	Completion of phase 2 (including, but not exclusively the following: surveys as appropriate (e.g. ecological, GPRS); grid connection deposit; MOU with offtakers; planning application/permission; appointment of consultancy support (as appropriate); and financial modelling to such an extent as to put before Council to seek approval for Phase 3 (EPC, OM) and approval of funding.	Council has sufficient information to make an informed decision on next steps to take (to continue to phase 3 or end project).	Dec-25	Service Lead - Asset Management and Community Asset Transfer	Planning and Building Services Procurement Finance Professional Design Services Communications Transformation



### PRIORITY 3 – CIVIC AND COMMUNITY PRIDE

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
DSA-CP 05 Work to promote golf tourism to area using Open Golf Championship in 2024 as a stage for publicity.	An increase in visitor day passes to South Ayrshire golf courses.	Increased visitor numbers both locally and internationally	Dec-25	Service Lead - Sport, Leisure and Golf	
DSA-CP 06 DSA-CP-06 Deliver a safe and well attended International Ayr Show – Festival of Flight on an annual basis for 4 years	Attendances of 100,000 + per year	Attendance figures No major incidents Public Entertainment Licence in place	Mar-26	Service Lead - Destination South Ayrshire	Bronze, Silver and Gold Planning Groups.
E&R-CP 04 Girvan Regeneration Project 'Development Stage'	Submission of Delivery Stage application to HES and NLHF	Complete activities required by funders	Jun-25	Service Lead - Economy and Regeneration	Planning Thriving Communities Ayrshire Roads Alliance Destination South Ayrshire NLHF, HES SAC Comms
E&R-CP 05 Maybole Regeneration Project	Maybole Castle wind and water tight and internal works in progress towards completion for Autumn 2025 RCGF funding for New Stables Lane fully drawn down	Progression against project plan for the Castle and New Stables Lane	Mar-27	Service Lead - Special Property Projects	Professional Design Services Planning Ayrshire Roads Alliance NLHF, HES, NCCBC Ayrshire Housing Association SAC Comms
PPCP-CP 03 Refresh Sustainable Development and Climate Change Strategy	Strategy agreed and published with ongoing monitoring and development mechanisms in place	Target – approved strategy including monitoring and development mechanisms Success – meeting the measures set out in the document	Dec-25	Service Lead - Performance, Community Planning and Sustainability	All Council Services and engagement with wider CPP partners, residents, businesses etc
PPCP-CP 10 Development of Action Plans to support year 2 of the Local Outcomes Improvement Plan	Working together to improve our places to help planet and people thrive and to improve health and wellbeing to support our communities to flourish.	An annual performance report on Year 2 (2025/2026) of the Local Outcomes Improvement Plan will be produced which will measure impact across 14 priority areas (this is in line with the CPP Performance Management Framework).	Dec-25	Service Lead - Performance, Community Planning and Sustainability	All Community Planning Partners

#### PRIORITY 4 - EFFICIENT AND ENABLING SERVICES

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PPCP-CP 06 Develop a Trauma Roadmap for creating trauma-informed and responsive change in line with national trauma guidance.	Agreed within the Trauma roadmap – identify high level outcomes and priority areas.	Trauma Roadmap agreed by Trauma Responsive Steering Group.	Sep-25	Service Lead - Performance, Community Planning and Sustainability	All Council Services, HSCP and Community Planning Partners to implement.
R&S-CP 01 Deliver Risk and Safety / Civil Contingencies Service Plan to support Council Plan.	<p>Services demonstrating a reduction of incidents / accidents/ EL, PL claims / motor and property losses.</p> <p>Services evidencing the management of operational risk.</p> <p>Services well trained and prepared to respond to major incidents.</p> <p>Services maintaining robust Civil Contingencies and Business Continuity Plans which are tested regularly.</p>	<p>A corporate reduction of incidents / accidents / property and motor losses therefore reducing risk to service users / employees as well as decreasing financial burden on Council of claims and premiums.</p> <p>Services evidencing the management of operational risk and ability to respond to major incidents or service disruption.</p>	Mar-28	Service Lead - Risk & Safety	All Services
TR-CP 03 Procure and implement a new telephony system based on Service specifications to meet needs of internal and external stakeholders	<p>Upgraded contact centre system</p> <p>Replacement system for Skype for Business implemented before Summer 2025</p>	<p>Multi-channel efficient model to contact the Council</p> <p>A consolidated public contact strategy</p>	Dec-25	Service Lead - Transformation	All Services
PPCP-CP 11 Continued Implementation of the Public Service Improvement Framework (PSIF) process.	We are able to evidence continuing service improvement.	2 services will participate in the PSIF process during 2025/2026.	Mar-26	Service Lead - Performance, Community Planning and Sustainability	Services who participate in the full PSIF process.
CP-CA 01 Review and refresh the Council's Medium Term Financial Plan (MTFP).	Review and refresh the Council's Medium Term Financial Plan (MTFP).	Provide clear direction on how the Council will manage its financial resources in the short to medium term to ensure they are deployed effectively to achieve the Council's priorities and objectives as set out in the Council Plan.	Dec-25	Service Lead - Corporate Accounting	Efficient and Enabling Services

Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
ICTOP-CP 02 Create a Cyber Roadmap including business continuity planning; regulatory and legislative compliance, investment levels, overall governance processes and technical security controls.	Cyber Roadmap developed and reviewed on annual basis.	Annual Review	Mar-28	Service Lead - ICT Operations	Efficient and Enabling Services