

South Ayrshire Council

**Report by Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 16 September 2025**

Subject: Shaping Our Future Council

1. Purpose

1.1 The purpose of this report is to provide the Panel with an update on the progress of *Shaping Our Future Council* transformation activity.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes that the 2025 Best Value thematic Transformation audit improvement actions are either on track or complete, as detailed at Appendix 1;

2.1.2 notes the update provided in the ‘*Shaping Our Future Council*’ transformation Dashboard Report at Appendix 2i; the updated Portfolio On A Page Appendix 2ii; Portfolio Risk Register Appendix 2iii, and Benefits Report at Appendix 2iv;

2.1.3 notes the actions being progressed through the Transformation Board at 3.7 including a refresh of the transformation programme to focus on initiatives that realise significant savings/ income generation and support the Council’s short to medium term budget strategy; and;

2.1.4 agrees with the recommendation of the Transformation Board and recommends to Cabinet, that the transformation portfolio be extended from 3 to 5 years to allow for the sufficient time required to develop and implement change projects and reflect benefits realisation timelines; and

2.1.5 notes that the next update on *Shaping Our Future Council* will be presented to Service, Partnerships and Performance Panel in March 2026, in line with the agreed scrutiny and reporting arrangements.

3. Background

3.1 The Transformation Board and ‘*Shaping Our Future Council*’ (SOFC) portfolio of transformation projects were established in June 2024. The projects reflect the Council’s agreed priority areas for transformation (our workforce; our technology;

our assets and; our delivery model). Each transformation project has a Senior Responsible Officer (SRO) with the relevant delegated authority from the Council to oversee project activity who is supported day-to-day by a Business Lead (usually a service manager). Each project has an assigned project support lead from the Transformation Service to assist with project development, management and implementation. The Council's Portfolio Management Office (PMO) monitor and report on transformation activity across the portfolio and Council.

- 3.2 In March 2025, the Council's Audit & Governance Panel considered Audit Scotland's Best Value thematic audit report on Transformation in South Ayrshire Council. The report highlighted a requirement to prioritise transformation projects that meet the key aim of supporting the financial sustainability of the Council. The improvement actions arising from the audit are incorporated within the existing Best Value Action Plan and reported quarterly to the Audit and Governance Panel and the Best Value Working Group. All improvement actions highlighted in the March 2025 audit report are either complete or on track and are noted at Appendix 1.
- 3.3 The first scrutiny report on '*Shaping Our Future Council*' was presented to Service, Partnerships and Performance Panel (SPPP) on 11 March 2025. The Panel recommended at the meeting that reporting frequency to SPPP be increased to six monthly and this was subsequently agreed at Cabinet in April 2025.
- 3.4 Quarterly portfolio dashboard reports to the Transformation Board provide project progress against delivery expectations and highlight issues for escalation and actioning. The Programme Plan and Portfolio Risk Registers are reviewed quarterly by the Transformation Board. Risk escalation arrangements are in place to the Council's Strategic Risk Register. The latest version of the dashboard reports considered by the Transformation Board are attached within Appendix 2.
- 3.5 A Benefits Realisation Plan has been in place since 1 May 2024. It sets out the process and roles and responsibilities for tracking and reporting benefits realised from project delivery. Benefits are categorised in the Benefits Realisation Plan as being cashable (productivity gain, income generation or rationalisation) and/ or non-cashable (qualitative being a defined service or delivery improvement and quantitative being a measurable increase in service delivery).
- 3.6 In March 2025, new options appraisal and benefits monitoring processes were introduced across the Council for wider change projects where activity results in a positive impact on the Council's financial sustainability. Adherence to the new arrangements is monitored by the PMO who also provide advice and guidance to officers on benefits tracking. All benefits monitoring and reporting is carried out by the PMO and incorporated within benefits reporting arrangements.
- 3.7 Officers are reviewing opportunities to refresh the transformation programme to focus on initiatives that realise significant cashable benefits (savings/ income generation) and support the Council's short to medium term budget strategy, in line with Audit Scotland's recommendations, including:
- Increased engagement with the Improvement Service, APSE and SOLACE transformation programme – to identify further improvement and transformation opportunities as well as joint and shared working arrangements.
 - A re-prioritisation of current transformation projects – A focus on projects that generate savings and income generation, reducing the number of

transformation projects to 19 and removing/ transferring those initiatives that do not realise cashable benefits. The updated Portfolio On A Page reflecting the changes is provided at Appendix 2ii.

- Extending the timescales of the programme – officers recommend a proposal to Cabinet that the work programme be extended from 3 years to 5 years to allow for the sufficient time required to develop and implement change projects and to reflect benefits realisation timelines. The proposed revised end date of the programme is 31 March 2029.
- Increased capability to identify and deliver change - In July 2025, EY completed an 8 week Discovery Phase of work to highlight potential savings and efficiencies options to support the Council's transformation. A final (commercially sensitive) report has been provided and shared with the Directors and interim Chief Executive for consideration.
- Greater strategic input to the transformation programme – refresh of the role of the Transformation Board and clarification on the requirement to focus on initiatives that will support the budget deficit, as well as reviewing further potential for investment projects.
- Additionally, a maturity assessment of Oracle Fusion and transformational opportunities and efficiencies achievable is being instigated.

4. Proposals

4.1 The Panel is asked to:

- 4.1.1 note that the 2025 Best Value thematic Transformation audit improvement actions are either on track or complete, as detailed at Appendix 1;
- 4.1.2 note the update provided in the '*Shaping Our Future Council*' transformation Dashboard Report at Appendix 2i; the updated Portfolio On A Page Appendix 2ii; Portfolio Risk Register Appendix 2iii, and Benefits Report at Appendix 2iv;
- 4.1.3 note the actions being progressed through the Transformation Board at 3.7 including a refresh of the transformation programme to focus on initiatives that realise significant savings/ income generation and support the Council's short to medium term budget strategy; and;
- 4.1.4 agree with the recommendation of the Transformation Board and recommend to Cabinet, that the transformation portfolio be extended from 3 to 5 years to allow for the sufficient time required to develop and implement change projects and reflect benefits realisation timelines and;
- 4.1.5 note the next update on '*Shaping Our Future Council*' will be presented to Service, Partnerships and Performance Panel in March 2026, in line with the agreed scrutiny and reporting arrangements.

5. Legal and Procurement Implications

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

5.2 The recommendations in this report are consistent with procurement requirements.

6. Financial Implications

- 6.1 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £882,065 has been committed from the Fund, with the following projects having funding in place:
- Early Payment Discount Scheme;
 - Property Maintenance Process Improvement;
 - Talentlink (Recruitment Process Improvement);
 - Shared Drive to SharePoint (Records Management);
 - Digital Training Suite;
 - Data Analytics and Data Maturity
 - Solar Farm (Phase 2), and
 - Process Automation.
- 6.2 This also incorporates funding of the Transformation Partner Discovery Phase 1 work and tranche 1 of South Ayrshire Council's contribution towards the Solace Transformation Programme.
- 6.3 The current value of the SOFC portfolio is projected at £36,427,866, with 8 transformation projects still to confirm benefits values. £36,014,645 is from transformation projects and £413,221 from wider Council change initiatives. This includes the Solar Farm which proposes £35,100,000 in income generation over a 25 year period. £850,542 (savings and income generation) has been realised as of 25 August 2025.
- 6.4 As the majority of benefits will not be realised for a number of years, the Council will need to take urgent action in the short term to deliver a balanced budget.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 A Programme Risk register is in place for the Transformation Portfolio and Risk Registers in place for all transformation projects. Risks are managed in accordance with the Risk Management Strategy.
- 8.1.2 A strategic risk has been added in the Corporate Risk Register for Transformation. Reporting is provided quarterly via the established CRR process.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 Not scrutinising the information presented within this report may impact the transformation of the Council and the Council's ability to meet the budget deficit;

- 8.2.2 Rejecting the recommendations may negatively affect the reputation of the Council.

9. Integrated Impact Assessment (incorporating Equalities)

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 is not required for these proposals.
- 11.2 Individual transformation projects are approved on the basis of a satisfactory Business Case which includes the undertaking of an options appraisal, prior to proposing a preferred delivery option.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Priority 1, 2 and 3 of the Council Plan: Spaces and Place; Live/ Work/ Learn; Civic and Community Pride.

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 workforce; our technology; our assets; our delivery model and will deliver cashable, 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 Brian Connolly, Portfolio Holder for Corporate and Strategic, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, 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 Director of Communities and Transformation will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
'Shaping Our Future Council' report to Cabinet including SPPP recommendations	28 October 2025	Assistant Director – Transformation
Update report 'Shaping Our Future Council' to Service and Partnerships Performance Panel	31 March 2026	Assistant Director – Transformation

Background Papers **Report to South Ayrshire Council of 6 March 2024 – [Shaping Our Future Council](#)**

Report to Cabinet of 29 October 2024 – [Shaping Our Future Council Update](#)

Report to Audit and Governance Panel of 26 March 2025 [Transformation - Best Value Thematic Work in South Ayrshire Council 2024/25](#)

Person to Contact **Louise Reid, Assistant Director - Transformation**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612032
E-mail louise.reid@south-ayrshire.gov.uk

Date: 8 September 2025

Appendix 1. 2025 Best Value thematic audit on Transformation – South Ayrshire Council – Improvement actions update

Issue/ risk	Recommendation	Agreed management action	Update as of 12 August 2025
<p>1. Impact and ambition of transformation plans</p> <p>The council has significant budget savings to make in 2025/26 and 2026/27 and transformation is urgently needed to bridge this gap. While not all savings are forecast across the Transformation portfolio, the savings projected so far are only around £1 million.</p>	<p>The council should ensure its plans are sufficiently ambitious to credibly respond to its financial challenges. It should clearly set out the extent to which savings from transformation will contribute to bridging its budget gap, prioritising transformation projects that will deliver the most savings.</p>	<p>Management response</p> <p>Action 1- Update council reporting format to ensure all transformation activity and proposed benefits are captured. Responsible officer- Assistant Director - Transformation. Due date- April 2025.</p> <p>Action 2- Develop a new workforce plan linked to the medium-term financial plan, Council Plan and LOIP. Responsible Officer- Chief HR Officer. Due date- December 2025.</p> <p>Action 3- Deliver briefings to members and partners as discussions relating to shared services progress. Responsible officer- Chief Executive. Due date- March 2026.</p> <p>Action 4- Develop a project brief relating to Radical Place Leadership in Ayr North for consideration/approval by the Transformation Board. Responsible officer- Assistant</p>	<ol style="list-style-type: none"> 1. Action complete - The Council reporting format has been updated to ensure all transformation activity and proposed benefits are captured. 2. Action ongoing – the new WFP is in development. 3. Action ongoing - to be provided through a series of budget seminars with members between Sept and February 2026. 4. Action complete – Project Brief approved by the Transformation Board in July 2025.

Issue/ risk	Recommendation	Agreed management action	Update as of 12 August 2025
		<p>Director - Corporate Policy Strategy and Performance Due date- June 2025.</p> <p>Action 5- Provide an update report to Council detailing the financial and carbon impact of the 'Transforming our Estate' strategy. Responsible officer- Assistant Director of Planning and Development. Due date- July 2025</p>	<p>5. Action ongoing – update on 'Transforming the Estate' provided to SPPP in May 2025 with follow up planned in the Autumn.</p>
<p>2. Community engagement</p> <p>Projects are still being developed, and so we have yet to see any evidence of this being carried out and influencing planned changes.</p>	<p>The council should demonstrate it is engaging with its communities as it progresses its revised transformation programme, particularly on those projects that affect vulnerable groups. It should set out clearly how these activities influence any planned changes.</p>	<p>Management response</p> <p>We will include details of the impact community engagement has had on relevant transformation projects as part of the reporting regime. Responsible officer- Assistant Director -Transformation. Actioned by March 2026.</p>	<p>Action ongoing – community impact is being incorporated within reporting structure and processes.</p>
<p>3. Benefits tracking and delivery reporting</p> <p>Benefits trackers are still being developed to report progress on projects to elected members</p>	<p>The council is introducing benefits trackers and realisation reports. These reports are to be provided to members and should set out clearly what has been achieved compared to the expected benefits and the outcomes these changes have delivered.</p>	<p>Management response</p> <p>Benefits realisation and tracking reports now clearly set out what has been achieved compared to the expected benefits and is reported to Members.</p> <p>Responsible officer- Assistant Director -Transformation. Actioned by March 2025.</p>	<p>Action complete - Benefits reporting is in place 6 monthly to elected members (Service, Partnerships & Performance Panel and Cabinet)</p>

Shaping our Future Council

Quarterly Portfolio Dashboard Report

September 2025

Portfolio Dashboard – Transformation Portfolio Service Lead: Stewart McCall Reporting period: May 2025 – August 2025	Portfolio health	Time	Costs	Quality	Benefits

Highlights this period

- Supported the activities of the Transformation Partner.
- Phase 1 of Talentlink project now live.
- Concluded the public engagement on Visitor Levy and presented findings/recommendations to Council.
- Digital Training Suite project completed and facility now operational.
- Leadership sessions held in May (HSCP) and June (Council) on Our Future Workforce and workforce planning.
- Options Appraisal with preferred option for the Business Support project has been developed and approved.
- Chatbot successfully deployed to Council website as part of Customer Assistance project.
- Procurement carried out on the Solar Farm project for Phase 2 Consultancy Support (Auchincruive and Cockhill) and Phase 1 Greenan.
- Policy on Generative AI completed and approved by Council.
- Delivery of a series of learning and development sessions for Service Leads/Coordinators on Options and Appraisals and Benefits.
- Temporary resource now appointed to Information Governance and work now underway on records management and document retention policies.
- Good progress being made in the Community Venues project with some transfers nearing completion.

Key activity next period

- Progress draft Workforce Plan.
- Progress approved Directorate model in the Business Support project.
- Continue the development of further project briefs and business cases for Board approval.
- Project and programme delivery.
- Support Solar Farm working group.
- Commence first phase of automation projects.

Issues and risks

- Risk: Process Automation - rather than explore automation opportunities, Services recruit into posts where elements could instead be automated.
- Other issues and risks, including mitigations are now included in the Portfolio Risk Register.

Programme plan

- One issue to report on the overall programme plan – resourcing on M365/SharePoint project with mitigating activities now underway.
- The majority of projects are continuing on track within accepted tolerances.
- **Amber:** Early Payment Discount Scheme. Supplier sign up is less than anticipated meaning approved benefits may not be achieved.
- **Amber:** Process Automation. Procurement delays may impact timescale for benefits realisation.
- **Amber:** Service Re -design project. Clarity required on post -implementation ownership and support without which Service (Re)Design will not become embedded corporately.
- **Amber:** Telephony Platform. A number of technical issues may impact project timeline.

Transformation Fund

Opening Balance of Fund:	£5,028,000	Total Budget Committed from Fund:	£882,065	Remaining/Uncommitted:	£4,145,935
--------------------------	------------	-----------------------------------	----------	------------------------	------------

Transformation Board considerations

- Changes to the Transformation Portfolio, reducing the number of projects, with a greater focus on the delivery of cashable benefits.

Year 1 Priority (24/25)	Year 2 Priority (25/26)	Year 3 Priority (26/27)
Business Case Approved	Benefits Realisation	

Shaping Our Future Council Transformation Portfolio 2024 - 2029

28th August 2025

Our Workforce

Our Future Workforce SRO:Chief Executive BL:Wendy Wesson PL:James Andrew	✓ Service Review & Service Redesign SRO:Chief Executive BL:Bernie Sanderson PL:James Andrew
--	---

Our Technology

✓ Shared Drive To SharePoint SRO:Catriona Caves BL:Deborah McVey PL:Laura Bone	Applications Rationalisation Programme SRO:Louise Reid BL:Stewart McCall PL:Chris Richards
Customer Contact SRO:Louise Reid BL:Stewart McCall PL:Laura Bone	
-----ICT Enabling Projects-----	
✓ Talentlink SRO: Wendy Wesson BL: Noemi Cecconi PL:Bryan Mulgrew	✓ PPM Tool SRO:Louise Reid BL:Stewart McCall PL: Danny Gibbons
✓ Telephony Platform SRO:Louise Reid BL:Kevin Mullen PL:Danny Gibbons	✓ Social Care Replacement System SRO:Tim Eltringham BL: Tbc PL:Vikas Kalra

Our Assets

Income Generation	Rationalisation
✓ Private Property Maintenance & Factoring SRO:Kenny Dalrymple BL: Billy Andrew PL:Simon Yeardley	✓ Community Venues SRO:Chris Cox BL:Tom Burns PL:Simon Yeardley
✓ Solar Farm SRO:Chris Cox BL:Tom Burns PL:Simon Yeardley	
Funeral Director Service SRO:Kenny Dalrymple BL:Fiona Ross PL:Simon Yeardley	

Our Delivery Model

Operating Models	Charging Models
✓ Process Automation SRO:Louise Reid BL:Stuart MacMillan PL:Laura Bone	Finance Transformation Programme SRO:Tim Baulk BL:Tom Simpson PL:Bryan Mulgrew
Business Support Model SRO:Chief Executive BL:Wendy Wesson PL:Stuart MacMillan	✓ Credit Cards
Shared Services SRO:Chief Executive BL:Louise Reid PL:Stuart MacMillan	Central Grants SRO:Tbc BL:Tbc PL: Stuart MacMillan
	PPP Contracts & SLAs Review SRO:Kevin Braidwood BL:Chris Cox PL: Stuart MacMillan

Feasibility Activity

- Income Generation: Advertising [TBC]
- Fleet Management & Maintenance [Kenny Dalrymple]
- Community Venues – Phase 2 [Chris Cox]
- Asset Challenge & Review [Chris Cox]
- Scotland Excel Procurement Review [Tim Baulk]
- Overtime Review [Wendy Wesson]
- New Leisure Developments [George Hunter]
- Renewable Energy Generation [Chris Cox]
- Review of Capital Spend & Projected Loan funds [Tim Baulk/Kevin Braidwood]
- Spend to Save on Energy Plant [Chris Cox]

Completed/Benefits Realisation

- Digital Training Suite [Louise Reid]
- Netcall Upgrade [Louise Reid]
- Technology Roadmap & ICT Investment [Louise Reid]
- Property Maintenance Process Improvement [Kenny Dalrymple]
- Pop-Up Licence Scheme [Chris Cox]
- Early Payment Discount Scheme [Tim Baulk]
- HRA/CRA Recharging [Tim Baulk]



Shaping Our Future Council

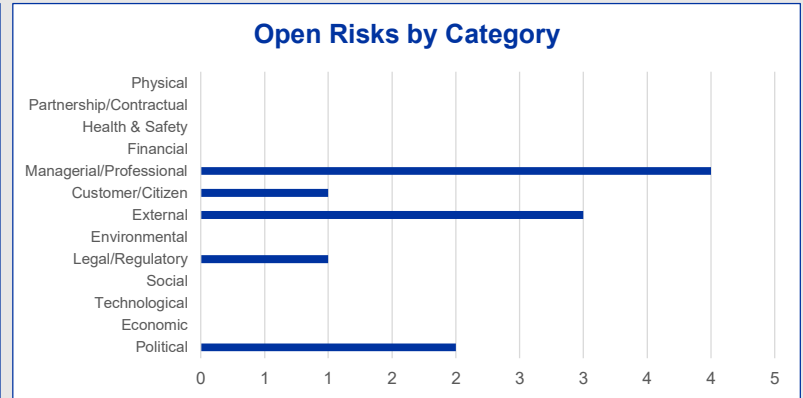
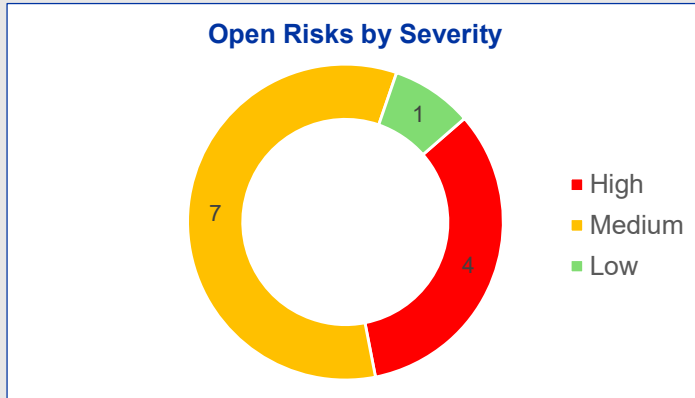
Transformation Portfolio

Risk Register



No. of Open Risks
11

No. of Closed Risks
2



This Quarter

New Risks
4

No Change
4

Closed Risks
2



PMO Summary

Since the previous report, the number of risks at a portfolio level has increased by 4 due to an increase in risks escalated from a project level. 2 project level risks have been closed. The average risk rating is currently 8.4 and therefore the overall risk to the portfolio is Medium.

2 risks have increased in severity due to their likelihood increasing. This is in relation to elongated process timescales and capacity issues in other Services, causing potential delays to project delivery, but are not specific to the transformation portfolio and work to mitigate is underway.



SHAPING OUR FUTURE COUNCIL

Benefits Realisation Report

28th August 2025



Report Contents

- Page 1 Shaping our Future Council Benefits Approach
- Page 2 Cashable Benefit Dashboard Report
- Page 3 Transformation Portfolio Projects
- Page 7 Wider Council Initiatives
- Page 8 Community Benefits

Prepared By: Portfolio Management Office

Prepared On: 6th August 2025

Shaping our Future Council Benefits Report

Benefits Realisation Approach

A **benefit** is "the measureable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives"

To assist with reporting, defining and measuring, the Transformation Board agreed to the benefit types and categories described below:

Benefit Types and Categories

Cashable Benefits (Financial)

Income Generation: This is a **direct** cashable benefit which contributes to the revenue income of the Council and include new income streams, an increase in existing income streams, or capital return through sale or rental of an asset.

Rationalisation: This is a **direct** cashable benefit which reduces revenue budget requirement or commitments. This includes cost savings, removals or reductions.

Productivity Gain: This is an indirect cashable benefit related to an increase in efficiency through improved processes.

Cost Avoidance: This is an indirect cashable benefit relating to preventative measures which prevent future costs or expenses, as opposed to reducing existing spend.

Non-Cashable Benefits (Non-Financial)

Qualitative: These benefits are subjective and are more difficult to measure, such as, improved customer satisfaction, staff morale or reputation.

Quantitative: These benefits can be assigned a numerical value and can be objectively measured, i.e. increase in service delivery or decrease in complaints.

Benefit Management Process

There is a 4 stage iterative process which is carried out throughout projects to ensure each potential benefit is identified and realised.

Stage 1: Identification and definition

This stage begins as soon as a project or initiative begins to be defined. Benefits are identified based on the outcomes the initiative plans to achieve. They are then categorised and benefit owners are assigned. Enablers (value drivers) are defined i.e. what needs to happen or be in place in order for realisation to begin.

Stage 2: Baseline and Planning

Benefits are quantified. Baseline (as is) data is populated, and achievable target values and dates are agreed.

Stage 3: Project Delivery and Benefits Tracking

The work to realise the benefits begins and change begins being implemented. Some short term benefits, such as rationalisation (savings) may be tracked and monitored, or even realised at this point, other benefits may not be measured and realised until stage 4.

Stage 4: Benefits Realisation and Evaluation

Any business change element should be embedded, and it may then take some time before any initial benefits measurements can be taken.

Shaping our Future Council Benefits Report

Cashable Benefit Dashboard Report

Since the last Benefits report was presented in February 2025, Community Venues, Solar Farm and HRA/CRA Recharging Business Cases have been approved with all proposing cashable benefits via income generation or savings and contributing to the medium to long term financial sustainability of the Council.

Service budgets are adjusted to reflect savings/ income generated from transformation projects. This is the only way financial benefits are reflected in the delivery of transformation projects.

The current projected cashable benefits value of the SOFC Portfolio - over a 25-year period- is £36,427,866. This includes estimated income generation from the Solar Farm project (currently at the feasibility stage with proposals subject to further financial modelling) commencing in 2028.

A total of £850,452 has been realised to date which is a significant increase from the £50,000 realisation figure from the February 2025 Benefits Report. This has been achieved from initiatives moving into completion/ benefits realisation in the last six months including: Technology Roadmap & ICT Investment; Pop-Up Licence Scheme; Early Payment Discount Scheme; HRA/CRA Re-Charging; the Sale of St Cuthberts Primary School; Benefits Service Service Review and the Motorhome Parking Scheme.

Several initiatives have still to confirm cashable benefits proposals, which will be confirmed at the Business Case stage and reflected in future reports.

Non-cashable qualitative and quantitative benefits reporting is also incorporated where there is a projected improvement in service delivery as a result of project implementation.

Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note	
Our Assets	Simon Yeardeley	Community Venues	In Delivery	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Dailly Community Centre and Loudon Hall.	Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2025-2026 for Ivy Cottage .	£16,293	Reduction of all utilities costs across identified community venues	31/03/2026	£0	Realisation not started	Delay to target realisation date - change request pending approval for date and profile to be amended.	
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2025-2026 for Ivy Cottage .	£2,054	Reduction of all CRA costs across identified community venues	31/03/2026	£0	Realisation not started		
						Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2026-2027 for Loudon Hall .	£3,246	Reduction of all utilities costs across identified community venues	31/03/2026	£0	Realisation not started		
						Cashable	Rationalisation	Budget reduction from a reduction of Asset management CRA costs for the period 2026-2027 for Loudon Hall .	£13,136	Reduction of all CRA costs across identified community venues	31/03/2027	£0	Realisation not started		
						Cashable	Rationalisation	Budget reduction for a reduction of Facilities Management costs costs for the period 2026-2027 Loudon Hall	£3,205	Reduction of all FM costs across identified community venues	31/03/2027	£0	Realisation not started		
						Cashable	Rationalisation	Reductions of utilities costs for the period 2026-2027 for Dailly community centre	£31,821	Reduction of all utilities costs across identified community venues	31/03/2027	£0	Realisation not started		
						Cashable	Rationalisation	Reduction of Asset management CRA costs for the period 2026-2027 for Dailly community centre	£9,098	Reduction of all CRA costs across identified community venues	31/03/2027	£0	Realisation not started		
						Cashable	Rationalisation	Reduction of Facilities Management costs costs for the period 2026-2027 for Dailly community centre	£29,742	Reduction of all FM costs across identified community venues	31/03/2027	£0	Realisation not started		
Our Delivery Model	Stuart MacMillan	Credit Cards	Mobilisation	Tim Baulk	Introduction of a virtual credit card payment scheme in order to receive rebates from the bank when paying suppliers.	Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£35,000	Target rebate based on 50% of suppliers signing up in year 1 with an implementation date of 1/4/26	31/03/2027	£35,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.	
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£50,000	Target rebate based on 75% of suppliers signing up in year 2 with an implementation date of 1/4/26	31/03/2028	£0	Realisation not started		
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£64,750	Target rebate based on 100% of suppliers signing up in year 3 with an implementation date of 1/4/26	31/03/2029	£0	Realisation not started		
			Early Payment Discount Scheme	In Delivery	Tim Baulk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have signed up to the EPDS	Cashable	Income Generation	Income from Early Payment Scheme - Year 1	£15,000	Income generated from paying invoices early	31/03/2026	£15,000	Fully Realised	
							Cashable	Income Generation	Income from Early Payment Scheme - Year 2	£30,000	Income generated from paying invoices early	31/03/2027	£30,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
							Cashable	Income Generation	Income from Early Payment Scheme - Year 3	£40,000	Income generated from paying invoices early	31/03/2028	£40,000	Fully Realised	
							Cashable	Income Generation	Income from Early Payment Scheme - Year 4	£50,000	Income generated from paying invoices early	31/03/2029	£0	Realisation not started	
							Cashable	Income Generation	Income from Early Payment Scheme - Year 5	£60,000	Income generated from paying invoices early	31/03/2030	£0	Realisation not started	
			HRA/CRA Recharging	Mobilisation	Tim Baulk	Review and implementation of a new HRA/CRA Recharging model	Cashable	Rationalisation	Following the data analysis, this benefit will reflect the additional sum recharged to HRA and therefore reduce costs against the CRA	£200,000	This is the additional amount that will be recharged to HRA	31/03/2028	£200,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
			Pop-Up Licence Scheme	In Delivery	Chris Cox	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors.	Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 1 (2025 - 2026)	£2,000	Expected Income generation as per market value rates for vendor type.	31/03/2026	£2,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Cashable							Income Generation	Increase in income generation from vendor licensing scheme year 2 (2026 - 2027)	£6,000	Expected Income generation as per market value rates for vendor type.	31/03/2027	£0	Realisation not started		

Shaping our Future Council Benefits Report Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Coordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Assets	Simon Yeardeley	Private Property Maintenance & Factoring	Definition	Kenny Dalrymple	Provision of a provide a comprehensive property maintenance services to private homeowners within mixed tenures of the Housing Revenue Account assets	Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 1	£55,000	Expected income generation from year 1 of new scheme	31/03/2026	£55,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
						Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 2	£40,000	Expected income generation from year 2 of new scheme	31/03/2027	£40,000	Fully Realised	
						Cashable	Income Generation	Private property maintenance and factoring Income generation delivered from new service - year 3	£95,000	Expected income generation from year 3 of new scheme	31/03/2028	£95,000	Fully Realised	
		Property Maintenance Process Improvement	Complete benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Cashable	Rationalisation	Reduction in FTE count due to improved process efficiency	£50,000	Reduction of one level 4 administrator and one level 3 finance administrator, which will be reported as part of the service restructure for Cabinet approved in January 2025.	31/03/2025	£50,000	Fully Realised	
		Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	Anticipated income generation across the delivery of the project totalling £35,100,000 over 25 years.	£35,100,000	APSE anticipated Income generation produced from solar farm sites as an outcome of the project delivery across 25 years.	31/03/2028	£0	Realisation not started	
Our Technology (ICT enabling project)	Chris Richards	Technology Roadmap & ICT Investment	Initiation	Louise Reid	Development and implementation of a technology roadmap (2025/2028) and aligned ICT capital investment.	Cashable	Rationalisation	Related to reduction in capital borrowing and subsequent interest charges.	£13,300	Target saving in borrowing charges	31/03/2026	£13,300	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
Our Workforce	James Andrew	Digital Training Suite	Complete - in benefits realisation	Louise Reid	Provision of a Digital Training suite in County Buildings, bookable by all Services.	Non-Cashable	Qualitative	Increase number of employees upskilling through the utilisation of the facility.	120	Number of bookings anticipated to be made, demonstrating the number of employees upskilling through the use of the facility.	30-Jun-26	15 Bookings over 41 days	Partly Realised	
						Non-Cashable	Quantitative	Improve employee satisfaction through the provision of the training suite.	90%	% of users of the facility reporting high satisfaction rates in its use and provisions. Users will be surveyed after using the facility.	01-May-26	66%	Partly Realised	
Our Technology	Chris Richards	Netcall Upgrade	Complete - in benefits realisation	Louise Reid	To upgrade our current customer contact platform, Netcall Liberty, to a current supported version, enabling Omni-Channel modules and the ability to trial new customer communication features.	Non-Cashable	Qualitative	Improvement to system performance measured by reduction in Netcall support calls.	2	25% reduction in the average number of monthly calls logged	10-Dec-25	1	Partly Realised	
Our Assets	Simon Yeardeley	Property Maintenance Process Improvement	Complete benefits realised	Kenny Dalrymple	To digitise current process, removing double-keying into multiple systems.	Non-Cashable	Quantitative	Removal of risk of errors due to removal of manual double-keying of information.	100%	As double-keying will be completely removed, 100% reduction in risk of errors.	31-Mar-25	100%	Fully Realised	
Our Workforce	James Andrew	Service Review and Service Redesign	Close & Sustain	Chief Executive	Creation and implementation of a Service (Re)Design Framework and programme	Non-Cashable	Quantitative	Increase in the number of Services undertaking Service redesigns	20	Number of services that undertake Service (Re)Design.	01-Jun -26	11	Partly Realised	Benefits identified from individual Service Reviews will be captured and monitored in future reports.

Shaping our Future Council Benefits Report

Transformation Portfolio Projects

The following projects have robust business cases that have been approved by the Transformation Board, and, where appropriate, Cabinet/Council, and are being delivered as part of the SOFC Transformation Portfolio.

Portfolio Priority Area	Priority Area Co-ordinator	Project	Project Status	Senior Responsible Officer	Project Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Target Value Description	Target Realisation Date	Realised Value to Date	Benefit Status	Note
Our Technology	Chris Richards	Shared Drive to SharePoint (Records Management Resource)	In Delivery	Catriona Caves	To employ a temporary resource to assist in the classification and application of data labelling and retention of electronic records.	Non-Cashable	Qualitative	Improved data and records management compliance.	Not Defined	Creation and successful application of data retention labels to user's files.	30-Nov-26	0	Realisation not started	
Our Workforce	James Andrew	Talentlink (Recruitment Process Improvement)	In Delivery	Wendy Wesson	To improve the efficiency and effectiveness of the end-to-end recruitment process and the team that deliver this core function.	Non-Cashable	Qualitative	Reduction in lead time for the completion of the Vacancy Management Process.	-530hrs	Average lead time reduced by 106 mins approx per advertised job across a year. There are approx. 300 jobs advertised per year, 106 x 300hrs / 60	31-May-26	0	Realisation not started	System went live in May 2025 and measurements will be taken quarterly.
						Non-Cashable	Qualitative	Reduction in time taken for the creation of weekly reporting.	0	Reporting should be automated, reducing the time required for staff to run reports by approximately 65 minutes per week.	31-Aug-26	0	Realisation not started	
						Non-Cashable	Qualitative	Improvement in hiring manager (user) satisfaction/experience.	Not Defined	Satisfaction Survey to be issued post-go live to measure and capture user feedback.	31-May-26	0	Realisation not started	

Shaping our Future Council Wider Service-Led Initiatives

The following initiatives have been approved by Cabinet/Council, align with the strategic objectives of Shaping our Future Council and contribute to the long-term financial sustainability of our Council.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Benefit Type	Benefit Category	Measurable Benefit	Projected Realisation Value	Description	Target Realisation Date	Realised Value to Date	Benefit Status
Our Assets	Barr Community Centre Asset Transfer	Tom Burns	Transfer of ownership of Barr Community Centre to Barr Community SCIO as part of a community asset transfer agreement.	Cashable	Rationalisation	Removal of running costs through transfer/disposal of the asset	£27,000	Reduction in maintenance and revenue costs through transfer of liability/ownership	01-Sep-26	£0	Realisation not started
				Cashable	Income Generation	Capital income as a result of the transfer.	£1	The income generated from the sale of the asset.	01-Sep-26	£0	Realisation not started
	Motorhome Parking Scheme 2024 2025	Jane Corrie	To improve and expand the current provision of motorhome parking, following previous year's success	Cashable	Income Generation	Anticipated increase in revenue by 35% through transactions via barrier system and increased usage due to reduction in "boy racers".	£12,000	Anticipated increase in revenue by 35%	01-Aug-26	£0	Realisation not started
				Cashable	Income Generation	Anticipated increase in revenue by 15% through transactions via Pay and Display Machines (in addition to existing phone payments).	£30,000	Anticipated increase in revenue by 15%	31-Mar-27	£0	Realisation not started
				Cashable	Income Generation	Introduce the offering of permanent year round facilities, as opposed to seasonal, and increase revenue by 35%.	£20,000	Anticipated increase in revenue by 35%	31-Mar-26	£19,000	Fully Realised
	Pavement Parking Enforcement	Jane Corrie	To implement and enforce the issuing of penalty notices due to the new pavement parking ban as introduced by the Scottish Government.	Cashable	Income Generation	Generation of income from the issuing of £50 - £100 penalty notices for vehicles parked on pavements	£25,000	Increase in revenue through the issuing of penalty notices to enforce new pavement parking ban.	31-Mar-26	£0	Realisation not started
	Property Maintenance Multiskilling and Structure Implementation	Billy Andrew	To create a more efficient Property Maintenance service through upskilling and multiskilling staff, and reducing the reliance on external contractors.	Cashable	Rationalisation	Saving generated from restructure	£39,678	Saving generated from restructure and staff upskilling	01-Apr-26	£0	Realisation not started
	Sale of St Cuthbert's Primary School	Tom Burns	Transfer of ownership and relinquishment of liability for St Cuthbert's PS.	Cashable	Income Generation	Income generated from sale of school	£100,000	Capital receipt - income generated from the sale of school	14-Feb-25	£100,000	Fully Realised
	Coylton Tennis Club CAT	Tom Burns	Transfer of ownership of Coylton Tennis Club to Coylton LTC	Cashable	Income Generation	Income from sale of asset	£3,000	Expected income from the transfer of ownership	31-Jul-26	£0	Realisation not started
				Cashable	Rationalisation	Revenue saving through removal of maintenance costs.	£300	Removal of annual maintenance cost.	31-Jul-26	£0	Realisation not started
Our Workforce	Benefits Service Service Review	Nicola Gemmell	To contribute towards a more efficient and effective Benefits Service.	Cashable	Rationalisation	Reduction of 4.4 FTE	£156,242	Anticipated saving due to reduction of 4.4 FTEs	31-Mar-26	£156,242	Fully Realised

Shaping our Future Council

Transformation Portfolio

Community Benefits

Community benefits are the potential impact on individuals, groups or our local communities that may incur through the delivery of the Transformation initiatives listed below. These initiatives have completed Integrated Impact Assessments, which call out the potential impact, and this is summarised below. The outcomes will be reassessed as part of the project closure and evaluation stage and included in any project closure report.

Aligned SOFC Priority Area	Initiative	Senior Responsible Officer	Aim	Project Status	Category	Community Benefit/Outcome	Potential Impact	Description/Justification	Actual Impact
Our Assets	Community Venues	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Daily Community Centre and Loudon Hall.	In Delivery	Public Sector Duty	Fostering Good Relations	Uncertain / not clear		Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Transfer/disposal of assets allows these venues to continue operating in the community, which are well utilised by older people, particularly in Ivy Cottage.	Currently Unknown
					Cross-Cutting	Health and Wellbeing	Increase positive health outcomes	Properties will continue to provide health and wellbeing activities under community ownership.	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Uncertain / not clear	Daily will be impacted by this change as it is in a rural community, however it is unknown at this stage what the positive and negative impact will be.	Currently Unknown
					Environmental	Sustainable Food (Glasgow Declaration)	Positive Impact	As the project will see the transfer in ownership as opposed to closure of Daily CC, who currently run a Food Pantry, this work should continue and officers will assist where possible.	Currently Unknown
Our Delivery Model	Process Automation	Louise Reid	Implementation of software which automates suitable and identified processes and tasks, generating efficiencies and productivity gains across the organisation.	Mobilisation	Equalities	Protected Characteristics - Age	Positive Impact	The project is likely to have a positive impact on particular age groups, as the processes being targeted for improvement will be predominantly used by specific age groups.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	Automation can improve access and streamline online processes making it more simple for vulnerable people and ensuring they receive timely assistance.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Positive Impact	Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	It is likely the project can deliver improvements within the Waste Management Service. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	Positive Impact	Process automation will enable Services to become more efficient and productive in how they operate. Therefore, if demand for support increases, the technology will be able to cope with the demands and offer flexibility to respond to changing circumstances. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
Our Assets	Solar Farm - phase 2 (IA to be updated pending completion of this phase)	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	In Delivery	Equalities	Protected Characteristics - Age	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which children, young people and the older generation rely.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services relied upon by those with a disability.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Reduction of budget deficit will reduce impact on council services for low income or income poverty.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with low or no wealth.	Currently Unknown
					Equalities	Fairer Scotland Duty - Material Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with material deprivation	Currently Unknown
					Equalities	Fairer Scotland Duty - Socio-economic background	Positive Impact	Reduction of budget deficit will reduce impact on council services across all socio-economic backgrounds	Currently Unknown
					Equalities	Fairer Scotland Duty -Area Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services, potentially allowing for more investment in area deprivation services	Currently Unknown
					Environmental	Climate Change Mitigation - Greenhouse gas emissions	Positive Impact	This project will deliver renewable energy to high consumption businesses within South Ayrshire's Council's area. The project lifespan is 25 years, with options to renew and continue delivery post this date.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Negative Impact	Solar panels involved in this development are not commonly a recyclable or reusable asset beyond their operational lifespan. This lifespan is however an estimated 25 years, within which time it is possible that alternative methods of recycling or reuse may be available. Routes exist for solar panel recycling including stripping of component parts, and separation and purification of key elements like silver, lead, copper, and silicon. These processes are not commercially viable at the moment, however as many materials are already in short supply, it is likely that more developed recycling processes will be available in future.	Currently Unknown
					Environmental	Climate Change Adaptation	Uncertain / not clear	The delivery stage of this plan will reduce tree shading and associated plant growth within the development area, however panels will reduce solar irradiance within the local area.	Currently Unknown
					Environmental	Just Transition, Green Jobs and Skills	Positive Impact	The delivery stage of this project will support green jobs to install the panels, as well as serving as an educational resource for local schools, colleges, and communities	Currently Unknown
					Environmental	Climate literacy, climate conversations and positive environmental behaviours	Positive Impact	Project has significant opportunity to engage schools, colleges, and local residents on the development and value of renewable energy within our society.	Currently Unknown
					Environmental	Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)	Negative Impact	The delivery phase of this plan will negatively impact biodiversity in the area. The Achincruive (glenburn) bing is an ex-mine head site and classed as landfill in terms of development potential. A full ecological survey will be carried out within the phase 2 feasibility alongside an SEA should the development go ahead.	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which the older generation rely.	Currently Unknown
Cross-Cutting	Health and Wellbeing	Uncertain / not clear	There is scope to develop a portion of the wasteground that has been identified for recreational space. This will be assessed further once spatial plans have been developed	Currently Unknown					