

South Ayrshire Council

Report by Director of Communities and Transformation
to Cabinet
of 28th October 2025

Subject: Shaping Our Future Council

1. Purpose

- 1.1 The purpose of the report is to update Members on ‘*Shaping Our Future Council*’ transformation activity and; to seek approval to extend the scope and timescales of the transformation programme until 31st March 2029.

2. Recommendation

2.1 It is recommended that the Cabinet:

- 2.1.1 notes the updated ‘*Shaping Our Future Council*’ transformation programme on a page at Appendix 1 and the actions being progressed through the Transformation Board at 3.3 to refresh 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;**
- 2.1.2 notes the update on Transformation Fund spend at section 6 and the most recent Dashboard Report and Portfolio Risk Register at Appendix 2 and Benefits Report at Appendix 3; and;**
- 2.1.3 agrees that all activity of a transformational nature (i.e. change activity that supports the future financial sustainability of the Council), where agreed by the Transformation Board, is included within the transformation governance arrangements, as recommended at 3.5 and;**
- 2.1.4 agrees the recommendation of the Transformation Board and Service, Partnerships and Performance Panel (SPPP) that the transformation programme be extended from 3 to 5 years to 31st March 2029 and;**
- 2.1.5 notes the update on the Business Support Model project and agrees the final Business Case for Business Support be subject to Cabinet approval in January 2026.**

3. Background

- 3.1 The Transformation Board and 'Shaping Our Future Council' (SOFC) 3-year programme of work 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 Programme Management Office (PMO) monitor and report on transformation activity across the portfolio and Council.
- 3.2 In March 2025, Audit Scotland published the Best Value thematic audit report on Transformation in South Ayrshire Council. All improvement actions following the audit are either complete or on track.
- 3.3 Auditors highlighted a requirement for the Council to prioritise transformation projects that support the Council's financial sustainability, and 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 the Audit Scotland 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 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 Programme approved by the Transformation Board on 28 August 2025 and reflecting the changes is provided at Appendix 1.
 - 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.
 - New feasibility activity; including asset reviews; leisure developments and energy projects.
 - Additionally, a maturity assessment of Oracle Fusion and transformational opportunities and efficiencies achievable is being instigated.
- 3.4 In August 2025, the Transformation Board considered the requirement for greater strategic input to the programme and the identification of high value projects that will drive future savings and income generation. Some of the proposals involve complex organisational change and include medium to longer term cashable benefits. On 16th September 2025, Service, Partnerships and Performance Panel (SPPP) agreed with the recommendation of the Transformation Board that the transformation

portfolio should be extended from 3 to 5 years to allow for the sufficient time required to develop and implement change projects and to reflect benefits realisation timelines, with a proposed revised programme end date of 31st March 2029.

- 3.5 Whilst the number of projects currently on the transformation programme has reduced to focus on initiatives that will realise significant cashable benefits, the initiatives now in scope, such as the Customer Contact project, will deliver the larger, more wide-scale changes required to meet the Council's transformation objectives. Going forward, it is recommended that **all** activity of a transformational nature that helps to support the future financial sustainability of the Council come under the auspices of the transformation governance arrangements, to drive its successful implementation.

4. Detail

- 4.1 Cabinet are asked to note the updated '*Shaping Our Future Council*' transformation programme on a page at Appendix 1 and the actions being progressed through the Transformation Board at 3.3 to refresh the transformation programme to focus on initiatives that realise significant savings and income generation and support the Council's short to medium term budget strategy.
- 4.2 Cabinet are asked to note the update on Transformation Fund spend at section 6 and the most recent Dashboard Report and Portfolio Risk Register at Appendix 2 and Benefits Report at Appendix 3.
- 4.3 Cabinet are asked to agree that all activity of a transformational nature (i.e. change activity that supports the future financial sustainability of the Council), where agreed by the Transformation Board, is included within the transformation governance arrangements, as recommended at 3.5.
- 4.4 Cabinet are asked to agree the recommendation of the Transformation Board and Service, Partnerships and Performance Panel (SPPP) that the transformation programme be extended from 3 to 5 years until 31st March 2029.
- 4.5 Work is progressing at pace to design the new Customer Contact and Business Support model, including making improvements for customers and stakeholders through increased utilisation and implementation of new technology. Benchmarking against comparator Local Authorities is being undertaken as well as engagement with Scotland's Digital Office to highlight different ways of working that will help the Council meet its Best Value obligations and support its financial sustainability and offer an improved customer experience. Discussions are ongoing with staff and Trade Unions to confirm the organisational changes required to implement the preferred Business Support option agreed by the Transformation Board in July 2025. Work on the Business Case, which will include a proposal on the roll out of a digital skills programme, is expected to conclude by the end of 2025. Cabinet are asked to agree the Business Case for Business Support be subject to Cabinet approval in January 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 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £980,565 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)
 - Process Automation
 - Scotland Excel Procurement Review
- 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 cashable benefits value of the SOFC portfolio is projected at £36,427,866, with 8 transformation projects still to confirm benefits, and further feasibility activity progressing which will realise cashable benefits. £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) have 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 Discussions are ongoing with staff and Trade Unions on the Business Support project, including a review of any organisational changes required as a result of implementation of the preferred option. This will be confirmed within the final Business Case.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 A Risk Register is in place for the Transformation Portfolio with 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 agreeing the recommendation of the Transformation Board and SPPP that the transformation programme be extended from 3 to 5 years until 31st March 2029 will jeopardise the Councils ability to deliver the complexity of change required across the organisation to support its financial sustainability.
- 8.2.2 If the Business Case for Business Support is not subject to scrutiny and Cabinet approval, there may be resistance from staff or services to implement the changes which will impact the Council's ability to meet Best Value requirements, realise savings and support the budget deficit.
- 8.2.3 Rejecting the recommendations may negatively affect the reputation of the Council.

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.
- 9.2 Where proposals for change are brought forward by transformation projects, each project will carry out an individual Integrated Impact Assessment where applicable.

10. **Sustainable Development Implications**

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

11. **Options Appraisal**

- 11.1 An options appraisal has been carried out in relation to the subject matter of this report. The following table summarises which options were considered and their ranking of preference:

Option	Description	Ranking
1. No change	Status quo - End date of the transformation programme is 31 st March 2027	2
2. Revised end date	End date of the transformation programme is changed to 31st March 2029	1

Option 2 has been selected as it provides the Council and officers with the time required to develop and implement the breadth of transformational change required, and reflects extended benefits realisation timescales for transformation projects.

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/ 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 Economy and Strategy, and Councillor Ian Davis, Portfolio Holder for Finance and Corporate Services and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

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

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Update 'Shaping Our Future Council' programme artefacts to reflect new programme end date	31 st October 2025	Service Lead – Transformation
Consider all activity of a transformational nature for inclusion within the transformation governance arrangements	28 th November 2025	Transformation Board (All Chief Officers)
Business Support Business Case to Cabinet for approval	20 th January 2026	Service Lead – Transformation
Update report 'Shaping Our Future Council' to Service, Partnerships and Performance Panel	10 th 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**

Report to Service, Partnerships and Performance Panel
https://www.south-ayrshire.gov.uk/media/16239/Agenda-Item-No-6-Shaping-Our-Future-Council/pdf/item_6_combined_file.pdf?m=1757410406283

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Date: 29th September 2025

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

Our Workforce

<p>Our Future Workforce SRO:Chief Executive BL:Wendy Wesson PL:James Andrew</p>	<p>Service Review & Service Redesign SRO:Chief Executive BL:Bernie Sanderson PL:James Andrew</p>
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Our Technology

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

Our Assets

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

Our Delivery Model

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

Feasibility Activity

- Income Generation: Advertising [TBC]
- Fleet Management & Maintenance [Kenny Dalrymple]
- Community Venues – Phase 2 [Chris Cox]
- Asset Challenge & Review [Chris Cox]
- 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]
- ASN Transport [Scott Mulholland]

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]

Quarterly Portfolio Dashboard Report

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

See following page in report for more detail.

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

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



Shaping Our Future Council

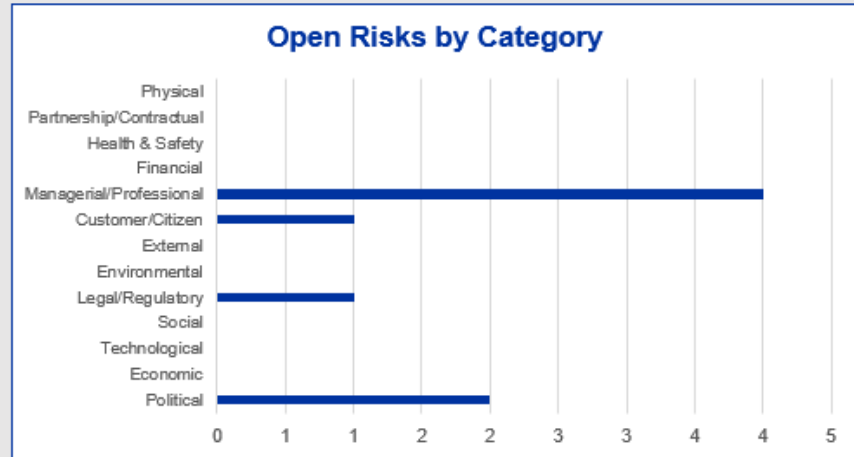
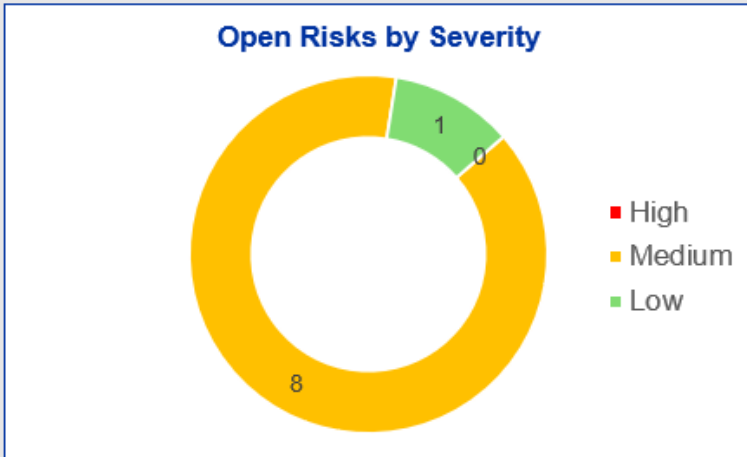
Transformation Portfolio

Risk Register



No. of Open Risks
8

No. of Closed Risks
5



This Quarter

New Risks
0

No Change
4

Closed Risks
5



PMO Summary

Since the previous report, the number of risks at a portfolio level has decreased by 3 as these risks have been closed and no new risks have been identified, or escalated from the project level. The average risk rating across the portfolio is currently 8.0, a decrease by -0.4. The overall risk remains as 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.

RAG	Scoring	Risk Rating
Red	12-24	High
Amber	4-10	Med
Green	1-3	Low

Description of likelihood
1 Unlikely - Unlikely or virtually impossible
2 Possible - Only fairly likely to occur
3 Likely - More likely to occur than not
4 Very Likely - Almost certainly will occur
5 Almost Certain - Becomes 100%, move to

Description of Impact
1 Minor - Undesirable loss, but no threat to strategic objectives or delivery
2 Moderate - Localised impact on strategic objectives or operation
3 Major - Impact on some elements of overall objectives or operations
4 Critical - Widespread or highly disruptive impact on the delivery of the portfolio and its expected benefits.

DC-YYYY-YY Use dropdown - is this a portfolio level risk or has this been escalated from a project?
 Who raised this risk?
 Who is accountable for managing this risk?
 Use dropdown - what category does this risk fall in to?
 Succinct title of the risk
 Description of the identified risk.
 What would cause the risk to occur?
 How would the portfolio be affected if the risk were to materialise?
 Use Dropdown
 Use Dropdown
 Auto populates
 What is the agreed risk management approach?
 If the risk management option is to Treat the risk, what action(s) will be taken to reduce the risk rating?
 Who will manage the mitigation action(s)?
 DC-YYYY-YY Include the latest update on actions taken or whether the risk rating has changed due to external factors
 DC-MMM-YY When the risk was last reviewed by the TB
 DC-YYYY-YY How has the risk rating changed since previous review date
 If the risk has become an issue, link to issue log
 DC-YYYY-YY

Risk ID	Date Raised	Risk Source	Risk Author	Risk Owner	Risk Category	Title (Short heading)	Risk Description ("There is a risk that...")	Risk Cause ("This is due to...")	Risk Impact ("This may result in...")	Labour	Invest	Operational	Risk Management (dropdown)	Mitigating Action(s)	Actionee	Last Update (Please include date/summary: ahead of update)	Last Review Date	Target Risk Closure Date	Movement since last review	Issue ID	Actual Date Closed
R001	02-Jul-24	Portfolio	Louise Reid	Chief Executive	Political	Transformation for the Council is not seen as a priority by Officers or Elected Members.	There is a risk that the Council will fail to deliver its vision for transformation 'Shaping Our Future Council' set out in the four priority transformation areas (our workforce; our assets; our technology; our delivery model).	This is due to a potential lack of clarity of the scope and breadth of change required to meet the 'Shaping Our Future Council' aspirations.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	4	4	Treat	Ongoing, planned, managed and sustained communication and engagement with officers, elected members, customers and stakeholders.	Chief Executive and Corporate Leadership Team	09/08/25 Most of the actions from the Audit Scotland Transformation audit are complete (workforce planning incorporation into MTFP is ongoing). Cabinet agreed in April 2025 to more regular reporting to the Councils Service, Partnerships & Performance Panels on progress of Shaping Our Future Council. Ongoing engagement with Portfolio Holders is in place. Transformation Board continue to meet as scheduled.	28-Aug-25	31-Mar-27	No Change		
R002	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of staff engagement or buy-in	There is a risk that staff will not engage with the Council's transformation approach or develop 'change fatigue'	This is due to a lack of communication with staff on the transformation requirements. Staff not being informed or engaged with change proposals. Changes are not what staff require to deliver more effectively. Staff do not see the value in changes being made or proposed. There is no incentive for staff to make changes to ways of working.	This may result in a lack of business change activity required by Services, which will lead to benefits not being realised.	2	4	8	Treat	Regular communications and sessions for staff and Service Leads incl. "lunch and learn" sessions on aspects of transformation i.e. Benefits Realisation, Risk Management, project planning etc. Transformation Network to be established. Trade Unions engagement. Risk and issues escalation to Transformation Board and where appropriate, elected members.	Chief Executive and Corporate Leadership Team	09/08/25 A Service Leads forum has been established by Service Leads. Issues on lack of Future Operating Model and expectations from management raised which is challenging service re-design requirements. Inconsistent messaging on expectations including financial impact of Service Re-design is impacting progress. This has been raised at the Transformation Board and requires to be addressed by the Chief Executive. Discussions must be progressed on the development of a Council FOM blueprint.	28-Aug-25	31-Mar-27	Increase		
R003	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Lack of capacity within Council services to deliver transformation	There is a risk that operational and corporate enabling services do not have the capacity to deliver transformation objectives.	This is due to Services currently working at full capacity and do not have the capacity to lead or take on project work.	This may result in a lack of traction. The portfolio would fail to deliver and benefits would fail to be realised.	3	3	9	Treat	CLT to ensure that services are implementing change alongside their usual work practices. Where additional temp resource is required to deliver the Transformation Fund can provide access.	Chief Executive and Corporate Leadership Team	09/08/25 Issues identified with elongated timescales for procurement and DPIA process which is impacting on BAU and transformation projects. PMO is exploring opportunity for transformation projects to trigger procurement intervention at an earlier stage.	28-Aug-25	31-Mar-27	Increase		
R004	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Customer/Citizen	Non-adoption of change	There is a risk that customers cannot adopt or adapt to changes brought about by transformation	This is due to the inability to adapt to new technology or processes, lack of clarity or understanding on changes to service delivery or new services, or inability to enable or accept these changes.	This may result in identified benefits not being realised.	1	3	3	Treat	Good provision of comms support where required from services to update customers on changes. Services to engage with customers in development of Business Cases.	Chief Executive and Corporate Leadership Team	09/08/25 Use of Viva Engage and Transformation forum keeps staff up to date with any planned or actual service changes. Regular engagement with TU's ongoing. Regular Service Leads session to share information on digital strategies and priorities. Transformation Delivery Group is attended by wide range of services and stakeholders. Digital Training Suite is now open to support digital skills development.	28-Aug-25	31-Mar-27	Decrease		
R005	02-Jul-24	Portfolio	Louise Reid	Transformation Board	Managerial/Professional	Council lacks the necessary capability to deliver breadth of change required	There is a risk the Council do not have the required capability to identify or deliver the transformation required across its services and four priority areas.	This is due to a lack of suitable experience or capability to propose new ways of working or large-scale changes, e.g., Development and implementation of new operating models, new income generation projects, and undertaking of complex reviews requiring specialist advice.	This may result in the portfolio not delivering the change outputs required, and ultimately failing to provide agreed strategic objectives and desired benefits.	1	4	4	Treat	A tendering exercise to appoint a Transformation partner to enhance the Council's capability has recently concluded. A further update will be provided upon any contract award.	Assistant Director - Transformation	09/08/25 Phase 1 of the Transformation Partner work has concluded and a final report produced has been shared with the Chief Executive for consideration. Partner proposals taken to the Transformation Board in July. AD Transformation has contacted Chief Officers to provide benchmarking data for services. Further information to be shared with CLT at appropriate time (as decided by CEO).	28-Aug-25	31-Mar-27	No Change		
R006	02-Jul-24	Portfolio	Louise Reid	Council Leader/ Administration	Political	Lack of political buy-in	There is a risk that Officer proposals for transformation, or those identified via an audit or external review, do not have the political support required to deliver.	This is due to potentially conflicting priorities or lack of political support for proposals.	This may result in a failure to deliver on the objectives of the portfolio, and benefits would fail to be realised.	1	5	5	Treat	Ongoing engagement with all Elected Members, including Members Briefings. Regular reporting to Cabinet and Panels.	Council Leader and Portfolio Holders/ CLT	09/08/25 Transformation activity is progressing in line with Council and Cabinet commitments and approvals. Regular meetings with portfolio holders ongoing.	28-Aug-25	31-Mar-27	No Change		
R008	18-Mar-25	Portfolio	Stewart McCall	Transformation Board	Legal/Regulatory	Delay in project DPIA approval	There is a risk that the time to approve a DPIA will impact the delivery of transformation projects.	This is due to the backlog of existing requests that are being handled by Information Governance	This may result in a delay in implementation and benefit realisation.	2	4	8	Treat	Consider what additional resource can be used to support Information Governance to minimise impact on project delivery and benefit realisation.	Service Lead - Transformation	09/08/25 Engagement with HERESTIS, a non-for-profit organisation that supports public bodies, on reducing the backlog and reviewing initial assessment process to streamline the DPIA process.	28-Aug-25	12-Dec-25	Decrease		
R009	21-Jul-25	Portfolio	Louise Reid	Council Leader/ Administration	Managerial/Professional	Transformation leadership	There is a risk that turnover in senior officer positions and change in Council leadership impacts sponsorship, decision making and delivery pace of transformation projects	This due to a change in Council Leader, Deputy Leader, Chief Exec and Deputy Chief Exec (and reverts)	This may result in delays to delivery of transformation projects and realisation of benefits	2	4	8	Treat	Liaison with new Council leaders and senior officers to seek critical decision making on transformation projects and Council approach	Chief Executive/ Assistant Director - Transformation	15/08/25 Meetings held with new Council Leader and Portfolio Holder to brief on transformation progress and activity. Ongoing engagement underway. Interim Chief Executive on-boarded. Transformation Board on 28th August to be chaired by new Chief Exec. TDG updated on likely portfolio re-prioritization exercise.	28-Aug-25	31-Dec-25	No Change		



SHAPING OUR FUTURE COUNCIL

Benefits Realisation Report

28th August 2025



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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

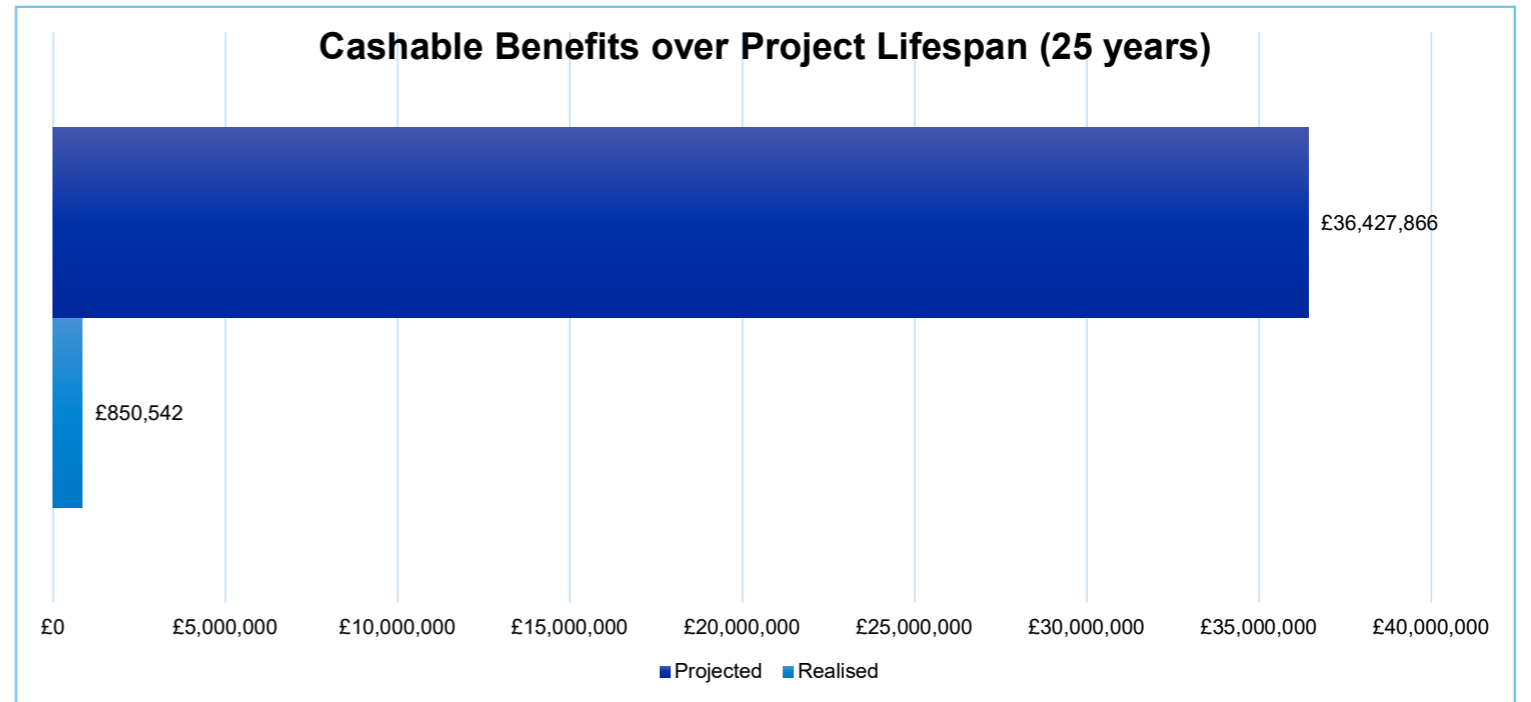
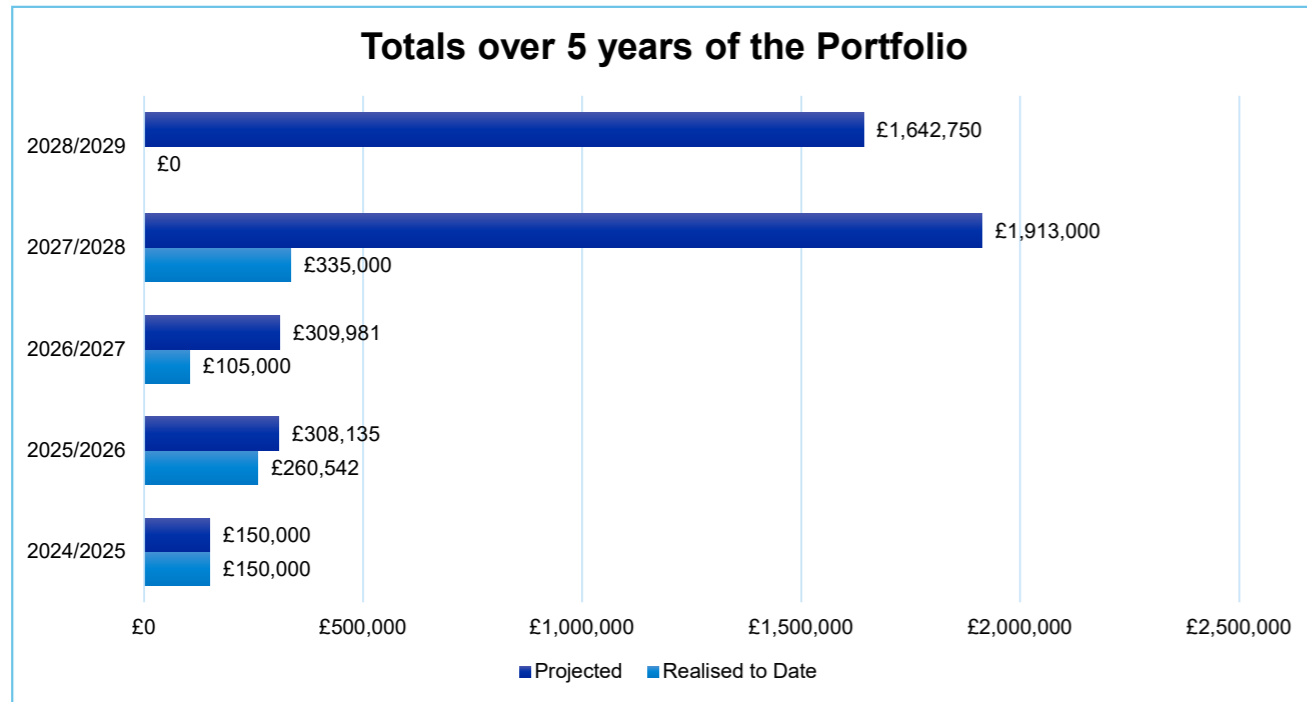
The work to realise the benefits begins and change begins being implemented. Some short term benefits, such as rationalisation (savings) may be tracked and monitored, or even realised at this point, other benefits may not be measured and realised until stage 4.

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

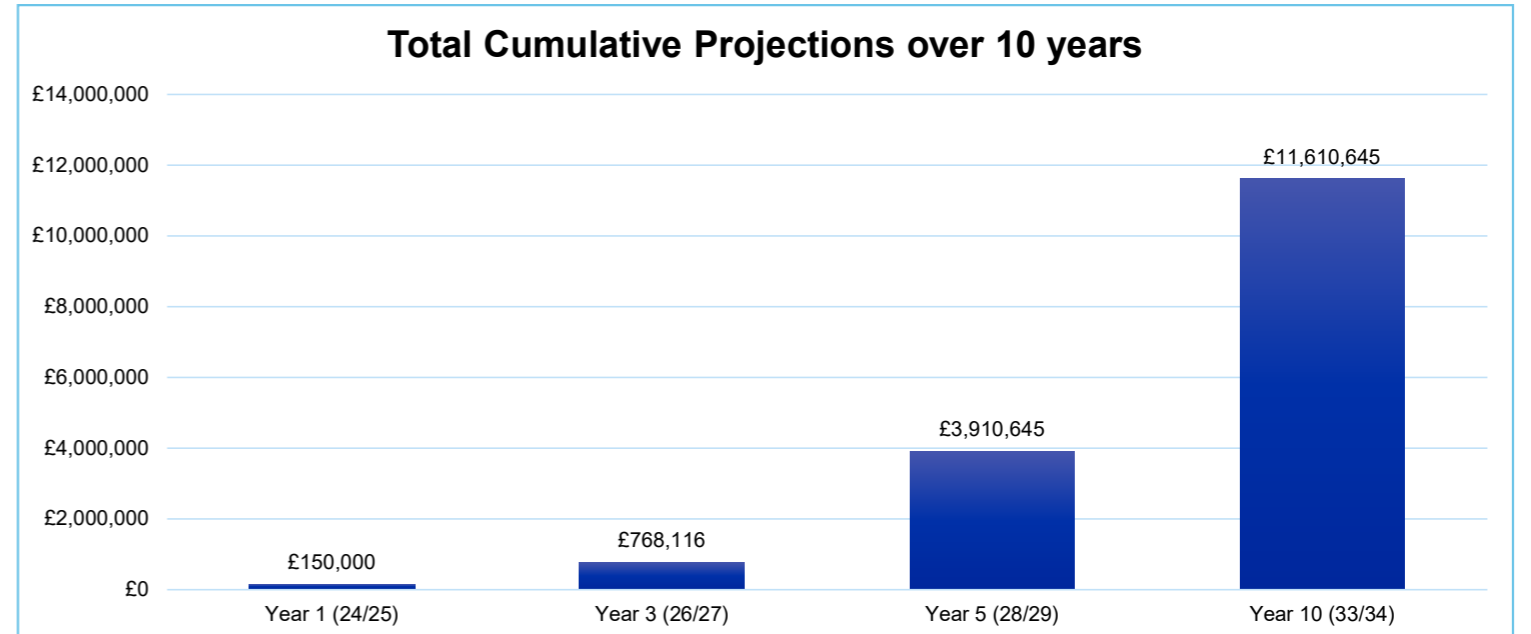


Since the last Benefits report was presented in February 2025, Community Venues, Solar Farm, and HRA/CRA Recharging project Business Cases have been approved with all contributing to the financial sustainability of the organisation. Service budgets are adjusted to reflect savings/ income generated from transformation projects. This is the only way financial benefits are reflected in the delivery of transformation projects.

The total projected cashable benefits over a 25 year period is £36,427,866, with £3,910,645 expected by 2028/2029. A total of £850,542 has been realised to date through project delivery, or as a direct saving taken as per the Administration's Budget, approved in February 2025, which is a significant increase from the £50,000 realisation value from the February 2025 Benefits Report.

Currently, the Solar Farm project is projected to deliver the greatest financial value to the organisation. It significantly contributes to the Council's long-term financial sustainability, with projections estimated over 25 years, and is currently due to start harvesting benefits in 2027/2028.

The majority of the projected benefits will not begin harvesting until project delivery is complete and change is being embedded, as per the 4-stage benefits realisation process



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 Yeardey	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	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.
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	£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	
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	£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	
Our Delivery Model	Stuart MacMillan	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	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	Saving included in approved Administration Budget in Feb 2025.
Our Delivery Model	Stuart MacMillan	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	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	
Our Delivery Model	Stuart MacMillan	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	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	
Our Delivery Model	Stuart MacMillan	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	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	
Our Delivery Model	Stuart MacMillan	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	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	
Our Delivery Model	Stuart MacMillan	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.
Our Assets	Simon Yeardey	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.
Our Assets	Simon Yeardey	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 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 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	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 across South Ayrshire.	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		
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 across South Ayrshire.	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	Saving included in approved Administration Budget in Feb 2025.	
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 across South Ayrshire.	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		
Our Assets	Simon Yeardeley	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		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2028	£0	Realisation not started	Dependent on output from current phase 2 consultancy project whereby final costs and returns will be finalised. Returns are wholly dependant on the uptake and engagement of offtakers.	
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2029	£0	Realisation not started		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2030	£0	Realisation not started		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2031	£0	Realisation not started		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2032	£0	Realisation not started		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2033	£0	Realisation not started		
Our Assets	Simon Yeardeley	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	Average annual income expected from Auchincruive Bing and Cockhill farm sites (totalling £35,100,000 over 25 years)	£1,528,000	Average annual income expected from Auchincruive Bing and Cockhill farm sites	31/03/2034	£0	Realisation not started		
Our Technology (ICT enabling project)	Chris Richards	Technology Roadmap & ICT Investment	Initiation	Tim Baulk	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		
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	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		

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	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 labeling 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.
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 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	
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	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	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount.	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	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
Our Assets	Solar Farm - phase 2 <i>(IA to be updated pending completion of this phase)</i>	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	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.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	All processes identified for automation will be appraised for their impact on this area	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	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.	Currently Unknown
					Equalities	Fairer Scotland Duty - Material Deprivation	Positive Impact	All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Equalities	Fairer Scotland Duty - Socio-economic background	Positive Impact	The project is not targeting this area, however, where processes can be improved for all residents, those in rural communities will likely benefit.	Currently Unknown
					Equalities	Fairer Scotland Duty -Area Deprivation	Positive Impact	Individual process which are to be automated will be appraised for their impact on this area.	Currently Unknown
					Environmental	Climate Change Mitigation - Greenhouse gas emissions	Positive Impact	The project is not targeting this area, however, where processes can be improved for all residents, those in rural communities will likely benefit.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Negative 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	Climate Change Adaptation	Uncertain / not clear	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	Just Transition, Green Jobs and Skills	Positive Impact	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	Climate literacy, climate conversations and positive environmental behaviours	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	Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)	Negative 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 examine 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	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					