

South Ayrshire Council

Report by Chief Executive to Service and Partnerships Performance Panel of 18th November 2025

Subject: Council Plan (2023-2028): Quarter 2 Update (Year 3 - 2025/2026)

1. Purpose

- 1.1 The purpose of this report is to advise Members on progress that has been made during the third year of the Council Plan.

2. Recommendation

- 2.1 It is recommended that the Panel notes:

2.1.1 **Quarter 2 progress (Year 3) of the Council Plan (2023-2028) attached as Appendix 1.**

3. Background

- 3.1 The new [Council Plan \(2023-2028\)](#) was agreed by Council in March 2023, and sets out the Council's framework for achieving key strategic outcomes based on three priority areas:

- Spaces and Places;
- Live, Work and Learn; and
- Civic and Community Pride.

- 3.2 An updated [Performance Management Framework \(2023-2028\)](#) (PMF) to coincide with the new Council Plan was approved by Cabinet in June 2023. This framework supports the delivery of the Council Plan and its annual Council and Service Planning Cycles. The framework has been updated to reflect the recommendations made by Audit Scotland in the Council's Best Value Assurance Report 2021.

- 3.3 The PMF sets out the reporting schedule for the Council Plan noting that performance will be reported to the Council Leadership Team on a quarterly basis with Service and Partnerships Performance Panel scrutinising performance on quarters two and four each year. Elected Members can access [Pentana](#) at any time to view updates and progress on all service plans.





- 3.4 Council Plan actions for year three where [approved](#) by Cabinet on the 17th June 2025.

4. Detail

4.1 Members are asked to consider the Council Plan (2023-2028) **Year 3** Quarter Two update that covers the period from **1st April to 30th September 2025**. Members will note the reporting format includes a front-facing dashboard, allowing easier scrutiny of overall progress against the Council objectives. In addition, the update provides:

- **An overall summary dashboard of progress against each of the plan’s priority areas;**
- **Individual dashboards for the three priority areas and efficient and enabling services; and**
- **more detailed breakdown with commentary on the actions and targets agreed by services provided on Pentana.**

4.2 Key points to note from the Quarter 2 (Year 3) update are highlighted in the table below:

PRIORITY AREA	Actions	On track/Completed	Off track/Not yet started/Re-assess due date	Overall health
Priority One: Spaces and Places	16	11 on track and 1 completed	<ul style="list-style-type: none"> • 3 – re-assess due date • 1 – on hold 	
Priority Two: Live, Work and Learn	8	5 on track and 2 completed	<ul style="list-style-type: none"> • 1 – reassess due date 	
Priority Three: Civic and Community Pride	6	2 on track and 3 completed	<ul style="list-style-type: none"> • 1 – re-assess due date 	
Efficient and Effective Enabling Services	6	4 on track and 0 completed.	<ul style="list-style-type: none"> • 2 – re-assess due date 	
TOTAL NUMBER OF ACTIONS	36	22 on track and 6 completed	7 re-assess due date and 1 on hold	

4.3 A summary of actions which require due dates to be reassessed are detailed below, however, all actions within the Council Plan continue to progress well. Further information can be found within appendix 1.

Action Reference:	Reason for Reassessment:	Amended Due Date:
PDS-CP 04 Plan and deliver Girvan Primary School (<i>page 10</i>)	Building works	Spring 2027 (<i>revised from August 2026</i>)
PDS-CP 05 Plan and deliver Troon Early Year Centre (Scottish Government 1140 Hours Commitment) (<i>page 11</i>)	Building works	February 2026 (<i>revised from October 2025</i>)

PPCP-CP 08 Coastal Change Adaptation Plan. (page 13)	Extension of deadline for the wider Ayrshire Coastal Change Adaptation Plan.	March 2027 (<i>revised from August 2025</i>)
PDS-CP 13 Delivery of the Riverside New Build Housing Development. (page 17)	Demolition of remaining tower.	January 2026 (<i>revised from May 2025</i>)
E&R-CP 05 Maybole Regeneration Project. (page 21)	Completion of project being brought forward to meet funding requirements	March 2026 (<i>revised from March 2027</i>)
CA-CP 01 Review and refresh the Council's Medium Term Financial Plan (MTFP). (page 24)	Timescale extended by two months due to 2026/2027 Budget Settlement confirmation in January 2026.	February 2026 (<i>revised from December 2025</i>)
PPCP-CP 06 Develop a Trauma Roadmap for creating trauma-informed and responsive change in line with national trauma guidance. (page 25)	Extension of deadline to allow for consultation.	January 2026 (<i>revised from September 2025</i>)

4.4 Regarding, E&R-CP 01 Deliver priority elements of Ayr Town Centre Framework (page 8) - this action is in the process of being updated to reflect expanded works. The revised action will be highlighted in the next progress update.

5. Legal and Procurement Implications

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

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable

7. Human Resources Implications

7.1 Not applicable

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 **Risk Implications of Rejecting the Recommendations**

8.2.1 There are no risks with rejecting the recommendations.

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

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

10. **Sustainable Development Implications**

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

11. **Options Appraisal**

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

- Appendix one allows for scrutiny of performance.

12. **Link to Council Plan**

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

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

14. **Results of Consultation**

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

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

Background Papers [Performance Management Framework](#)
[Council Plan 2023-2028](#)
[Council Plan Actions: Year 3 \(2025/2026\)](#)

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Date: 27th October 2025

South Ayrshire Council Plan

2023-2028

Quarter 2 Report (Year 3: 2025/2026)



Overall Health

Priority One
Spaces and Places



Actions
16


On Track/Completed
11 on track and 1 completed

0 – off track some concerns
0 – off track major concerns
3 – re-assess due date
1 – on hold

Overall Health



Priority Two
Live, Work, Learn




Actions
8

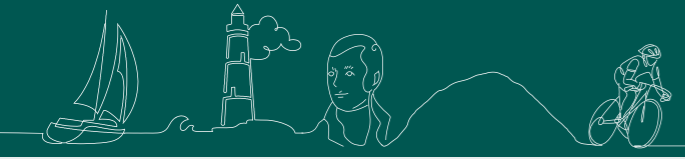
On Track/Completed
5 on track and 2 completed

0 – off track some concerns
0 – off track major concerns
1 – reassess due date

Overall Health



Priority Three
Civic and Community Pride




Actions
6


On Track/Completed
2 on track and 3 completed

0 – off track some concerns
0 – off track major concerns
1 – re-assess due date

Overall Health



Efficient and Effective
Enabling Services




Actions
6

On Track/Completed
4 on track and 0 completed

0 – off track some concerns
0 – off track major concerns
2 – re-assess due date

Overall Health



Management Summary

Priority One: Spaces and Places

- Progress is taking place/has taken place across **16 actions** with 1 action complete (6%) and 11 actions on track (69%).
- 3 actions (19%) require the due date to be re-assessed as they will not meet initial completion timescales.
- 1 action (6%) is on hold.
- 8 actions (50%) on track are <50% progress however it should be noted that the timescales for all these actions range from March 2026 to March 2028 therefore the progress status reflects the longer-term nature of these actions.

Priority Two: Live, Work, Learn

- Progress is taking place/has taken place across **8 actions** with 2 actions now complete (25%) and 5 actions on track (62.5%).
- 1 action (12.5%) requires the due date to be re-assessed as it will not meet the initial completion timescale.
- 3 actions (37.5%) on track are <50% progress however it should be noted that the timescales for all these actions range from March 2026 to March 2028.

Priority Three: Civic and Community Pride

- Progress is taking place/has taken place across **6 actions** with 3 actions now complete (50%) and 2 actions on track (33.3%).
- 1 action (16.7%) requires the due date to be re-assessed as it will not meet the initial completion timescale.
- No actions on track are <50% progress.

Efficient and Enabling Services

- Progress is taking place/has taken place across **6 actions** with 4 actions on track (66.7%).
- 2 actions (33.3%) require the due date to be re-assessed as they are overdue the initial completion timescales.
- 3 actions (50%) on track are <50% progress however it should be noted that the timescales for all these actions range from February 2026 to March 2028 therefore the progress status reflects the longer-term nature of these actions.



Year 3: Quarter 2 Update

Priority One Spaces and Places



Some highlights

- Work continues to transform both the Citadel and Troon Leisure Centre;
- Work to upgrade Prestwick Swimming Pool is now complete; and
- Work has now commenced to convert the former Troon Library into an Early Years Centre.

- Actions 16**
- Completed 1**
- Off Track 0**
- On Track 11**
- Not yet started 0**
- Yet to update 0**
- On hold 1**
- Reassess due date 1**



Spaces and Places

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 03 Redevelop the two priority courses, Darley and Belleisle, to enable South Ayrshire Council to achieve the agreed strategic outcomes and increase income from visitors and members.	30-Apr-2027	Service Lead - Sport Leisure and Golf	45%	On track	<p>09-Oct-2025</p> <p>Following the previous update, a Member Briefing was held in late August 2025 outlining the findings of the completed feasibility study and business plan for Belleisle Golf Course, including proposals for Practice Facilities, The Stables, and the Clubhouse. Our one-off capital investment will now focus on Belleisle Golf Course, reflecting its strategic importance and potential to deliver significant improvements for the local golfing community and visitors. For Darley Golf Course, improvements will continue to be delivered through the routine annual maintenance budget, ensuring the course remains in good condition and accessible for all users. Looking ahead:</p> <ul style="list-style-type: none"> • A second round of public engagement will take place during November 2025, providing residents and course users with an opportunity to review updated design concepts and share feedback. • The outcome of this engagement will inform a Council Paper scheduled for February 2026, which will set out the recommended approach for Belleisle's redevelopment. <p>The updated design proposals aim to respect Belleisle's heritage as a James Braid course while introducing modern, sustainable features that enhance the playing experience and strengthen its role as a community hub. Further details and engagement opportunities will be available via the dedicated microsite: www.belleisle-golf-redevelopment.co.uk</p>

Target

Increase use of the golf course by both members and non-members.
Revenue increase by 5%.
Baseline 2022/23.

How will you measure progress?

Golf courses redeveloped and operational.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 07 Transform the Citadel Leisure Centre ensuring customers and staff are supported throughout the transition.	31-Mar-2026	Service Lead - Sport Leisure and Golf	43%	On track	09-Oct-2025 Works continue to progress well on site: <ul style="list-style-type: none"> Entrance facade works - completed by 03/10/25 as programme; and SPEN (Scottish Power Energy Networks) works - works commenced on 06/10/25 with excavation works and preparation works for the internal containment.
Target					
Increased income and usage.					
How will you measure progress?					
Displaced user groups provided with alternative options. Communication plan in place. Customers and staff provided with accessible regular updates on progress.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 08 Transform Troon Leisure Centre ensuring customers and staff are supported throughout the transition	31-Mar-2026	Service Lead - Sport Leisure and Golf	28%	On track	09-Oct-2025 Following the Council approval to fund the SALIX energy reduction improvements and additional fitness studio, plans are now well underway with an aspiration to have works starting on site in November 2025, pending Planning approval.
Target					
Works complete and operational.					
How will you measure progress?					
Displaced user groups provided with alternative options. Communication plan in place. Customers and staff provided with accessible regular updates on progress.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
DSA-CP 09 Upgrade the plant and fabric of Prestwick Swimming Pool ensuring customers and staff are supported throughout the transition	31-Mar-2025	Service Lead - Sport Leisure and Golf	100%	Completed	07-Oct-2025 All works are now complete onsite, and the facility reopened on September 29th. A range of energy efficiency and customer focussed improvements are now in place including: <ul style="list-style-type: none"> A new roof and new exterior wall cladding. An innovative air handling ventilation system. An increased water supply along with improved water storage. A new pool cover which will reduce heat loss overnight, minimise evaporation and reduce humidity. Extensive remedial work to the tiles, grout and pool surround. The installation of solar panels. The addition of 16 private cubicles, including dedicated family and baby changing rooms. A welcoming entrance foyer and reception area, which has been updated to improve their overall experience, whilst also providing staff with a modern working environment.
Target					
Works complete and operational.					
How will you measure progress?					
Displaced user groups provided with alternative options. Communication plan in place. Customers and staff provided with accessible regular updates on progress.					



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 01 Deliver priority elements of Ayr Town Centre Framework	31-Mar-2028	Service Lead - Special Property Projects	91%	On track	14-Oct-2025 <ul style="list-style-type: none"> Accessible Ayr – Project Management responsibility now with Ayrshire Roads Alliance (ARA). Burns Statue Square - Project to be delivered by ARA with Special Property Projects acting as client. ARA have appointed a design team who are progressing RIBA stage 2 design. New Market Street – Consultation with key stakeholders has identified a range of ‘street dressing’ improvements, which are being progressed in collaboration with ARA. Shopfront Improvement Project – First stage of grants has been provisionally approved totalling circa £100k. Ayr Town Centre Living Project being undertaken to identify opportunities to unlock key sites to support repopulating the town centre.
Target					
Accessible Ayr Stage 4 completed, Newmarket Street ‘dressing’ and Burns Square redesigned to Stage 1 and £220,000 shopfront scheme developed and delivered. Options and associated costs identified, and report submitted to Cabinet on time.					
How will you measure progress?					
Achieving project plan goals outlined within Ayr Town Centre Framework.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
FL-CP 01 Continue work on the transition to ultra-low emission car fleet for South Ayrshire.	31-Mar-2028	Service Lead - Neighbourhood Services	65%	On track	14-Oct-2025 South Ayrshire Council now have 68 Ultra Low Emission Vehicles (ULEV) within its fleet
Target					
80 ultra-low emission vehicles procured.					
How will you measure progress?					
No. of vehicles procured (80).					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
GB-CP 01 Delivery of Ash Die Back Plan.	31-Mar-2028	Service Lead - Neighbourhood Services	40%	On track	10-Oct-2025 Grou Maintenance have now managed 30% of the Ash trees in public open space.
Target					
700 per year.					
How will you measure progress?					
Number of trees felled.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
GB-CP 02 Work to procure a site and licence for the treatment of all SAC green/garden waste.	31-Jul-2026	Service Lead - Neighbourhood Services	65%	On Hold	10-Oct-2025 Due to implementation of the Brown Bin Collection Service and the reduction of tonnage collected the Business Case is no longer viable
Target					
Procure Site by October 2024. Develop site and be operational by July 2025.					
How will you measure progress?					
Own site, obtained planning permission and SEPA licence.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PBS-CP 02 Continue 4-year programme develop new Local Development Plan (LDP3).	30-Jun-2029	Service Lead - Plannin & Building Standards	10%	On track	10-Oct-2025 LDP3 progressing in line with the Development Plan Scheme.
Target					
100%.					
How will you measure progress?					
Submit for a Gateway Check by Scottish Government Reporter.					



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 02 Delivery of the Citadel Refurbishment.	31-Mar-2027	Service Lead - Professional Design Services	45%	On track	05-Oct-2025 Additional funding was approved by Council on 18h September 2025 which will allow the scope of works to be finalised. Works are still progressing on site via the enabling works contract.
Target					
Completion date.					
How will you measure progress?					
Project delivered on time and on budget.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 05 Plan and deliver Troon Early Year Centre (Scottish Government 1140 Hours Commitment).	31-Oct-2025	Service Lead - Professional Design Services	65%	Re-assess due date (new date of February 2026)	05-Oct-2025 Works have now commenced for the conversion of the former Troon Library into an Early Years Centre. Some unforeseen works have arisen, and the completion date is now February 2026
Target					
Completion date.					
How will you measure progress?					
Project identified and delivered on time and on budget.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 04 Plan and deliver Girvan Primary School.	31-Aug-2026	Service Lead - Special Property Projects	40%	Re-assess due date (new date of Spring 2027)	14-Oct-2025 The Council will enter into contract with Kier Construction week commencing 13 October, works will immediately then commence on site. Decant works will be required for the EYC and are currently under consideration. Sod cutting will be arranged for later in the year. Requesting change to due date to Spring 2027.
Target					
Completion date.					
How will you measure progress?					
Project delivered on time and on budget.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 08 Demolition of Hourstons extension, Arran Mall and leading development options.	30-Sep-2026	Service Lead - Special Property Projects	45%	On track	13-Oct-2025 Demolition Contractor appointed for demolition of Arran Mall but work delayed due to utilities currently being disconnected. Listed Buildings Consent granted for demolition of Hourstons/facade retention and Demolition Warrant application submitted.
Target					
Completion date.					
How will you measure progress?					
Completion of demolition and agreed strategy for development.					

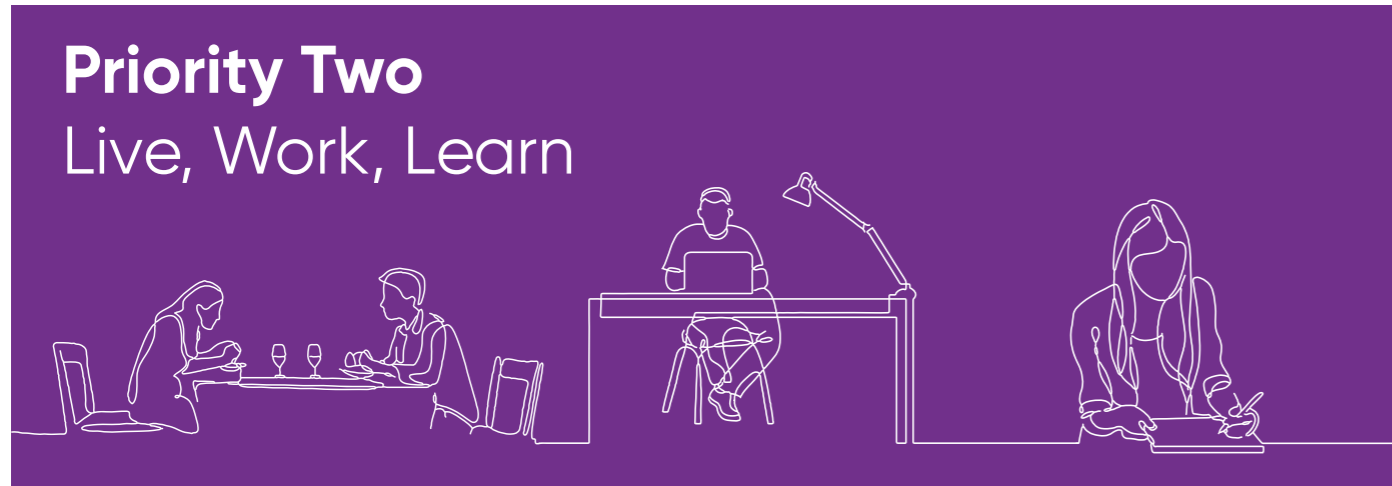


Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 10 Delivery of the General Services Capital Programme for 2024/25 and future years.	31-Mar-2026	Service Lead - Professional Design Services	15%	On track	05-Oct-2025 Various projects continue to progress well, and the new Girvan Primary School project is due to commence on site in October 2025.
Target					
90 – 100% percentage spend achieved on agreed programme.					
How will you measure progress?					
Percentage of actual versus budget spend of General Services capital programme as of 31 March 2026.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 07 Deliver nature networks via new Biodiversity Strategy under nature priority.	31-Jan-2026	Service Lead - Performance, Community Planning and Sustainability	85%	On track	14-Oct-2025 Work on both Nature Networks and the new Biodiversity Strategy continues supported within the Sustainability Strategic Delivery Partnership of the Community Planning Partnership, and with assistance of partners in particular NatureScot, South West Environmental Information Centre (SWEIC) and Scottish Wildlife Trust (SWT).
Target					
Biodiversity Strategy Agreed and published on CPP webpage.					
How will you measure progress?					
Strategy approved including monitoring framework Success – functional nature networks as reflected in developed measures in strategy.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 08 Coastal Change Adaptation Plan.	31-Aug-2025	Service Lead - Performance, Community Planning and Sustainability	40%	Re-assess due date (new date of March 2027)	15-Oct-2025 The deadline has been extended in relation to the wider plan, allowing initial engagement, work and learning with the community of Ballantrae to progress ahead of wider commencement with the Ayrshire Coastal Change Adaptation Plan. Requesting change to due date - end of March 2027.
Target					
Case study concluded with new CCAP published and other outcomes met.					
How will you measure progress?					
CCAP published including monitoring framework. Success – Communities engaged and responsibilities realised for new approach including ongoing monitoring regimes in place.					





Priority Two

Live, Work, Learn



Some highlights

- Good progress is being made with the next stage of the Solar Farm Development project;
- Delivery of the housing capital investment programme continues including internal modernisation works, external fabric upgrades, door entry replacements, window replacement, dampness and condensation works and external environmental upgrades; and
- An action plan has been developed to support the priority areas of the Child Poverty Strategy.

- Actions 8**
- Completed 2**
- Off Track 0**
- On Track 5**
- Not yet started 0**
- Yet to update 0**
- Reassess due date 1**

Live, work, Learn

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
AMCAT-CP 01 Solar Farm Development – Phase 2	31-Dec-2025	Service Lead - Asset Management and Community Asset Transfer	50%	On track	14-Oct-2025 Good progress is being made with this next stage of the project. We are liaising with Legal services for specialist advice and plan to use the quick quote procurement route to appoint a consultant to build a tender package. Prior Information Notices (PIN) have been drafted and will be issued which will test market interest. We continue to liaise with our consultants APSE Energy and wider stakeholders to drive this project forward. Report intended for Council December 2025 outlining final business case and requesting Capital funding.

Target

Completion of phase 2 (including, but not exclusively the following: surveys as appropriate (e.g. ecological, GPRS); grid connection deposit; MOU with offtakers; planning application/permission; appointment of consultancy support (as appropriate); and financial modelling to such an extent as to put before Council to seek approval for Phase 3 (EPC, OM) and approval of funding.

How will you measure progress?

Council has sufficient information to make an informed decision on next steps to take (to continue to phase 3 or end project).

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
E&R-CP 03 Deliver the £1.4 million South Ayrshire elements of the DSIT funded 5G Innovation Regions Project.	30-Sep-2025	Service Lead - Economy and Regeneration	100%	Completed	14-Oct-2025 Original project is now complete. It is worth noting that a further six-month extension and additional funds (£400k) have been secured (from Department of Science, Innovation and Technology DSIT) which will see the project run till 1st April 2026. The work undertaken during this extension period will be used to develop the ecosystem and create new use cases for the technology.

Target

Deploy fully functioning private 5G network at Spirit's Aerospace Innovation Centre. Provide improved mobile data access to large scale outdoor events.

How will you measure progress?

Implement 3 private sector use cases. Deliver improved network coverage on large scale outdoor events. Deliver enhanced educational experiences utilising digital technologies.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
ES-CP 01 Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B).	31-Mar-2028	Service Lead - Education Support Services	98%	On track	29-Sep-2025 The Core Facts national reporting exercise for the Scottish Government is an annual task and therefore the improved 2024/25 figure of 98% will not change until this work is undertaken for 2025/26 in Q1 of 2026/27. The exercise was completed by the end of May in 2025 and Education Support anticipate timescales for 2026 will be similar.

Target

Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B) above the current figure of 90%.

How will you measure progress?

Increasing the number of A&B rated schools and reducing the number of C rated schools.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 09 Delivery of the Housing Capital Investment Programme for 2025/26 and future years.	31-Mar-2026	Service Lead - Professional Design Services	20%	On track	05-Oct-2025 A wide variety of projects are progressing including internal modernisation works, external fabric upgrades, door entry replacements, window replacement, dampness and condensation works and external environmental upgrades.

Target

90 – 100% percentage spend achieved on agreed programme.

How will you measure progress?

Percentage of actual versus budget spend of Housing capital programme as of 31 March 2026.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PDS-CP 13 Delivery of the Riverside New Build Housing Development.	31-Mar-2025	Service Lead - Special Property Projects	95%	Re-assess due date (new date of January 2026)	14-Oct-2025 The new build flats are nearing completion, however, the demolition of the remaining tower has been added to this contract which has extended the programmed completion date, and handover, to January 2026. Good progress is being made with the demolition works and final snagging and commissioning is being carried out in the new build properties.

Target

Completion Date.

How will you measure progress?

Project delivered on time and on budget.

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 05 Development of action plans to support the priority areas identified in the Child Poverty Strategy.	30-Sep-2025	Service Lead - Performance, Community Planning and Sustainability	100%	Completed	14-Oct-2025 As per the previous update, the action plan for 2024/2025 was finalised. Updates will be used to form the Year 1 Annual Progress Update which will be submitted to the Community Planning Board in September, and those actions with a longer timescale will be automatically pulled into the year 2 plan. The action plan has been shared with Public Health Scotland.

Target

Core Child Poverty Working Group will present first iteration of action plan to CP Board by October 2024 with final action plan fully implemented by March 2025.

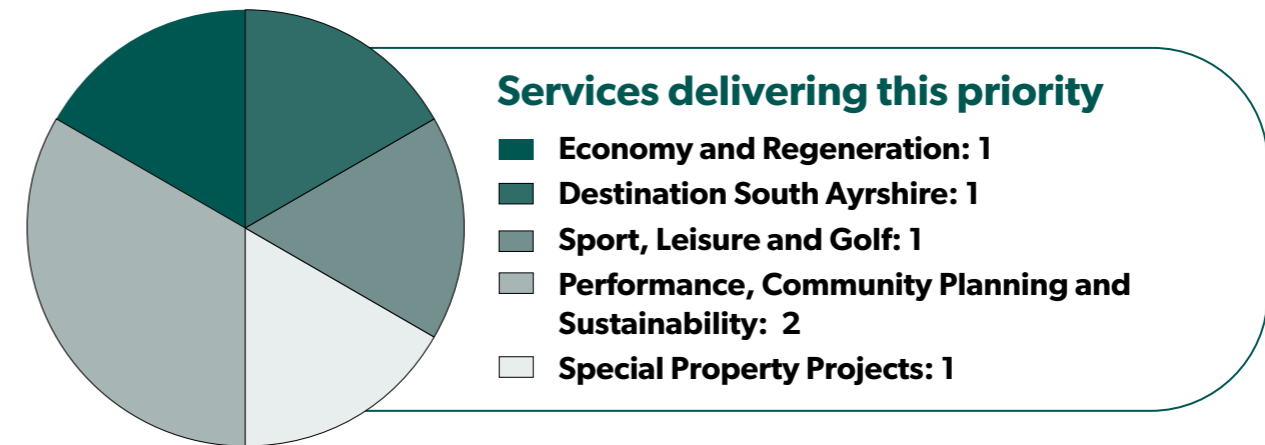
How will you measure progress?

Action plans agreed and published on CPP webpage.



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 09 Working for Wallacetown (Housing Led Regeneration)	31-Mar-2027	Service Lead - Housing Strategy and Regeneration	15%	On track	09-Oct-2025 Work continues with Strathclyde University on understanding future ambitions relating to regeneration programme. Proposal also being made for dedicated role to drive project forward.
Target					
This will be a multi-year project with years 1 and 2 looking at feasibility of deliverables as well as providing potential options on practical solutions. Future years will be aimed at physical delivery against agreed actions.					
How will you measure progress?					
This will be a multi-year staged programme and impact will be managed in different stages. Year 1 and 2 outcomes will be measured in creation of a delivery plan.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 10 Deliver new affordable housing.	31-Mar-2028	Service Lead - Housing Strategy and Regeneration	35%	On track	14-Oct-2025 Revised Strategic Housing Investment Plan to be submitted to November Cabinet. New Build development for SAC due completion at Riverside. Registered Social Landlord (RSL) partner has ongoing development in Green St and SAC working to achieve target of 30-35 buybacks by March 2026.
Target					
135 per year.					
How will you measure progress?					
Number of completions.					



Some highlights

- The International Ayr Show, Festival of Flight was successfully delivered for the third year in September, with 260,000 visitors to the Low Green over two days;
- Work continues on the Maybole Regeneration Project; and
- Development of a refreshed Sustainable Development and Climate Change Strategy is well under way.

Actions 6

- Completed 3**
- Off Track 0**
- On Track 2**
- Not yet started 0**
- Yet to update 0**
- Reassess due date 1**



Civic and Community Pride

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
DSA-CP 05 Work to promote golf tourism to area using Open Golf Championship in 2024 as a stage for publicity.	31-Dec-2025	Service Lead - Sport Leisure and Golf	100%	Completed	09-Oct-2025 The initiative to leverage The Open Championship as a platform for promoting golf tourism has delivered sustained benefits. Post-event revenue continues to exceed normal projections, supported by a marked increase in visitor rounds. The Golf South Ayrshire voucher scheme remains a successful incentive, encouraging golf tourists to experience local courses and contributing to ongoing positive engagement. This action is now complete, with outcomes demonstrating strong alignment to strategic objectives for tourism growth.

Target
An increase in visitor day passes to South Ayrshire golf courses.

How will you measure progress?
Increased visitor numbers both locally and internationally.

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
DSA-CP 06 Deliver a safe and well attended International Ayr Show – Festival of Flight on an annual basis for 5 years.	30-Sep-2027	Assistant Director - Communities	50%	On track	14-Oct-2025 The International Ayr Show, Festival of Flight was successfully delivered for the 3rd year on 5th and 6th September 2025. It attracted over 260,000 visitors to the Low Green making it Scotland's largest free public event. All festival planning and strategy was managed effectively and successfully including Traffic and Transport due to an extensive Traffic Management plan. Due to robust safety protocols and safety management plans, there was no major incidents reported. The Events Team is currently working on debriefs with event partners and the completion of the economic impact assessment to tie all up. Work has also begun on the 2026 festival village planning and air display programme. The festival won the 'Best Community Tourism & Events Initiative' award at the West of Scotland Regional Final of the Scottish Thistle Awards last month and now go forward to the Scottish Thistle Awards National Final in Glasgow this November.

Target
Attendances of 100,000 + per year.

How will you measure progress?
Attendance figures. | No major incidents. | Public Entertainment Licence in place.

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 04 Girvan Regeneration Project 'Development Stage'	30-Jun-2025	Service Lead - Economy and Regeneration	100%	Completed	01-Oct-2025 Delivery stage applications submitted to Historic Environment Scotland and National Lottery Heritage Fund in August 2025. Decisions due late 2025.

Target
Submission of Delivery Stage application to Historic Environment Scotland (HES) and National Lottery Heritage Fund (NLHF).

How will you measure progress?
Complete activities required by funders.

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
E&R-CP 05 Maybole Regeneration Project.	31-Mar-2027	Service Lead - Special Property Projects	93%	Re-assess due date (new date of March 2026)	13-Oct-2025 All capital projects, activities and training events, project evaluation and closing event to be delivered to meet funder requirements by end of March 2026.

Target
All project related activities concluded

How will you measure progress?
All capital projects, activities and training projects, a project evaluation and closing event will all be delivered by end of March 2026

Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
PPCP-CP 03 Refresh Sustainable Development and Climate Change Strategy.	31-Dec-2025	Service Lead - Performance, Community Planning and Sustainability	70%	On track	08-Oct-2025 We are currently on track to meet timescales.

Target
Strategy agreed and published with ongoing monitoring and development mechanisms in place.

How will you measure progress?
Target – approved strategy including monitoring and development mechanisms Success – meeting the measures set out in the document.



Action	Timescale	Portfolio Owner	Progress	Status	Latest Note
PPCP-CP10 Development of Action Plans to support year 2 of the Local Outcomes Improvement Plan	31-Dec-2025	Service Lead - Performance, Community Planning and Sustainability	100%	Completed	06-Oct-2025 LOIP Year 2 plans have now been developed for the period 2025/2026.
Target					
LOIP Action Plans published on CPP Webpage.					
How will you measure success					
Monitoring of action plans will take place as part of the Community Planning Partnership (CPP) Performance Management Framework via the production of an annual progress report.					



- Some highlights**
- The implementation of a new telephony system (migration to Teams telephony) is nearing completion;
 - The Public Service Improvement Framework (PSIF) continues to be implemented with Human Resources and Organisational Development recently going through the process; and
 - Work continues to review and refresh the Council's Medium Term Financial Plan.

- Actions 6**
- Completed 0**
- Off Track 0**
- On Track 4**
- Not yet started 0**
- Yet to update 0**
- Reassess due date 2**



Efficient and effective enabling services

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
CA-CP 01 Review and refresh the Council's Medium Term Financial Plan (MTFP).	31-Dec-2025	Service Lead Corporate Accounting	30%	Re-assess due date (new date of February 2026)	10-Oct-2025 - A 2026/27 Budget Update will be reported to Council in November 2025, which will include an updated 2026/27 budget strategy. Following receipt of the 2026/27 Budget Settlement in January 2026, the revised Medium Term Financial Plan will be reported to Council in February 2026, before the 2026/27 Budget is considered by Members.
Target					
Review and refresh the Council's Medium Term Financial Plan (MTFP).					
How will you measure progress?					
Provide clear direction on how the Council will manage its financial resources in the short to medium term to ensure they are deployed effectively to achieve the Council's priorities and objectives as set out in the Council Plan.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
ICTOP-CP 02 Create a Cyber Roadmap including business continuity planning; regulatory and legislative compliance, investment levels, overall governance processes and technical security controls.	31-Mar-2028	Service Lead - ICT Operations	10%	On track	14-Oct-2025 Members briefing scheduled for 22nd October. Business continuity planning workgroups being scheduled, to prioritise Business application categorisation across the organisation. PSN (Public Services Network) accreditation submitted for 2025 and approval obtained for M365 adoption. Microsoft partner selection underway and will complete in December.
Target					
N/A					
How will you measure progress?					
N/A					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP 06 Develop a Trauma Roadmap for creating trauma-informed and responsive change in line with national trauma guidance.	30-Sep-2025	Service Lead - Performance, Community Planning and Sustainability	60%	Re-assess due date (new date of January 2026)	06-Oct-2025 The South Ayrshire Roadmap will not be completed by the agreed due date of 30th September; therefore, the request is to re-assess due date until January 2026. Consultation has been carried out with the Trauma Network and the Steering Group. Following a final consultation with the Steering Group the roadmap will be completed. The first draft will be disseminated for a further consultation period of 3 weeks before being finalised.
Target					
Agreed within the Trauma Strategy – identify high level outcomes and priority areas.					
How will you measure progress?					
Trauma Strategy agreed by Cabinet/Full Council.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
PPCP-CP11 Continued Implementation of the Public Service Improvement Framework (PSIF) process.	31-Mar-2026	Service Lead - Performance, Community Planning and Sustainability	45%	On track	14-Oct-2025 The Human Resources & Organisational Development Improvement Plan engagement sessions are now complete, and the improvement action plan is in the process of being finalised. The second service to participate during 2025/2026 is Asset Management and this is scheduled to start in January.
Target					
2 Services to participate in the full self-evaluation framework.					
How will you measure progress?					
Self-evaluation process completed and embedded into all strategic planning.					



Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
R&S-CP 01 Deliver Risk and Safety / Civil Contingencies Service Plan to support Council Plan.	31-Mar-2028	Service Lead - Risk and Safety	25%	On track	14-Oct-2025 We continue to work towards actions as outlined in our Risk, Safety, Business Continuity and Civil Contingencies service plan.
Target					
Services demonstrating a reduction of incidents / accidents/ EL, PL claims / motor and property losses. Services evidencing the management of operational risk. Services well trained and prepared to respond to major incidents. Services maintaining robust Civil Contingencies and Business Continuity Plans which are tested regularly.					
How will you measure progress?					
A corporate reduction of incidents / accidents / property and motor losses therefore reducing risk to service users / employees as well as decreasing financial burden on Council of claims and premiums. Services evidencing the management of operational risk and ability to respond to major incidents or service disruption.					

Action	Timescale	Portfolio Owners	Progress	Status	Latest Note
TR-CP 03 Procure and implement a new telephony system based on Service specifications to meet needs of internal and external stakeholders.	31-Dec-2025	Service Lead - Transformation	95%	On track	09-Oct-2025 Migration to Teams telephony nearing completion with more services now switched over to this. Withdrawal of Skype imminent so focus is on the remaining service areas.
Target					
Upgraded contact centre system. Replacement system for Skype for Business implemented before Summer 2025.					
How will you measure progress?					
Multi-channel efficient model to contact the Council. A consolidated public contact strategy.					

