

South Ayrshire Council

Report by Director of Communities and Transformation
to Service and Partnerships Performance Panel
of 10 March 2026

Subject: Shaping Our Future Council

1. Purpose

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

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the update on transformation activity including the ‘*Shaping Our Future Council*’ Dashboard Report at Appendix 1i; the Portfolio On A Page Appendix 1ii; Portfolio Programme Plan 1iii; Portfolio Risk Register 1iv, and Benefits Report at Appendix 1v;

2.1.2 notes the mechanisms and measures that have been introduced to enhance stakeholder and community engagement including the Transformation and Communications Approach at Appendix 2; and;

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

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3. Background

- 3.1 The Council's commitment to '*Shaping Our Future Council*' (SOFC) was agreed in April 2024. Projects within the SOFC portfolio of transformation work are approved by the Transformation Board in line with established governance protocols and reflect the Council's agreed priority areas for transformation (our workforce; our technology; our assets and our delivery model).
- 3.2 In its 2024/25 Best Value thematic management report, Audit Scotland described significant progress by South Ayrshire Council in establishing stronger strategic leadership and governance but did not identify evidence of meaningfully involving residents or communities in shaping transformation work.
- 3.3 At a meeting of the Service, Partnerships and Performance Panel (SPPP) in September 2025, elected members recognised the complexity and breadth of organisational change required and recommended that the SOFC portfolio be extended from 3 to 5 years to allow sufficient time for planning and implementation of projects. This was agreed by Cabinet on 28th October 2025. The Cabinet also noted the re-focus of the transformation programme: prioritising initiatives that realise significant savings/ income generation and support the Council's short to medium term budget strategy.
- 3.4 Quarterly portfolio dashboard reports to the Transformation Board provide updates on progress against delivery expectations and highlight issues for escalation and actioning. The Programme Plan and Portfolio Risk Registers are reviewed quarterly by the Transformation Board. Risk escalation arrangements are in place to the Council's Strategic Risk Register. The latest version of the dashboard reports considered by the Transformation Board on 17th February 2026 are attached within Appendix 1.
- 3.5 Since the SOFC portfolio was established, 8 projects have completed, 8 have Business Cases approved and have moved into implementation and 9 are in development (as highlighted in Appendix 1ii). Following decisions made at the Transformation Board on 17th February, the portfolio RAG status is now amber. Pending further change approvals and activity over the next quarter, the portfolio is expected to return to green.
- 3.6 The Benefits Realisation Plan (BRP) has been in place since 1st May 2024. It sets out the process and roles and responsibilities for tracking and reporting benefits realised from project delivery. Benefits are categorised in the BRP as being cashable (productivity gain, income generation or rationalisation) and non-cashable (qualitative being a defined service or delivery improvement and quantitative being a measurable increase in service delivery). Benefits realisation is reported on quarterly and the most recent Benefits Report, considered by the Transformation Board in December 2025, is contained within Appendix 1v.
- 3.7 Benefits reporting includes the impacts on individuals, groups and local communities that incur through the delivery of the transformation initiatives. Each project considers the requirement for an Integrated Impact Assessment (IIA) - undertaken at project inception and reviewed at project closure and evaluation stage. This is referred to in Appendix 1v; under the Community tab.

3.8 Transformation proposals are influenced by the priorities of our communities which are set out in our Council Plans and other strategies. This year, the annual public Budget Consultation included an interactive budget builder tool, enabling residents to directly propose areas of priority. Responses from this will shape activities on the Council's transformation programme. Examples of community engagement in the development of specific projects are included below:

- *Solar Farm* – Extensive community engagement took place during the development of a community led solar PV scheme, including three educational establishments in North Ayr. Public consultation is undertaken as a statutory condition of the planning process.
- *Community Venues* - Consultations with communities took place during the development and delivery of the Community Venues project, including with user groups and trustees. The outputs from the consultations shaped the transfer arrangements supporting community or trustee ownership. Engagement was taken forward jointly by officers from the Council's Asset Management and Thriving Communities services.
- *Golf Advertising and Sponsorship* – Development and implementation of the South Ayrshire Golf Strategy has involved engagement with golf clubs, national bodies, customers, communities and industry partners. Proposals refer to a range of actions to strengthen the financial sustainability of Golf South Ayrshire and include commercialisation and increasing income from golf.
- *Pop-Up Licence Scheme* - Public facing communications were issued on the council's media platforms updating community groups across South Ayrshire on proposals.
- *Service Re-design* – A core team within the service undertakes user research and co-design with, and not for, people. Based on the deliverables of the specific service, it includes representation from internal and external customers and suppliers. 12 Council services are currently undertaking Service Re-design using the updated co-design framework.
- *Scotland Excel Procurement Review* – 'Meet the Buyer' events have supported and strengthened relationships with local suppliers.
- *Our technology projects* - A public survey on skills and expectations around digital services will be issued to South Ayrshire residents in March 2026. Feedback will further shape service development and ensure we can target appropriate support for digital access and learning in local communities.
- *Visitor Levy* - A public consultation was launched in spring 2025 to gather views from residents, visitors, and accommodation providers on whether a Visitor Levy should be introduced. Following consideration of the feedback received, plans to implement a levy in South Ayrshire are on hold.

3.9 In October 2025, following a presentation to the Community Planning Partnership, guidance on the Transformation Fund was updated to reflect opportunities for co-designed projects with community partners. This builds on the localities work currently being taken forward by the Council. A further session scheduled for 27th March 2026 titled '*Delivering Public Service Reform Through a Locality Approach*', will provide an opportunity for strategic and practical discussion on how the Council and its partners can collectively strengthen our contribution to shared health and wellbeing outcomes, with the overall aim of more integrated public service delivery.

3.10 The Transformation Communications Approach at Appendix 2 was reviewed in February 2026 and reflects the Councils updated approach to stakeholder engagement. A number of communication methods to maximise reach and engagement with staff have been introduced including:

- Project Pitch – Implemented by the Chief Executive via a series of staff blogs, staff are invited to propose their own ideas for how the Council can transform. Pitches are then considered by the Transformation Board.
- SharePoint is being used as a central platform to promote transformation projects and keep staff informed through updates, documentation and progress information.
- Corporate communications channels such as Viva Engage are utilised
- Workshops and engagement sessions are held with Services to gather requirements and prepare teams for change.
- Senior Responsible Officers and Service Leads leading on transformation work meet regularly with Trade Union representatives
- Targeted communications are delivered to services affected by major digital programmes such as telephony, SharePoint, automation and system replacements.
- Programme artefacts are reviewed regularly to ensure all communication requirements for projects are captured, including the recent introduction of a Project Stakeholder Map
- Engagement with senior leaders on potential transformation, redesign and improvement activities is ongoing.

4. Proposals

4.1 The Panel is asked to note the update on the Councils transformation activity including the '*Shaping Our Future Council*' Dashboard Report at Appendix 1i; the updated Portfolio On A Page Appendix 1ii; Portfolio Programme Plan 1iii; Portfolio Risk Register 1iv, and Benefits Report at Appendix 1v.

4.2 Since the Best Value thematic audit report on Transformation was published in March 2025, engagement and reporting mechanisms have been introduced to enable the Council to consider the impact on communities in the planning and implementation of transformation initiatives and to enhance community and stakeholder engagement in the development of projects, including the revised Transformation and Communications Approach at Appendix 2. Panel members are asked to note this activity as detailed in the report.

4.3 Panel are asked to note that the next update on *Shaping Our Future Council* will be presented to Service, Partnerships and Performance Panel in September 2026, in line with the agreed scrutiny and reporting arrangements.

5. Legal and Procurement Implications

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

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

6. Financial Implications

6.1 In March 2024, the opening balance of the Transformation Fund was £5.053m. Since then, £1,434,065 has been committed from the Fund, with the following projects having funding in place:

- Early Payment Discount Scheme;
- Property Maintenance Process Improvement;
- Talentlink (Recruitment Process Improvement);
- Shared Drive to SharePoint (Records Management);
- Digital Training Suite;
- Data Analytics and Data Maturity
- Solar Farm (Phase 2);
- Process Automation;
- Digital Skills Programme;
- Business Support Model;
- Scotland Excel Procurement Review

6.2 Fund allocation also incorporates the Transformation Partner Discovery work and South Ayrshire Council's contribution towards the SOLACE/ Improvement Service national Transformation Programme.

6.3 Changes agreed at the most recent Transformation Board where there is an impact on the balance of the Transformation Fund will be reflected in the next update.

6.4 The value of the SOFC portfolio as at the date of the last Benefits report (17th December 2025) is projected at £37,037,089. Projects approved since that date will have benefits proposals incorporated within the next reporting period. £36,574,645 is from transformation projects and £462,444 from wider Council change initiatives. This includes the Solar Farm which proposes £35,100,000 in income generation over a 25-year period. £783,610 (savings and income generation) have been realised as of 17th December 2025.

6.5 The Council is taking a number of other measures across services in the short term to deliver a balanced budget.

7. Human Resources Implications

7.1 Not applicable to this report.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 A Programme Risk register is in place for the Transformation Portfolio and Risk Registers in place for all transformation projects. Risks are managed in accordance with the Risk Management Strategy.

8.1.2 A strategic risk has been added in the Corporate Risk Register for Transformation. Reporting is provided quarterly via the established CRR process.

8.2 *Risk Implications of Rejecting the Recommendations*

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

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

9. Integrated Impact Assessment (incorporating Equalities)

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

10. Sustainable Development Implications

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

11. Options Appraisal

11.1 An options appraisal is not required for these proposals.

11.2 Individual transformation projects are approved on the basis of a satisfactory Business Case which includes the undertaking of an options appraisal, prior to proposing a preferred delivery option.

12. Link to Council Plan

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

13. Link to Shaping Our Future Council Yes No

13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our technology; our assets; our delivery model and will deliver cashable, qualitative and quantitative benefits.

14. Results of Consultation

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

14.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Corporate and Strategic, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Director – 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 report ' <i>Shaping Our Future Council</i> ' to Service and Partnerships Performance Panel	30 September 2026	Assistant Director – Transformation

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

Report to Service, Partnerships and Performance Panel of 16th September 2026 – Shaping Our Future Council

Report to Cabinet of 28th October 2025 – Shaping Our Future Council

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Date: 20th February 2026

PORTFOLIO DASHBOARD – TRANSFORMATION

SERVICE LEAD: STEWART MCCALL

REPORTING PERIOD: DECEMBER 2025 – FEBRUARY 2026

Appendix 1i

PORTFOLIO HIGHLIGHTS THIS PERIOD

Our Workforce

- **Service Review and Service Redesign:** delivery activity paused. Closure report submitted to this Board. Move to quarterly BAU-style reporting via the Transformation Board (PMO).
- **Digital Skills Programme:** Project Lead recruitment underway targeting a 1 April 2026 start.
- **Our Future Workforce:** draft workforce plan shared, broad themes endorsed, but finalisation dependent on budget outcomes. Business Case now expected Q2 2026.

Our Technology

- **Telephony Platform:** all staff migrated on-time by 31 October 2025. Legacy equipment decommissioning delayed due to external dependencies. Moving to close.
- **Share Drive to SharePoint:** progress impacted by staff turnover. Change request submitted for additional funding to complete retention labelling and realise benefits.
- **Social Care Replacement System (SCRS):** tender evaluation completed.
- **Customer Contact:** progress dependent on a prerequisite Staff and Community Hub (SCH) Technology Business Case.

Our Assets

- **Solar Farm – Phase 2:** legal, procurement and financial modelling progressed. Council paper delayed from December to February 2026, triggering re-baselining.
- **Fleet Management and Maintenance:** maintenance requirement review completed, information shared/engagement underway with ARA.
- **Funeral Director Service:** Business Case development delayed due to competing priorities of the Lead service.

Our Delivery Model

- **Early Payment Discount Scheme (EPDS):** very low supplier uptake. Change request submitted to close the project. Any residual benefits to be pursued via the Credit Card project.
- **Process Automation:** contractual and supplier issues continue. Change request submitted to close project and transfer benefits to Customer Contact.
- **Business Support Model:** Project implementation underway following January Cabinet meeting. Onboarding with Service Leads progressing regarding scope of Phase 1.
- **Finance Transformation – Credit Cards:** Business Case development ongoing. Progress dependent on RBS product roadmap and Oracle Fusion integration decisions.

KEY ACTIVITY NEXT PERIOD

- Progress projects with approved Business Case; continue development of new proposals.
- Develop the Staff and Community Hub (SCH) Technology Business Case.

	TIME	COSTS	RESOURCE	BENEFITS
PORTFOLIO HEALTH	Portfolio delivery is behind plan, driven by budget, procurement and dependency constraints	Financial pressures exist but are understood, governed and partially mitigated	Capacity and capability constraints are impacting pace but corrective actions are in progress	Benefits remain achievable, though confidence is reduced by delays and dependency risks

PORTFOLIO PROGRAMME PLAN

Summary: the transformation portfolio remains broadly stable, with active management of scope, benefits and prioritisation. Progress has been made in closing or transitioning work into BAU, while several programmes continue to experience delay due to budget, procurement and resource constraints. A clearer focus on realistic benefits and value for money is now evident across the portfolio.

Projects not reporting GREEN RAG status and impacting overall Portfolio Health:

- **Service Redesign:** AMBER Time, Resource, Benefits.
- **Share Drive to SharePoint:** RED on Time, Cost and Resource.
- **Social Care Replacement:** RED on Time.
- **Talentlink:** RED on Time.
- **Solar Farm:** RED on Time, Cost.
- **Funeral Director Service:** RED on Time.
- **Early Payment Discount Scheme (EPDS):** RED on Time and Benefits.
- **Process Automation:** RED on Time, Cost, Resource and Benefits.

Project-level mitigations in place with return-to-green plans. See individual Priority Area reports for the detail on these.

PORTFOLIO FEASIBILITY WORK

- Golf Advertising has progressed to a Project Brief – on February agenda for Board consideration.
- No change in other feasibility work.

PORTFOLIO ISSUES AND RISKS

- **Risk totals:** 9 open risks in Portfolio Risk Register, a decrease in 1 since last report.
- **Risk source:** 7 Portfolio, 2 Projects.
- **Risk rating:** Low 3 (up 2), Medium 4 (down 3), High 2 (unchanged).
- **High risks:** Solar Farm (15); Digital Skills Programme (12).
- **Mitigations:** in place and Risk Rating reviewed, at a minimum, on a monthly basis.

TRANSFORMATION BOARD CONSIDERATIONS

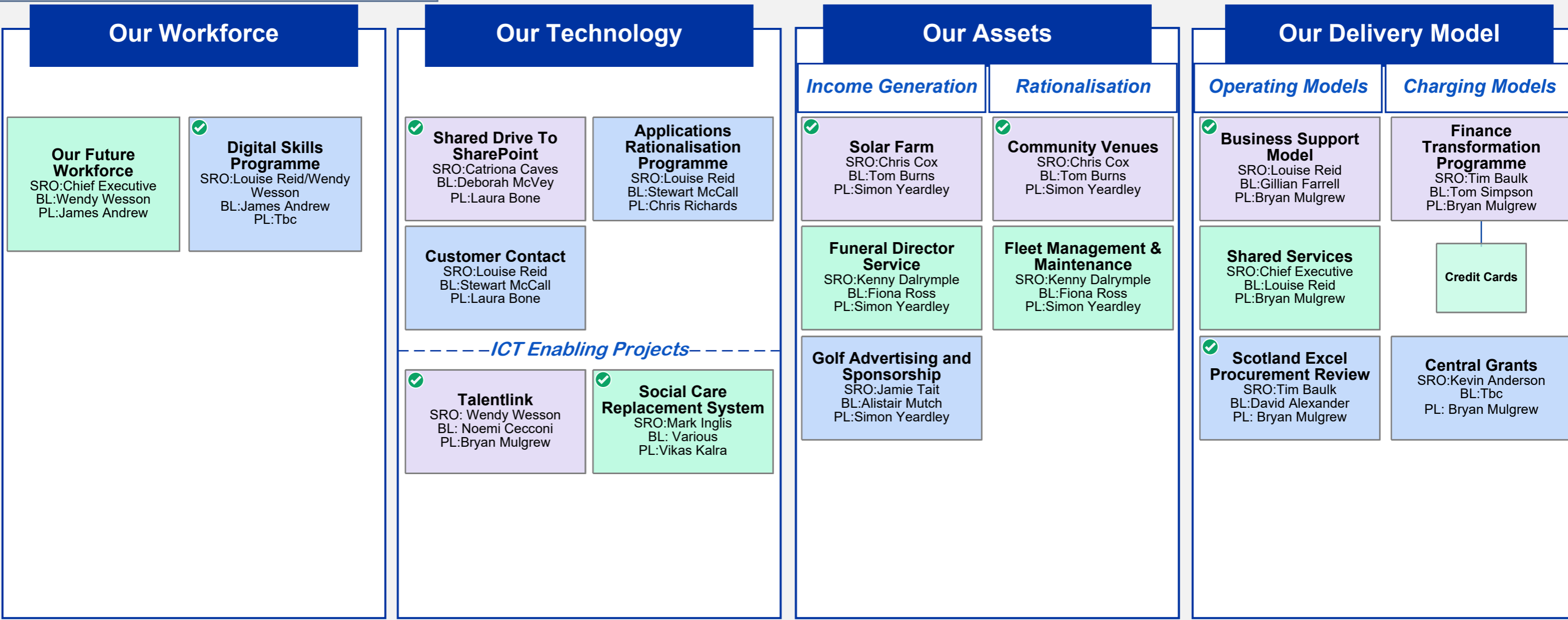
- Consider change requests and mitigation actions for red risks.

Shaping Our Future Council

Transformation Portfolio

2024 - 2029

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



Feasibility Activity

- Asset Challenge & Review (Operational and Community) [Chris Cox]
- Overtime Review [Wendy Wesson]
- Renewable Energy Generation [Chris Cox]
- Spend to Save on Energy Plant [Chris Cox]

Completed/Benefits Realisation

- Digital Training Suite [Louise Reid]
- Netcall Upgrade [Louise Reid]
- Technology Roadmap & ICT Investment [Louise Reid]
- Property Maintenance Process Improvement [Kenny Dalrymple]
- Pop-Up Licence Scheme [Chris Cox]
- HRA/CRA Recharging [Tim Baulk]
- Service Review and Service Redesign [Chief Executive]
- Telephony Platform [Louise Reid]

ID	Task Name	Start	Finish	% Complete	Timeline																					
					2024				2025				2026				2027				2028				2029	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
0	Transformation Programme Plan	Wed 01/05/24	Fri 30/03/29	30%	[Gantt bar from Q1 2024 to Q2 2029]																					
42	Talentlink	Wed 01/05/24	Fri 24/04/26	80%	[Gantt bar from Q1 2024 to Q2 2026]																					
43	Business Case Approval (Transformation Board)	Wed 01/05/24	Wed 01/05/24	100%	◆ 01 May '24																					
44	Project Resource Recruitment	Thu 02/05/24	Mon 14/10/24	100%	[Gantt bar from Q1 2024 to Q4 2024]																					
45	Project Delivery	Fri 25/10/24	Fri 13/02/26	85%	[Gantt bar from Q4 2024 to Q1 2026]																					
46	Closure	Mon 16/02/26	Fri 24/04/26	0%	[Gantt bar from Q1 2026 to Q2 2026]																					
47	Shared Drive to SharePoint	Wed 01/05/24	Fri 26/06/26	77%	[Gantt bar from Q1 2024 to Q2 2026]																					
48	Business Case Approval (Transformation Board)	Wed 01/05/24	Wed 01/05/24	100%	◆ 01 May '24																					
49	Vacancy Management Process to appoint resources	Thu 02/05/24	Mon 26/05/25	100%	[Gantt bar from Q1 2024 to Q2 2025]																					
50	Project Resource Start Date	Tue 27/05/25	Tue 27/05/25	100%	◆ 27 May '25																					
51	Project Delivery	Wed 28/05/25	Tue 26/05/26	60%	[Gantt bar from Q2 2025 to Q1 2026]																					
52	Project Close	Wed 27/05/26	Fri 26/06/26	0%	◆ 26 Jun '26																					
31	Telephony Platform	Wed 21/08/24	Tue 17/02/26	100%	[Gantt bar from Q3 2024 to Q2 2026]																					
66	Finance Transformation Programme - Credit Cards	Wed 21/08/24	Fri 01/05/26	50%	[Gantt bar from Q3 2024 to Q1 2026]																					
67	Project Brief Approval (Transformation Board)	Wed 21/08/24	Wed 21/08/24	100%	◆ 21 Aug '24																					
68	Business Case Review (Transformation Board)	Fri 01/05/26	Fri 01/05/26	0%	◆ 01 May '26																					
73	Service Review and Service Redesign	Wed 21/08/24	Tue 17/02/26	100%	[Gantt bar from Q3 2024 to Q2 2026]																					
7	Community Venues	Wed 28/08/24	Fri 07/07/28	30%	[Gantt bar from Q3 2024 to Q2 2028]																					
8	Project Brief Approval (Transformation Board)	Wed 28/08/24	Wed 28/08/24	100%	◆ 28 Aug '24																					
9	Business Case Approval (Transformation Board)	Tue 25/02/25	Wed 26/02/25	100%	◆ 26 Feb '25																					
10	Cabinet Approval	Wed 16/04/25	Wed 16/04/25	100%	◆ 16 Apr '25																					
11	Project Delivery - Lease Transfers	Wed 09/07/25	Wed 31/05/28	30%	[Gantt bar from Q2 2025 to Q2 2028]																					
12	Present Closure Report to Transformation Board	Fri 07/07/28	Fri 07/07/28	0%	◆ 07 Jul '28																					
53	Business Support Model	Wed 28/08/24	Wed 31/03/27	14%	[Gantt bar from Q3 2024 to Q1 2027]																					
54	Project Brief Approval (Transformation Board)	Wed 28/08/24	Wed 28/08/24	100%	◆ 28 Aug '24																					
55	Options Appraisal Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%	[Gantt bar from Q2 2025 to Q2 2025]																					
56	Business Case Approval (Transformation Board)	Wed 17/12/25	Wed 17/12/25	100%	◆ 17 Dec '25																					
57	Appointment of Business Support Coordinator	Wed 21/01/26	Tue 31/03/26	80%	◆ 31 Mar '26																					
58	Service Implementation and Embeddment	Wed 01/04/26	Thu 24/12/26	0%	[Gantt bar from Q1 2026 to Q4 2026]																					
59	Project Close	Mon 04/01/27	Wed 31/03/27	0%	◆ 31 Mar '27																					
13	Solar Farm (Phase 2)	Thu 12/12/24	Fri 01/05/26	99%	[Gantt bar from Q4 2024 to Q1 2026]																					
14	Cabinet Approval	Thu 12/12/24	Thu 12/12/24	100%	◆ 12 Dec '24																					

Project: Transformation Program
Date: Wed 18/02/26

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Start	Finish	% Complete	Timeline																					
					2024				2025				2026				2027				2028				2029	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
16	Project Delivery	Mon 06/01/25	Wed 31/12/25	100%																						
15	Business Case Approval (Transformation Board)	Tue 25/02/25	Tue 25/02/25	100%																						
17	Present Phase 2 Outcome Report to Cabinet	Thu 19/02/26	Thu 19/02/26	0%																						
18	Present Phase 2 Report to Transformation Board	Fri 01/05/26	Fri 01/05/26	0%																						
1	Our Future Workforce	Tue 25/02/25	Fri 17/07/26	33%																						
2	Project Brief Approval (Transformation Board)	Tue 25/02/25	Tue 25/02/25	100%																						
3	Development of Strategic Workforce Plan	Wed 26/02/25	Wed 03/12/25	54%																						
4	Approval of Workforce Plan 2026 onwards (Transformation Board)	Wed 17/12/25	Wed 17/12/25	0%																						
5	Approval of Workforce Plan 2026 onwards (Council/Cabinet)	Tue 20/01/26	Tue 20/01/26	0%																						
6	Phase 2- action/implementation plan based on approved WFP	Wed 21/01/26	Fri 17/07/26	0%																						
24	Social Care Replacement System	Fri 04/07/25	Mon 31/01/28	9%																						
25	Integrated Joint Board Approval	Fri 04/07/25	Mon 07/07/25	100%																						
26	Business Case Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																						
27	Procurement Exercise	Mon 07/07/25	Tue 30/09/25	80%																						
28	Contract Award	Mon 16/02/26	Fri 27/02/26	0%																						
29	Project Delivery	Mon 02/03/26	Thu 30/09/27	0%																						
30	Transition and Close	Fri 01/10/27	Mon 31/01/28	0%																						
36	Funeral Director Service	Fri 04/07/25	Mon 12/07/27	0%																						
37	Project Brief Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																						
38	Business Case Review (Transformation Board)	Tue 17/02/26	Tue 17/02/26	0%																						
39	Procurement Exercise	Wed 18/02/26	Tue 01/09/26	0%																						
40	Project Delivery	Wed 02/09/26	Thu 03/06/27	0%																						
41	Project Closure	Fri 04/06/27	Mon 12/07/27	0%																						
69	Central Grants	Fri 04/07/25	Thu 06/05/27	0%																						
70	Project Brief Approval (Transformation Board)	Fri 04/07/25	Fri 04/07/25	100%																						
71	Business Case Review (Transformation Board)	Fri 01/05/26	Mon 04/05/26	0%																						
72	Project Delivery	Mon 04/05/26	Thu 06/05/27	0%																						
19	Scotland Excel Procurement Review	Thu 28/08/25	Fri 01/10/27	20%																						
20	Project Brief Approval (Transformation Board)	Thu 28/08/25	Thu 28/08/25	100%																						
21	Business Case Approval (Transformation Board)	Tue 21/10/25	Tue 21/10/25	100%																						
22	Savings Programme Execution	Wed 29/10/25	Tue 31/08/27	20%																						

Project: Transformation Program Date: Wed 18/02/26	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



Shaping Our Future Council

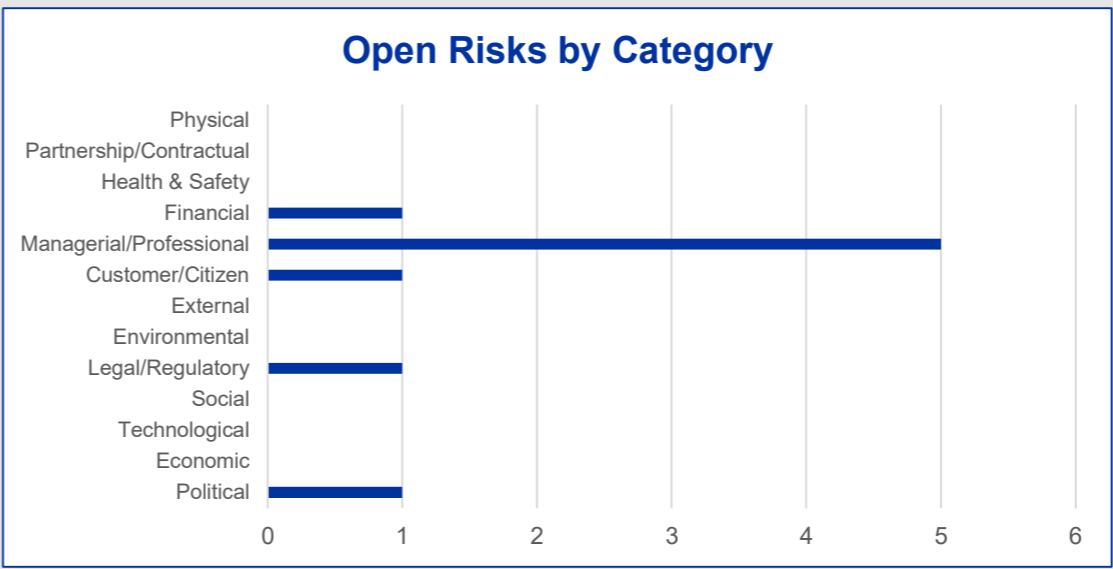
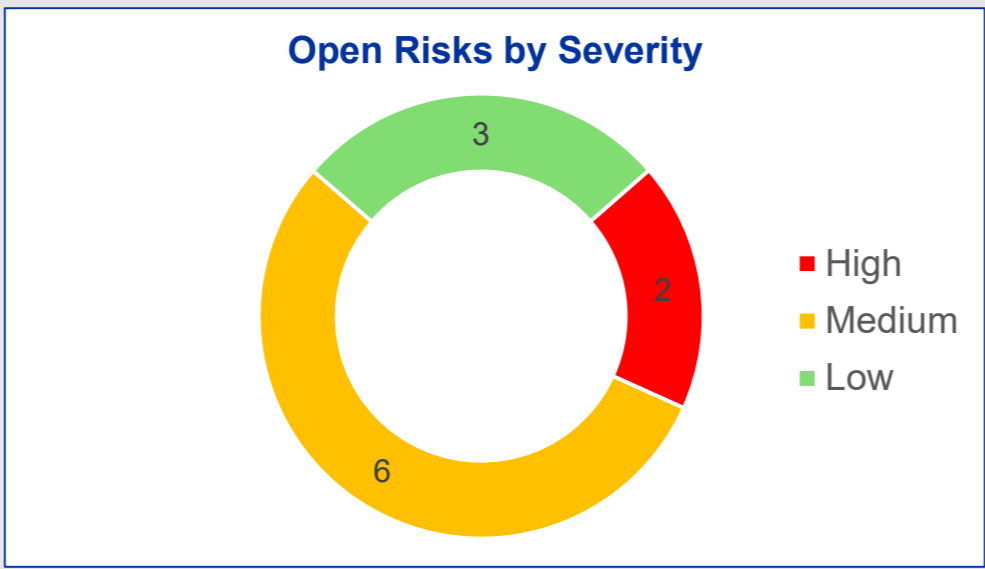
Transformation Portfolio

Risk Register



No. of Open Risks
9

No. of Closed Risks
8

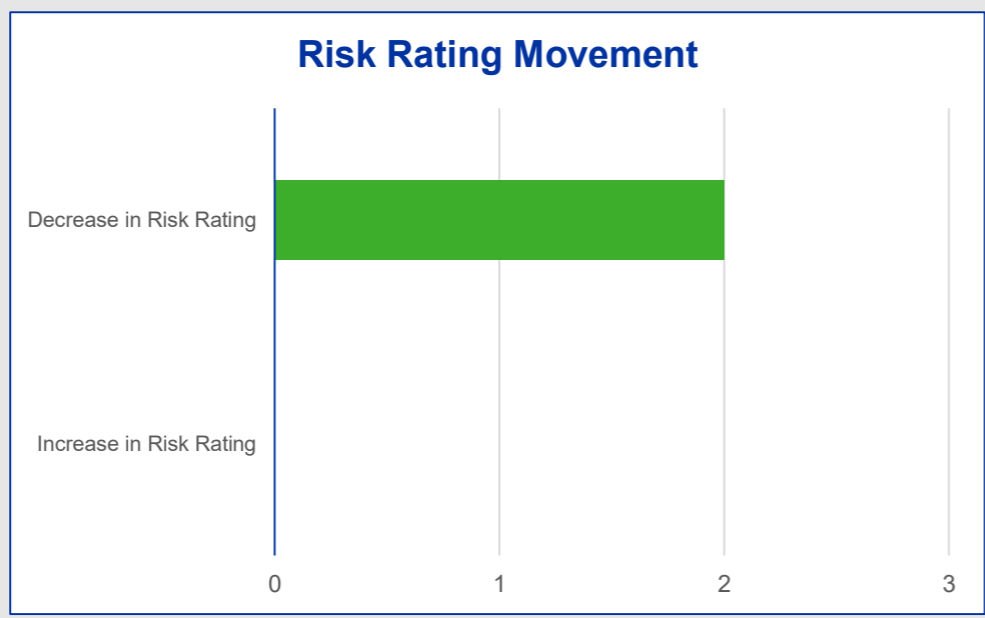


This Quarter

New Risks
2

No Change
5

Closed Risks
3



PMO Summary

Since the last report in December 2025, there are now 9 risks at the Portfolio level as 3 risks have been closed and 2 new project risks (Solar Farm and Digital Skills Programme) have been escalated to the portfolio risk register as their ratings have exceeded the threshold. 2 risks have reduced in rating due to ongoing, successful mitigations, specifically around positive engagement with Elected Members and Senior Management.

Overall, the portfolio risk exposure has decreased this period from 7.7. to 6.6, with the portfolio risk level remaining at **medium**.

RAG	Scoring	Risk Rating
Red	12 - 25	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 Issue

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.

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...")	Likelihood	Impact	Rating (count)	Risk Management (dropdown)	Mitigating Actions(s)	Actionee	Latest Update (Please include dd/mm/yy: ahead of update)	Last Review Date	Target Risk Closure Date	Movement since last review	Issue ID	Actual Date Closed
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	22/01/26 Increased number of posts on the Council's Viva Engage platform updating staff on key transformation activities. This activity will continue with Coordinators now starting to post on their projects. PMO is updating staff facing Transformation Sharepoint pages. 27/11/25 Communication and engagement frequency has increased. Regular COSO meetings initiated by Chief Exec and calendar of meetings in place. Transformation projects continue to progress and include engagement with services and staff impacted by project delivery.	22-Jan-26	31-Mar-27	No Change		
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	2	3	6	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	22/01/26 No change 27/11/25 Elongated timescales for procurement continue to impact BAU and transformation projects. No other risks/ issues currently identified in connection with this risk, however realisation that significant changes to corporate systems, staffing or operating models will require corporate support to deliver.	22-Jan-26	31-Mar-27	No Change		
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	22/01/26 No change 25/11/25 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. Transformation Delivery Group is attended by wide range of services and stakeholders. All CO's attend the Transformation Board. Comms support being actively provided to support transformation work.	22-Jan-26	31-Mar-27	No Change		
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	Transformation Fund available to seed fund transformation activity and can be used for SME/ consultancy support if required.	Assistant Director - Transformation	22/01/26 No change 27/11/25 Projects are actively bidding for funding for additional capabilities where required to deliver against project objectives. This includes projects such as the Solar Farm, Scotland excel procurement work and digital skills programme delivery.	22-Jan-26	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 Member's Briefings. Regular reporting to Cabinet and Panels.	Council Leader and Portfolio Holders/ CLT	22/01/26 Engagement with Elected Members continues, most recently with a Members Briefing on Business Support 27/11/25 Transformation activity is progressing in line with Council and Cabinet commitments and approvals. Regular meetings with portfolio holders ongoing.	22-Jan-26	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.	1	3	3	Treat	Consider what additional resource can be used to support Information Governance to minimise impact on project delivery and benefit realisation.	Service Lead - Transformation	22/01/26 Transformation activities being prioritised reducing impact of this risk. Internal options still being considered/progressed and option of bringing external support in looking unlikely 27/11/25 Engagement with HEFESTIS paused for now to allow other internal options to be considered to address and manage backlog. Information Governance are now prioritising transformation-related DPIA's, minimising the timeline impact on these projects. Likelihood reduced as a result of this change. 24/09/25 As discussed at the Transformation Board - a list of transformation projects requiring a DPIA have been shared with the Chief Governance officer and will be prioritised by the Information Governance service. 09/08/25 Engagement with HEFESTIS, a non-for-profit organisation that supports public bodies, on reducing the backlog and reviewing initial assessment process to streamline the DPIA process.	22-Jan-26	31-Mar-26	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, Depute Leader, Chief Exec and Deputy Chief Exec (and remits projects)	This may result in delays to delivery of transformation projects and realisation of benefits	1	3	3	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	22/01/26 New Chief Executive now on-board and transformation board and activities have continued at the same cadence with no negative impacts. Likelihood and impact reduced based on this. Future changes may have an impact so risk remains. 27/11/25 On-boarding with new Chief Executive and ongoing engagement with elected members.	22-Jan-26	31-Mar-27	Decrease		
R016	20-Jan-26	Project - Solar Farm	Simon Yeardeley	Asset Management	Financial	Phase 2 - Significant Project Underspend	There is a risk that a significant project underspend indicates that delivery is not progressing as planned, potentially resulting in delayed outcomes, deferred benefits, and increased financial and delivery risk in subsequent periods.	This is due to the significant underspend of the allocated Transformation Fund budget (less than 10% of the £350k budget has been spent) and the original closure (Dec 2025) date of this phase of the project has now passed.	This may result in other initiatives having inadequate funding allocation, and may result in a lack of trust in any future funding requests put forward for this project.	5	3	15	Treat	Thorough financial review of the project is required, and reasons for such a significant variation to the planned spend need to be understood. Spend forecast needs to be updated and any impact on future phases taken into account. Cabinet report on this phase was due for presentation in Dec-2025.	Tim Bauk/Chris Cox	20/01/26 - project risk exceeds escalation threshold and has been added to portfolio risk register for transformation board visibility and management. 17/02 - The outcome of Phase 2 of this project is expected to be presented to Council on the 19th Feb 2026 and it is expected this will outline the future financial requirements for the next phase, and how this will impact on remaining budget from the transformation fund. This risk is likely to then be reduced, or closed by the next reporting period.	22-Jan-26	31-Mar-26	New		
R017	22-Jan-26	Project - Digital Skills Programme	James Andrew	Chair of the Transformation Board/ Chief Executive	Managerial/Professional	Lack of engagement or buy-in from staff/ services	There is a risk that staff and services do not engage at the development or delivery stage of the Digital Skills Programme.	This is due to the fact engagement is not mandatory; services do not prioritise engagement with the programme; insufficient communications; lack of buy-in from senior leaders	This may result in a failure to deliver the objectives and benefits not being realised.	3	4	12	Treat	A Communications Plan will be developed as part of the project artefacts. Engagement will be sought at the Transformation Board and TDG at the earliest outset. Project Board membership widened to include cross-council representation. Trade unions will be engaged. Clarity on expectations from services will be provided.	Transformation Board	20/01/26 - project risk exceeds escalation threshold and has been added to portfolio risk register for transformation board visibility and management.	22-Jan-26	31-Mar-27	New		



SHAPING OUR FUTURE COUNCIL

Benefits Realisation Report

17th December 2025



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Prepared By: Portfolio Management Office

Prepared On: 25th November 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

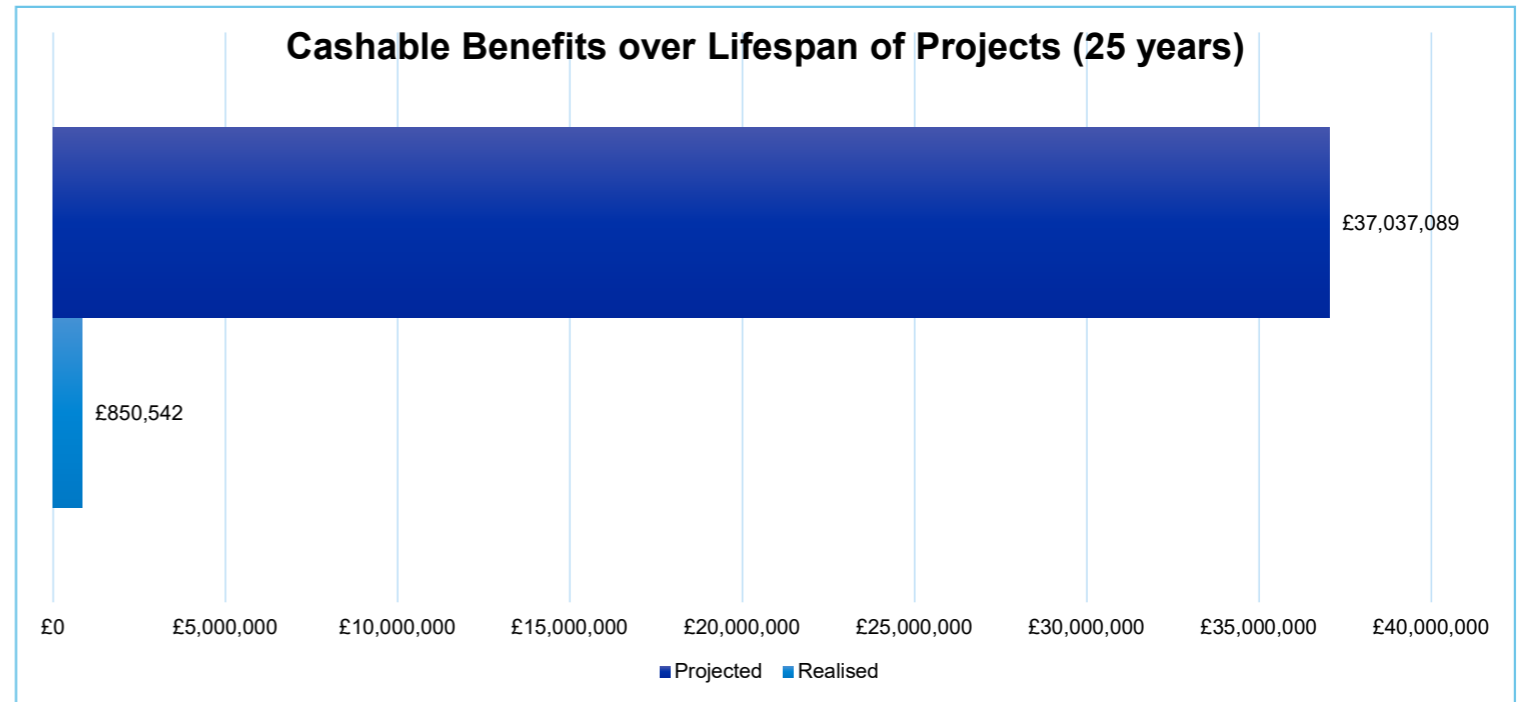
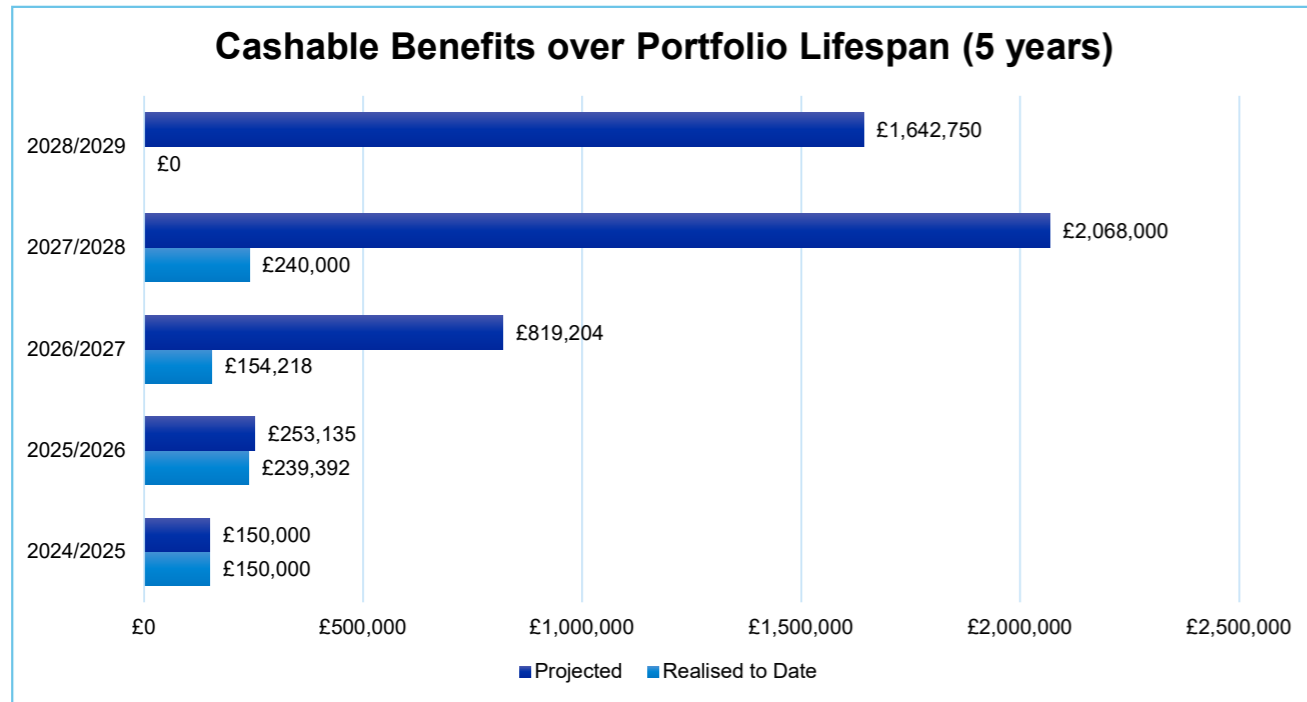
The work to realise the benefits begins and change begins being implemented. Some short term benefits, such as rationalisation (savings) may be tracked and monitored, or even realised at this point, other benefits may not be measured and realised until stage 4.

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



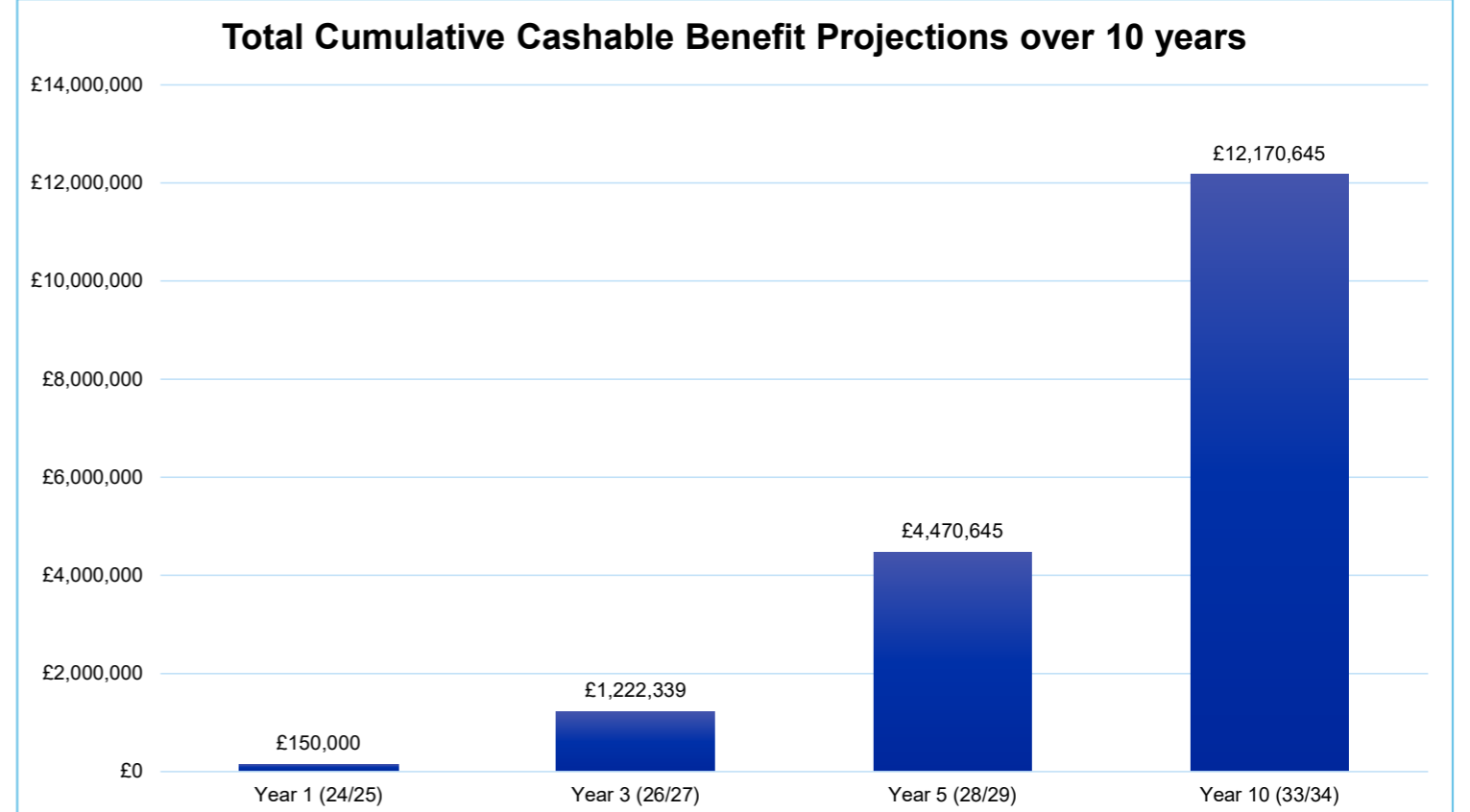
Since the last Benefits report was presented in August 2025, the Scotland Excel Procurement Review business case was approved by the Transformation Board in October 2025 which seeks to deliver financial savings as identified from the Council's current contracts and thereby increases the anticipated cashable benefits by £750,000. A number of further initiatives, also with anticipated financial benefits, will be seeking the Board's approval in December 2025, and early in 2026, and therefore expected to be captured in the next quarter's report.

The Transformation Board agreed to the de-scoping of the Private Property Maintenance and Factoring project from Shaping our Future Council. Following extensive work, it was concluded any financial savings expected from this would have to be attributed to the Housing Revenue Account (HRA), and could not then have an impact on the Council's general services budget. Deliver and projected cashable benefits have therefore been adjusted to reflect the de-scoping of this project.

The Solar Farm project, which remains likely to return the greatest financial value to the Council, will be concluding its feasibility phase early 2026, whereby the projected financial benefits will be revised and re-baselined, following the outputs from the feasibility studies.

As a result of the above changes, currently, the total projected cashable benefits over a 25 year period is £37,037,089, an increase of £608,223 compared to the September 2025 Report. The total realised value has not changed, but there is an increase in the benefits expected in 2026/2027. To reiterate the information from the last report, the realised value is as a result of direct savings taken as per the Administration's budget in 2025/2026, or as a result of project delivery.

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 Yeardeley	Community Venues	In Delivery	Chris Cox	To establish a more efficient community venues estate through a robust comprehensive review and definition of a more efficient operating model, with a specific focus on Ivy Cottage, Dailly Community Centre and Loudon Hall.	Cashable	Rationalisation	Budget reduction from a reduction of utilities and running costs for the period 2025-2026 for Ivy cottage	£16,293	Reduction of all utilities costs across identified community venues	Mar-26	£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	Mar-26	£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	Mar-26	£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	Mar-27	£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	Mar-27	£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	Mar-27	£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	Mar-27	£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	Mar-27	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	Credit Cards	Definition	Tim Bauk	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	Mar-27	£35,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£50,000	Target rebate based on 75% of suppliers signing up in year 2 with an implementation date of 1/4/26	Mar-28	£0	Realisation not started	
						Cashable	Income Generation	Additional rebate may be received with the introduction of this project to pay main suppliers via Credit Card rather than BACS payments	£64,750	Target rebate based on 100% of suppliers signing up in year 3 with an implementation date of 1/4/26	Mar-29	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	Early Payment Discount Scheme	In Delivery	Tim Bauk	To generate a new income/revenue stream for the Council through early payment of invoices to suppliers who have signed up to the EPDS	Cashable	Income Generation	Income from Early Payment Scheme - Year 1	£15,000	Income generated from paying invoices early	Mar-26	£15,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025. However, benefit delivery is at significant risk and decision is required by the Transformation Board on future of this project.
						Cashable	Income Generation	Income from Early Payment Scheme - Year 2	£30,000	Income generated from paying invoices early	Mar-27	£30,000	Fully Realised	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 3	£40,000	Income generated from paying invoices early	Mar-28	£40,000	Fully Realised	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 4	£50,000	Income generated from paying invoices early	Mar-29	£0	Realisation not started	
						Cashable	Income Generation	Income from Early Payment Scheme - Year 5	£60,000	Income generated from paying invoices early	Mar-30	£0	Realisation not started	
Our Delivery Model	Bryan Mulgrew	HRA/CRA Recharging	Mobilisation	Tim Bauk	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	Mar-28	£200,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
		Pop-Up Licence Scheme	In Delivery	Chris Cox	To introduce a new income scheme to the Council through the provision of a pop-up licence scheme for vendors.	Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 1 (2025 - 2026)	£2,000	Expected Income generation as per market value rates for vendor type.	Mar-26	£2,000	Fully Realised	Saving included in approved Administration Budget in Feb 2025.
						Cashable	Income Generation	Increase in income generation from vendor licensing scheme year 2 (2026 - 2027)	£6,000	Expected Income generation as per market value rates for vendor type.	Mar-27	£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 Yeardley	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.	Mar-25	£50,000	Fully Realised	
		Solar Farm	In Delivery	Chris Cox	A 3 phase approach to establishing a Council operated solar farm, with the current phase (2) reviewing feasibility of the identified sites before moving into implementation in phase 3.	Cashable	Income Generation	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	Mar-28	£0	Realisation not started	Figures are from phase 2 Business case and averaged across 25 year period. The actual returns are wholly dependent on output from current phase 2 project. Final costs and returns will be finalised early 2026 and reflective in the next report. Returns are wholly dependant on the uptake and engagement of off-takers.
			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	Mar-29	£0	Realisation not started		
			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	Mar-30	£0	Realisation not started		
			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	Mar-31	£0	Realisation not started		
			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	Mar-32	£0	Realisation not started		
			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	Mar-33	£0	Realisation not started		
			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	Mar-34	£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	Mar-26	£13,300	Fully Realised	
Our Delivery Model	Bryan Mulgrew	Scotland Excel Procurement Review	In Delivery	Tim Baulk	Scotland Excel to identify savings opportunities over a 2-year focused programme.	Cashable	Rationalisation	Reduction in spend on existing contracts.	£500,000	Total anticipated savings associated with existing contracts	Mar-27	£0	Realisation not started	
						Cashable	Rationalisation	Reduction in spend on existing contracts.	£250,000	Total anticipated savings associated with existing contracts	Mar-28	£0	Realisation not started	
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.	Jun-26	48 Bookings over 120 days	Partly Realised	
Our Workforce						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.	May-26	85%	Partly Realised	
Our Technology	Chris Richards	Netcall Upgrade	Complete - in benefits realisation	Louise Reid	To upgrade our current customer contact platform, Netcall Liberty, to a current supported version, enabling Omni-Channel modules and the ability to trial new customer communication features.	Non-Cashable	Qualitative	Improvement to system performance measured by reduction in Netcall support calls.	2	25% reduction in the average number of monthly calls logged	Dec-25	1	Partly Realised	
Our Assets	Simon Yeardley	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.	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.	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.	Nov-26	2%	Partly Realised	
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	May-26	0	Realisation not started	
						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.	Aug-26	0	Realisation not started	
						Non-Cashable	Qualitative	Improvement in hiring manager (user) satisfaction/experience.	Not Defined	Satisfaction Survey to be issued post-go live to measure and capture user feedback.	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 (incl. electricity, water/sewerage, business rates, waste, cleaning, resource)	£76,223	Reduction in maintenance and revenue costs through transfer of liability/ownership	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.	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%	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%	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%	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. Latest figure covers Apr - Nov 2025 and surpasses the projected value.	Mar-26	£33,850	Fully Realised
	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	Current saving generated from restructure and staff upskilling (Jan - June 2025)	Apr-26	£78,812.90	Fully Realised
	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	A reduction in fuel usage as a result of increased process and Service efficiency.	Unknown	Not initially identified, but this is the saving currently realised from reduction in fuel usage (Apr - Sep 2025), based on usage over the same period in 2024.	Apr-26	£10,405	Fully Realised
	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	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	Jul-26	£0	Realisation not started
Cashable				Rationalisation	Revenue saving through removal of maintenance costs.	£300	Removal of annual maintenance cost.	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	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, Dailly 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	Dailly 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 Dailly 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. Individual processes which are to be automated will be checked for their impact on this group	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. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Automating processing affecting those on low income can speed up decisions affecting benefits or other subsidy / discount. 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. Individual processes which are to be automated will be checked for their impact on this group	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Positive Impact	It is likely the project can deliver improvements within the Waste Management Service. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Cross-Cutting	Our Ageing Population	Positive Impact	Process automation will enable Services to become more efficient and productive in how they operate. Therefore, if demand for support increases, the technology will be able to cope with the demands and offer flexibility to respond to changing circumstances. All processes identified for automation will be appraised for their impact on this area	Currently Unknown
					Cross-Cutting	Rurality - impact on people living outwith an urban area	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. Individual process which are to be automated will be appraised for their impact on this area.	Currently Unknown
Our Assets	Solar Farm - phase 2 <i>(IIA 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	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which children, young people and the older generation rely.	Currently Unknown
					Equalities	Protected Characteristics - Disability	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services relied upon by those with a disability.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low Income / Income Poverty	Positive Impact	Reduction of budget deficit will reduce impact on council services for low income or income poverty.	Currently Unknown
					Equalities	Fairer Scotland Duty - Low and / or no wealth	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with low or no wealth.	Currently Unknown
					Equalities	Fairer Scotland Duty - Material Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services for those with material deprivation	Currently Unknown
					Equalities	Fairer Scotland Duty - Socio-economic background	Positive Impact	Reduction of budget deficit will reduce impact on council services across all socio-economic backgrounds	Currently Unknown
					Equalities	Fairer Scotland Duty -Area Deprivation	Positive Impact	Reduction of budget deficit will reduce impact on council services, potentially allowing for more investment in area deprivation services	Currently Unknown
					Environmental	Climate Change Mitigation - Greenhouse gas emissions	Positive Impact	This project will deliver renewable energy to high consumption businesses within South Ayrshire's Council's area. The project lifespan is 25 years, with options to renew and continue delivery post this date.	Currently Unknown
					Environmental	Sustainable Procurement / Sustainable resource use / circular economy / waste	Negative Impact	Solar panels involved in this development are not commonly a recyclable or reusable asset beyond their operational lifespan. This lifespan is however an estimated 25 years, within which time it is possible that alternative methods of recycling or reuse may be available. Routes exist for solar panel recycling including stripping of component parts, and separation and purification of key elements like silver, lead, copper, and silicon. These processes are not commercially viable at the moment, however as many materials are already in short supply, it is likely that more developed recycling processes will be available in future.	Currently Unknown
					Environmental	Climate Change Adaptation	Uncertain / not clear	The delivery stage of this plan will reduce tree shading and associated plant growth within the development area, however panels will reduce solar irradiance within the local area.	Currently Unknown
					Environmental	Just Transition, Green Jobs and Skills	Positive Impact	The delivery stage of this project will support green jobs to install the panels, as well as serving as an educational resource for local schools, colleges, and communities	Currently Unknown
					Environmental	Climate literacy, climate conversations and positive environmental behaviours	Positive Impact	Project has significant opportunity to engage schools, colleges, and local residents on the development and value of renewable energy within our society.	Currently Unknown
					Environmental	Biodiversity and ecological recovery, Soil and water health, Connecting people to nature (biodiversity duty, Edinburgh Declaration)	Negative Impact	The delivery phase of this plan will negatively impact biodiversity in the area. The Achincruive (glenburn) bog is an ex-mine head site and classed as landfill in terms of development potential. A full ecological survey will be carried out within the phase 2 feasibility alongside an SEA should the development go ahead.	Currently Unknown
Cross-Cutting	Our Ageing Population	Positive Impact	As this project should contribute significantly to reducing the Council's budget deficit, this will have a positive impact on other Council Services upon which the older generation rely.	Currently Unknown					
Cross-Cutting	Health and Wellbeing	Uncertain / not clear	There is scope to develop a portion of the wasteground that has been identified for recreational space. This will be assessed further once spatial plans have been developed	Currently Unknown					

Appendix 2



SHAPING OUR FUTURE COUNCIL

Transformation Portfolio

COMMUNICATIONS APPROACH

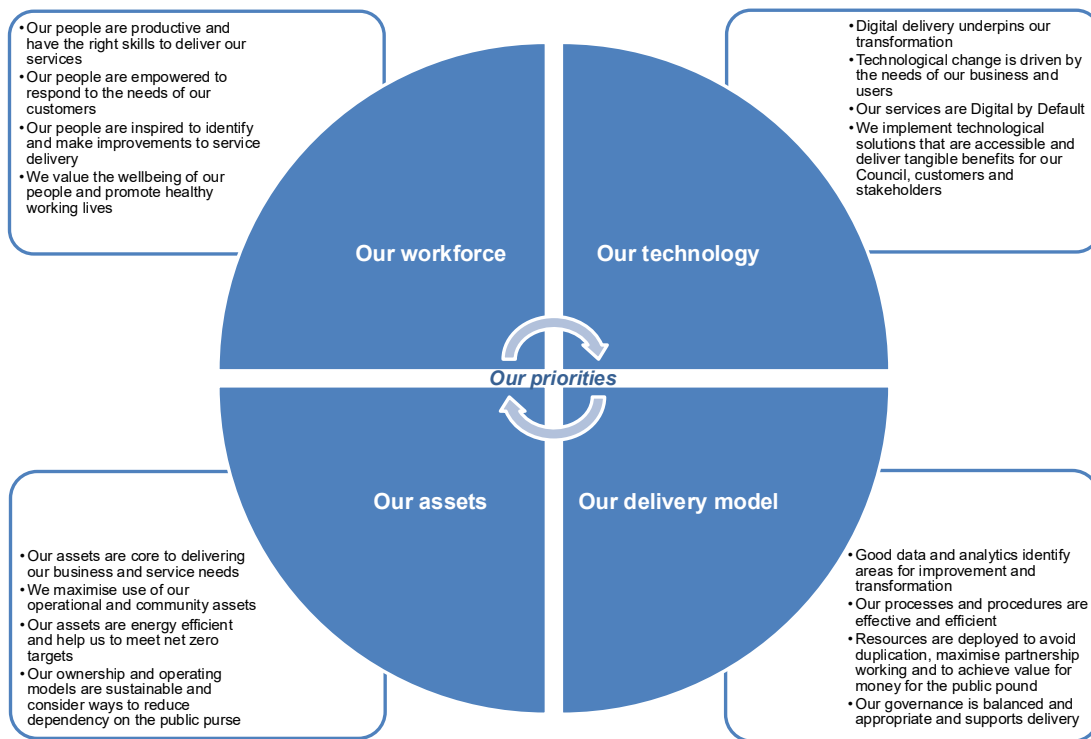
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Next Review Date: February 2027

1. Background

In March 2024, South Ayrshire Council approved proposals to transform at the pace required to ensure its future sustainability. The proposals, known as Shaping Our Future Council, look to transform our services by:

- Enhancing our leadership and management capacity to achieve the change required;
- Continuing the development of the Council’s corporate self-evaluation approach;
- Establishing a Transformation Board comprising all Chief Officers, chaired by the Chief Executive
- Establishing a Transformation Fund to support new change and transformation activity; and
- Focussing on our four priority areas to drive the changes to the services we deliver: Our Workforce; Our Technology; Our Assets and; Our Delivery Model



“Shaping Our Future Council”

2. Core strategic message

Shaping Our Future Council is the Council’s strategic approach to achieving the changes required to transform at the pace required to ensure its future sustainability.

Shaping Our Future Council recognises we will have to do things differently. The demand for our services is increasing, improvements need to be made and our funding to do this is reducing.

Only through Shaping Our Future Council can we develop the right skills and capabilities to create an organisation and services that are fit for the future, improving outcomes for our citizens, communities and staff.

2.1 Key messages

In addition to the core strategic message, the following key messages will be shared when communicating and engaging with staff, stakeholders and our communities:

- Budget Gap is real – we need to develop and maintain an affordable and sustainable position.
- The shape of the organisation will change.
- We will deliver fewer services in the future.
- This will have an impact on staff.
- There will be less people working in the organisation.
- We will strive to enhance service quality and improve outcomes within available resources.
- We will keep the public, staff and partners informed of decisions and will consult when appropriate.

3. Purpose and key principles

Engagement and communication underpin the Council's transformation journey and this document sets out our strategy for communicating and engaging with staff, stakeholders and our communities on the changes to our services, how we will deliver them and the impact of those changes.

Getting our communications right is key to ensuring the right changes are made and that staff and stakeholders are informed and engaged with the change process. Strong communication is also essential to keep all stakeholders across the Council up-to-date and aligned on transformation activities and their impact. Stakeholders need to hear a consistent message shared again and again in order to really receive and believe our core strategic message on Shaping Our Future Council.

Our key principles are adapted from the Council's Communications Strategy 2023-28 and, like this strategy, we want our citizens, communities, staff and partners to know:

- Our strategic approach to delivering transformation and change is managed by a Transformation Board made up of our senior leadership team;
- What the Council's transformation priorities are and how it will deliver on these;
- How the changes will make a difference to our staff, citizens and communities;
- Why we are making any changes to the way we work; and
- How our resources will be best deployed to deliver the Council's transformation priorities.

4. Scope

The scope of this strategy are the activities required to deliver on the outcomes set out in Shaping Our Future Council. A specific focus will be the communication around the delivery of the four key transformation priorities of: Our Workforce; Our Technology; Our Assets; and Our Delivery Model.

5. Stakeholders

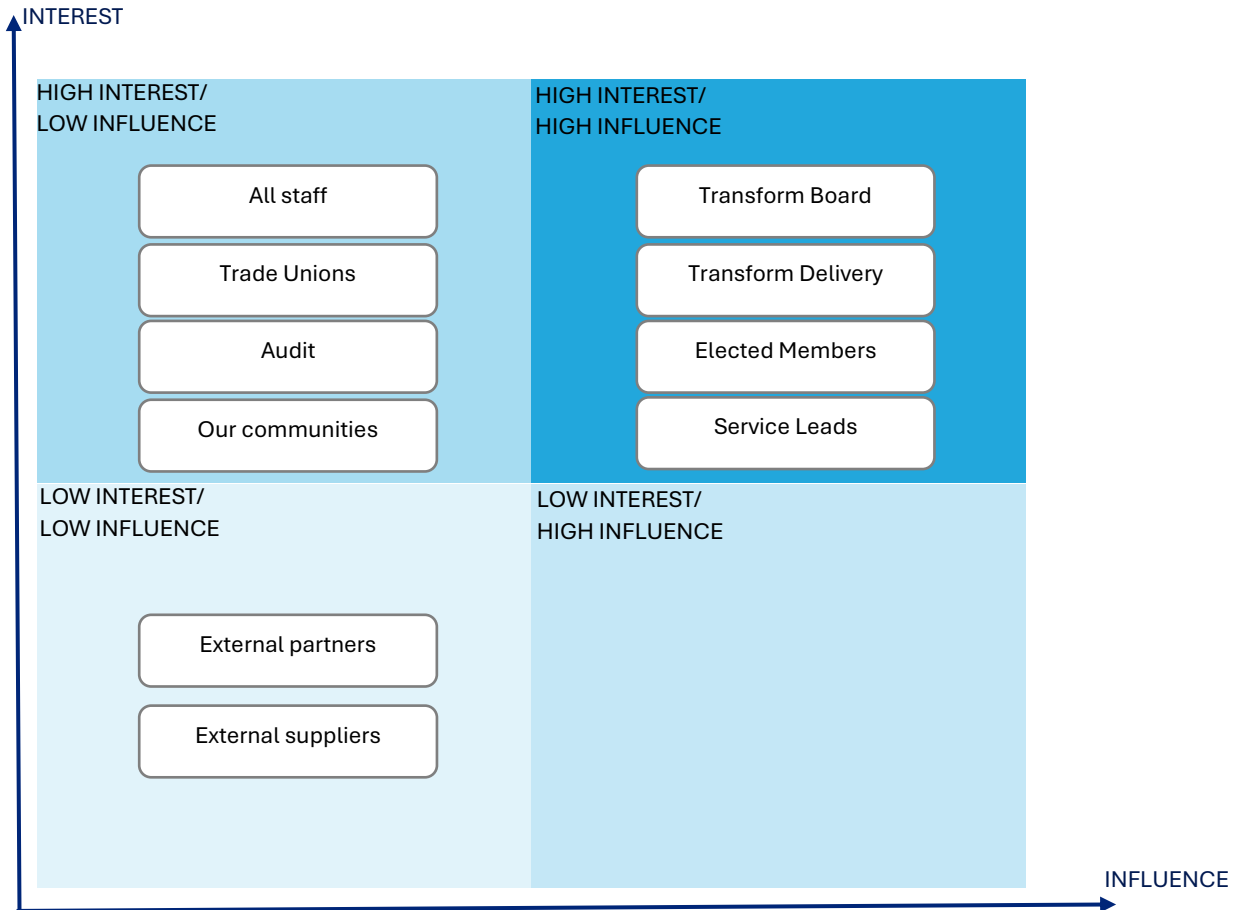
Stakeholders are the individuals or groups who have an interest or influence in the Council's transformation or are impacted by it. Our communications must be tailored to these different stakeholders and their needs, preferences, and expectations and we should ensure we do not take a one-size-fits-all approach to communication.

The size and scale of the change activity means that all elected members and every employee of the Council can be considered stakeholders. We can subdivide this broad group based on needs, preferences, and expectations to identify the following stakeholders:

- The Transformation Board (the Board) and Extended Management Team;
- Service Leads and other senior managers;
- Elected Members;
- All staff through the Transformation Network;
- Transformation Delivery Group members (TDG);
- Auditors (both internal and external);
- Project delivery teams and Senior Responsible Officers (SRO);

- External partners and partner agencies;
- External suppliers; and
- Our communities.

These groups of stakeholders can be mapped on to a power/interest grid to provide the basis of our approach to portfolio communication.



- **Low interest/Low influence:** monitor;
- **High interest/Low influence:** interest should be protected and voices heard;
- **Low interest/High influence:** their priorities are not those of the project. They may be a risk or obstacle to the portfolio;
- **High Interest/High Influence:** can form the basis of an effective coalition of support for the portfolio.

6. What we will communicate on

Successful communication requires messaging to all stakeholders in six critical areas: meaning, value, risk, performance, decisions, and process.

Each of these six areas is a critical element of successful transformation communication and is summarised below:

- **Meaning:** refers to the communication of what these changes will mean to our staff and communities in terms of our services and how we will deliver them and what this means for the future size and shape of the Council.
- **Value:** refers to the communication of the value to the Council of the transformational activities.
- **Risk:** refers to the communication of any risks, interdependencies, and organisational impacts.
- **Performance:** involves the communication of how we are doing as we look to deliver on the Shaping Our Future Council proposals.
- **Decisions:** involves communicating the decisions made by our Transformation Board.
- **Process:** includes the communication of how stakeholders can get involved in our transformation journey including how they can propose new transformational activities.

We will also look to ensure that our communication includes SMART¹ objectives that are about outcomes, not just outputs. An outcome means what we want people to do as a result of our communication activity, rather than what we are going to do.

¹ Specific, Measurable, Achievable, Relevant, Timed

7. What we will deliver

We will produce a wide range of content for all our communications channels, including web content, Viva Engage, corporate documents and reports, presentations and videos to inform and provide updates on the Council's transformation activities.

Audience	Objective	Medium	Frequency	Deliverable	Owner
All staff and Elected Members	Background and introduction to the transformation activities and what it may mean to them.	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Council intranet and SharePoint pages. Project brief or Q&A style narrative if appropriate for each project. Short videos giving background to Council's transformation activities. "Lunch & Learn"-style sessions on specific projects focusing on what this will mean to staff 	Transformation Service
All staff and Elected Members	Sharing of what it means, new projects/initiatives, latest updates and decisions and two-way collaboration between staff and Service	<ul style="list-style-type: none"> Digital tools Traditional communication channels 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Viva Engage channel. Regular updates to staff without digital. Project brief or Q&A style narrative if appropriate. 	Transformation Service
All staff and Elected Members	Provide a way for staff to engage with the transformation activities and suggest potential projects for consideration.	<ul style="list-style-type: none"> Digital tools including Outlook and intranet 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Transformation email account Online form 	Transformation Service
Service Leads	Background and introduction to the transformation activities, what it may mean to their services and how to get involved.	<ul style="list-style-type: none"> Face-to-face and virtual 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> "Lunch & Learn"-style sessions Attendance at management meetings 	Service Lead - Transformation
Elected Members	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> Face-to-face and virtual as required 	<ul style="list-style-type: none"> October and March 	<ul style="list-style-type: none"> Status report on transformation activities to Panel and Cabinet 	Assistant Director/ PMO
Transformation Board	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> Bi-monthly 	<ul style="list-style-type: none"> Agenda and meeting minute Decision log Update/highlight reporting Prioritised plan for transformation activities Risk and issues reporting Benefit reporting and tracking 	Service Lead - Transformation PMO

Portfolio Communications Approach

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Transformation Delivery Group	Reporting on performance and the value being delivered across all transformation activities.	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Agenda and meeting minute Update/highlight reporting Prioritised plan for transformation activities Risk and issues reporting Benefit reporting and tracking 	Service Lead - Transformation Transformation Coordinators PMO
Trade Unions	Sharing of what it means for their members including proposed transformation projects/initiatives for visibility. Sharing information as it becomes known on project activity affecting Council services and the workforce	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Council intranet and SharePoint pages. Project brief or Q&A style narrative if appropriate for each project. Regular updates to existing TU Liaison Meetings Sessions on specific projects focusing on what this will mean to staff 	Service Lead - Transformation At a Project level, the project SRO is overall responsible for managing engagement with Trade Unions
Our communities External partners	Background and introduction to the transformation activities and what it may mean to them.	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Council website Council social media channels Project brief or Q&A style narrative if appropriate for each project. Focussed update sessions on transformation activities Short videos giving background to Council's transformation activities. 	Public Affairs Transformation Service
External suppliers	Background and introduction to our transformation activities.	<ul style="list-style-type: none"> Digital tools Face-to-face and virtual 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Council website Focussed update sessions on transformation activities 	Transformation Service
All stakeholders at Project level	Confirming the individuals and stakeholders involved in individual transformation projects or impacted by project activity	<ul style="list-style-type: none"> Project Stakeholder Management Plan 	<ul style="list-style-type: none"> At project inception then reviewed quarterly 	Project Stakeholder Management Plan including: <ul style="list-style-type: none"> RACI matrix (Project Board and Team roles) Stakeholders and their level of interest/influence Communication approach for each stakeholder group 	Project SRO

8. Standards, measurement and evaluation

In line with the Council's Communications Strategy 2023-28, Portfolio communication will be:

- In Plain English, clear and easy to understand;
- Accessible and inclusive;
- Two-way, approachable and engaging;
- Clear, accurate and transparent;
- Regular and reliable;
- Up-to-date;
- Consistent in style; and
- Evidence and audience insights based.

All communication activity will be designed to deliver SMART objectives and will be measurable. Qualitative and quantitative performance measures will be developed and reported to ensure the effectiveness of our communications.

9. Action plan

Initial actions required to deliver on this strategy:

Date	Audience	Deliverable	Objective	Evaluation and measurement	Action Status
September 2024	All staff and Elected Members	Transformation email account.	To support two-way engagement between staff and the project delivery teams.	KPI: number of emails received to inbox.	Completed
September 2024	Transformation Board Transformation Delivery Group	Programme and project documentation.	To create a central document repository for decisions and logging on programmes and projects.	Understanding tested through follow-up meetings.	Completed
October 2024	All staff and Elected Members	Council intranet and SharePoint pages	To provide visibility on the Council's approach to transformation and what it is means to them. To allow staff to get involved.	KPI: number of visitors/page impressions to web pages. KPI: number of project ideas submitted via online form.	Completed 02/26 undergoing a refresh
October 2024	Transformation Board Transformation Delivery Group	Benefits Trackers	To allow the expected value of transformation activities to be monitored and managed.	Understanding tested through follow-up meetings.	Completed
October 2024	Service Leads and senior managers	In-person/virtual session on the Council's approach to transformation.	By end of October all senior managers will understand the objectives of the transformation activities, their role and how they can get involved.	KPI: number of attendees at the session. Understanding tested through follow-up meetings.	Ongoing

<p>October 2024 March 2025</p>	<p>Elected Members</p>	<p>Status report on transformation activities to Panel and Cabinet</p>	<p>Reporting on performance and the value being delivered across all transformation activities.</p>	<p>KPI: approval of update.</p>	<p>Ongoing</p>
<p>February 2026</p>	<p>All stakeholders</p>	<p>Project Stakeholder Map for each Transformation project</p>	<p>To define and agree transformation project roles and responsibilities, stakeholders impacted and the communication approach for each project</p>	<p>Stakeholder Map in place for each transformation project, approved by the project SRO and reviewed quarterly</p>	<p>New</p>

