

**South Ayrshire Council**

**Report by Depute Chief Executive and Director of Education  
to Cabinet  
of 18 June 2024**

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**Subject: Council Plan Actions: 2024/2025**

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**1. Purpose**

1.1 The purpose of this report is to ask Cabinet to approve Council Plan Actions (2024/2025) for year two of the Council Plan 2023-2028.

**2. Recommendation**

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

**2.1.1 approves the Council Plan actions for 2024/2025 attached as Appendix 1;**

**2.1.2 notes that the actions for the second year of the Council Plan will be reported to Service and Partnerships Performance Panel during 2024/2025 as agreed within the Performance Management Framework; and**

**2.1.3 that performance against the Council Plan will also be the subject of an annual report to Council.**

**3. Background**

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

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

3.2 In addition to the three priority areas noted above, there is also a fourth additional section within the Council Plan incorporating the Council's enabling services.

3.3 Council plan actions have a broad aim with clear links to the Council's key priorities. They will generally have longer term goals/objectives, have clearly identified sub actions/activities which deliver the overall action and have clear measurable outcomes.

- 3.4 A Performance Management Framework (PMF) was developed to coincide with the Council Plan and was approved by [Cabinet](#) in June 2024. The PMF sets out the reporting requirements for the Council Plan, with quarterly reports submitted to the Corporate Leadership Team (CLT) and the Service and Partnerships Performance Panel (SPPP) on alternate quarters. This reporting mechanism has been successful for year one of the Council Plan (2023/2024) with quarterly performance reports produced and submitted to CLT (quarters one and three) and SPPP (quarters two and four).
- 3.5 As previously agreed, Council plan actions are updated annually to allow for new actions to be incorporated and completed actions to be removed.

#### **4. Proposals**

- 4.1 All Services have undertaken an annual review exercise to develop Council plan actions for the period 2024/2025 and these are attached as Appendix 1.
- 4.2 In addition to the annual review exercise to develop Council plan actions, all Services have:
- newly developed Service Improvement Plans (SIPs) for 2024/2025 – these are actions that support the delivery and management of the Council plan and wider Council priorities, but which focus on service improvement. These SIPs have been developed following the completion of the Public Sector Improvement Framework (PSIF) self-evaluation process on service planning; and
  - Workforce Plans for 2024/2025 – workforce planning is key to maintaining the delivery of both Council plan and service improvement plans along with developing our workforce.
- 4.3 Members should note that there are a total of 55 actions for year two - 28 new actions and 27 actions carried over from year one (mainly as a result of a longer-term timescale for completion). A small number of actions carried over from year one are as a result of their due date being reassessed (as highlighted in the Council Plan; [Year 1 Q4 Performance Report](#)).
- 4.4 In relation to action reference FL-CP 01 (Continue to work on the transition to ultra-low emission car fleet for South Ayrshire on page 3 of the appendix) - initial planning for year 1 was marked as complete in the Year 1 Q4 Performance Report, however this has identified that significant work is now required with regards to the whole life cost of any transition which may determine any timescales for transition from a financial perspective. Given the longer-term nature of further work required, the action has been reassessed and will now continue with a completion date of March 2028.
- 4.5 All actions will be updated and monitored through Pentana. Quarterly Council plan performance reports will be produced and submitted to CLT and SPPP as highlighted in section 3.3. SIPs and WFPs will be monitored by CLT.
- 4.6 Performance against the Council plan will also be subject of an annual report to Council.

## **5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 Not applicable.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 Risk Implications of Adopting the Recommendations**

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

## **9. Equalities**

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an 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 has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contributes to all three priorities of the Council Plan (Spaces and Places; Live, Work and Learn; and Civic and Community Pride):

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report:

13.2 Consultation has taken place with Councillor Martin Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

#### 14. Next Steps for Decision Tracking

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

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Quarter 2 performance reported to Service and Partnerships Performance Panel	31 December 2024	Assistant Director – Corporate Policy, Strategy and Performance

**Background Papers**     [Council Plan 2023-2028](#)

**Person to Contact**     **Kevin Anderson, Assistant Director, Corporate Policy Strategy and Performance**  
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**Date: 10 June 2024**

# Priority One Spaces and Places



## Outcomes

### Moving around and the environment

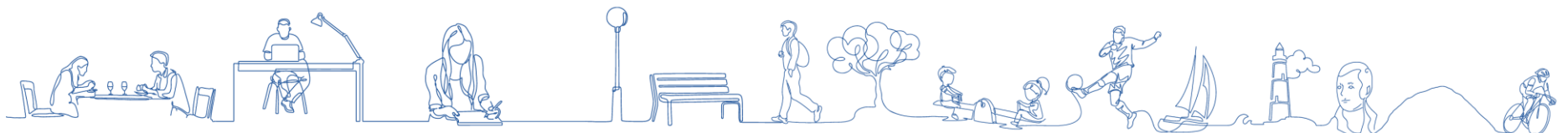
Everyone can access streets, places and spaces that make a positive contribution to wellbeing, are well connected, well designed, and maintained.

### Play, Sport and Recreation

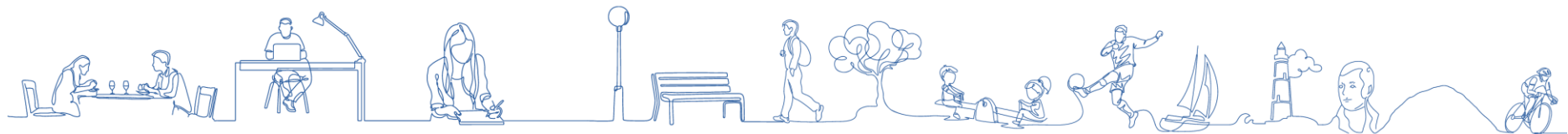
Everyone can access a range of high quality, safe, well maintained, accessible places with opportunities for play, sport and recreation.



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
DSA-CP 03 Redevelop the two priority courses, Darley and Belleisle, to enable South Ayrshire Council to achieve the agreed strategic outcomes and increase income from visitor and members.	Increase use of the golf course by both members and non-members.	Course architectural works complete.  Improved customer feedback.  Increase rounds of golf played.	Apr-27	Service Lead - Destination South Ayrshire	Professional Design Services Procurement External Contractors.
DSA-CP 07 Transform the Citadel Leisure Centre ensuring customers and staff are supported throughout the transition	Increased income and usage	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Dec-26	Service Lead - Destination South Ayrshire	Professional Design Services Communication Team External Consultants
DSA-CP 08 Transform Troon Leisure Centre ensuring customers and staff are supported throughout the transition	Works complete and operational	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Mar-26	Service Lead - Destination South Ayrshire	Professional Design Services Communication Team External Consultants



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
DSA-CP 09 Upgrade the plant and fabric of Prestwick Swimming Pool ensuring customers and staff are supported throughout the transition	Works complete and operational	Displaced user groups provided with alternative options.  Communication plan in place.  Customers and staff provided with accessible regular updates on progress	Mar-25	Service Lead - Destination South Ayrshire	Professional Design Services Communication Team External Consultants
E&R-CP 01 Deliver priority elements of Ayr Town Centre Framework	Accessible Ayr Stage 4 completed, Newmarket Street 'dressing' and Burns Square redesigned to Stage 1 and £220,000 shopfront scheme developed and delivered. Options and associated costs identified and reported submitted to Cabinet on time	Achieving project plan goals outlined within Ayr Town Centre Framework	Mar-25	Service Lead - Economy and Regeneration	Ayrshire Roads Alliance Thriving Communities Planning Community Wealth Building Waste Services Destination South Ayrshire Newmarket Street Traders SAC Comms
E&R-CP 02 Deliver Town Centre Footfall Project Troon, Prestwick, Ayr, Maybole and Girvan	Monitor vitality through GPS data sources	Obtaining data (Measure of footfall)	Mar-25	Service Lead - Economy and Regeneration	Planning Thriving Communities Ayrshire Roads Alliance Destination South Ayrshire
E&R-CP 12 Deliver Place Based Investment Fund (PBIF) Capital Projects	Projects delivered and reported within appropriate timescales.	Successful Bid to Scottish Government for	Mar-25	Service Lead - Economy and Regeneration	Thriving Communities Thriving Places Professional Design Services Procurement Marketing / Comms
FL-CP 01 Continue work on the transition to ultra-low emission car fleet for South Ayrshire	80	80 ultra-low emission vehicles procured	Dec-25	Service Lead - Neighbourhood Services	

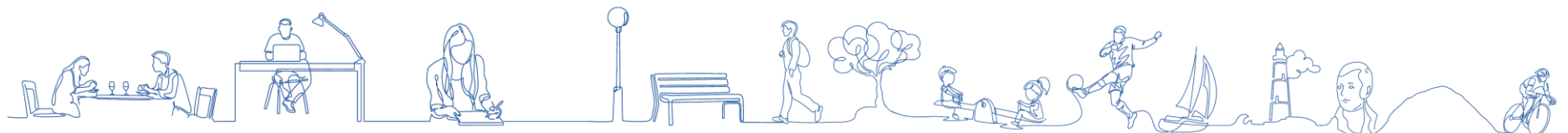


Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
GB-CP 01 Delivery of Ash Die Back Plan	700 per year	Number of trees felled	Mar-28	Service Lead - Neighbourhood Services	Comms Team ICT Enterprise
GB-CP 02 Work to procure a site and licence for the treatment of all SAC green/garden waste.	Procure Site by February 2024.  Develop site and be operational by June 2025	Own site, obtained planning permission and SEPA licence	Jun-25	Service Lead - Neighbourhood Services	Asset Management Legal Professional Design Services Planning
GB-CP 03 Completion of rectification works to chambers at Ayr and Troon Cemetery	398 Chambers	All chambers both occupied and unoccupied will have had all rectification works completed	Sep-24	Service Lead - Neighbourhood Services	
PPCP-CP 07 Deliver nature networks via new Biodiversity Strategy under nature priority	Biodiversity Strategy Agreed and published on CPP webpage	Strategy approved including monitoring framework Success – functional nature networks as reflected in developed measures in strategy	Mar-25	Service Lead - Performance, Policy and Community Planning	Local biodiversity and nature partners in the first instance with wider engagement to follow
PPCP-CP 08 Coastal Change Adaptation Plan	Case study concluded with new CCAP published and other outcomes met	CCAP published including monitoring framework Success – Communities engaged and responsibilities realised for new approach including ongoing monitoring regimes in place	Aug-25	Service Lead - Performance, Policy and Community Planning	Wide multi stakeholder engagement and involvement required with communities, other public bodies and agencies and more
PBS-CP 02 Continue 4 year programme to develop new Local Development Plan (LDP3)	100%	Submit for a Gateway Check by Scottish Government Reporter	Mar-28	Service Lead - Planning & Building Standards	Housing Service Greenspace ARA, SEPA, Nature Scot, HES, Transport Scotland, various other internal and external consultees





Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PDS-CP 02 Delivery of the Citadel Refurbishment	Completion date	Project delivered on time and on budget.	Mar-27	Service Lead - Professional Design Services	Various Client Services Sport and Leisure Planning/Building Standards
PDS-CP 03 Plan and deliver Carrick Academy (Maybole Campus)	Completion date	Project delivered on time and on budget.	Jun-24	Service Lead - Professional Design Services	Education Hub South West Planning Building Control
PDS-CP 07 Demolition of Ayr Station Hotel dangerous building and involvement in development options	Completion date	Completion of demolition and agreed strategy for development.	Mar-25	Service Lead - Professional Design Services	Client Service Planning Building Control
PDS-CP 10 Delivery of the General Services Capital Programme for 2024/25 and future year	90 – 100% percentage spend achieved on agreed programme.	Percentage of actual versus budget spend of General Services capital programme as of 31 March 2025.	Mar-25	Service Lead - Professional Design Services	Corporate Resources (Finance) Housing Planning/Building Standards
PDS-CP 04 Plan and deliver Girvan Primary School	Completion date	Project delivered on time and on budget.	Aug-26	Service Lead - Professional Design Services	Education External contractor and design team Planning/Building Standards
PDS-CP 05 Plan and deliver Troon Early Year Centre (Scottish Government 1140 Hours Commitment)	Completion date	Project identified and delivered on time and on budget.	Oct-25	Service Lead - Professional Design Services	Education External contractor and design team Planning/Building Standards
PDS-CP 08 Demolition of Hourstons extension, Arran Mall and leading development options	Completion date	Completion of demolition and agreed strategy for development.	Mar-25	Service Lead - Professional Design Services	Client Service Planning/Building Standards



# Priority Two

## Live, Work, Learn



### Outcomes

#### Education and lifelong learning

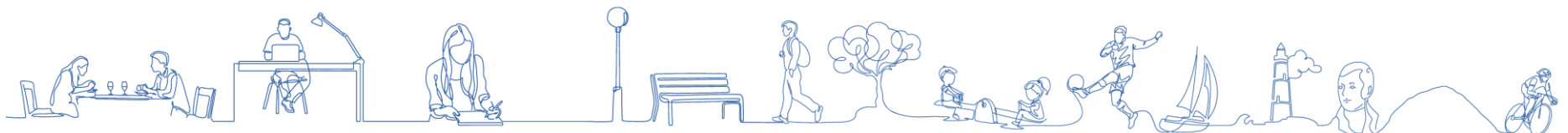
Everyone benefits from high quality education and lifelong learning and is supported to learn and fulfil their potential.

#### Work and economy

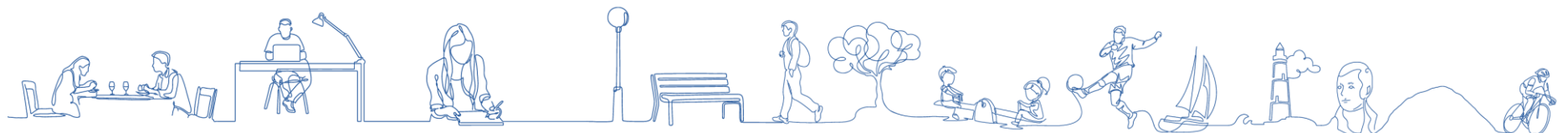
Everyone benefits from a local economy that provides opportunities for people and helps our businesses to flourish

#### Housing

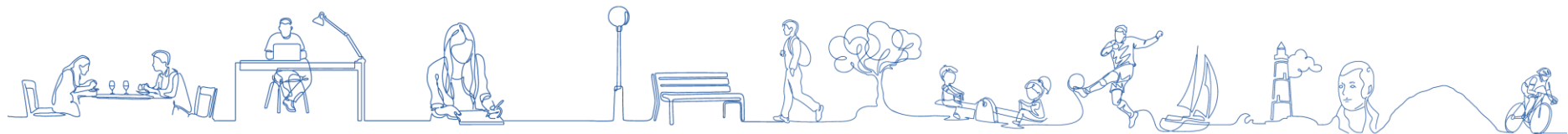
Everyone can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected.



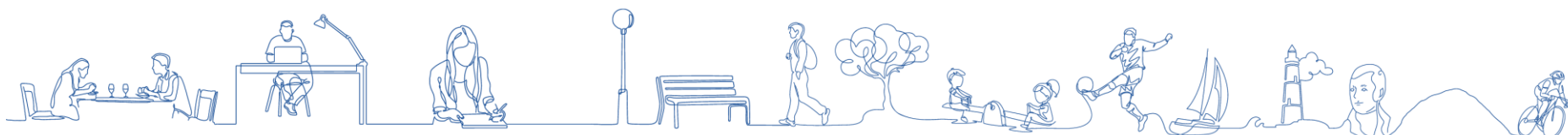
Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
E&R-CP 03 Deliver the £1.4 million South Ayrshire elements of the DSIT funded 5G Innovation Regions Project.	Deploy fully functioning private 5G network at Spirit's Aerospace Innovation Centre. Provide improved mobile data access to large scale outdoor events	Implement 3 private sector use cases. Deliver improved network coverage on large scale outdoor events. Deliver enhanced educational experiences utilising digital technologies.	Mar-25	Service Lead - Economy and Regeneration	The Scotland 5G Centre Spirit Aerosystems Ltd Vodafone Farrpoint Ltd SAC Comms
E&R-CP 07 Deliver Community Wealth Building 2024 Action Plan	The ongoing success of the programme to its end date March 2026	The action plan has related AGD/CWB KPIs	Mar-25	Service Lead - Economy and Regeneration	Thriving Communities Thriving Places Procurement Events Land / Assets
E&R-CP 08 Implement Inward Investment Strategy and action plan centred on promoting inclusive growth and creating a wellbeing economy with zero carbon and fair work at its core in collaboration with partners and services	Strategy is adopted by Council  Action plans developed	Agreed strategy and action plan	Mar-25	Service Lead - Economy and Regeneration	Employability ; Scottish Enterprise ; SDI ; UWS ; Ayrshire College Ayrshire Chamber of Commerce ; Scottish Manufacturing Advisory Service (SMAS) ; SDS ; DIT ; POAG ; Destination South Ayrshire Planning ; NMIS Asset Management ; PMO Prestwick Airport Associated British Ports



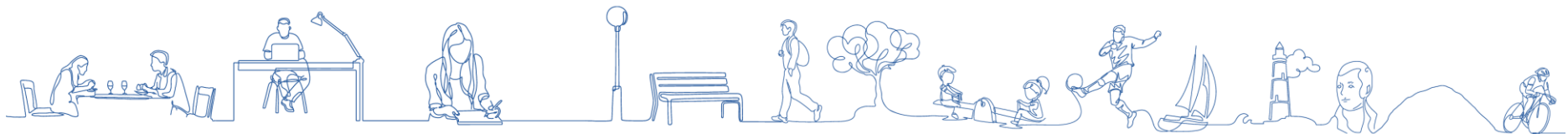
Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
E&R-CP 09 Deliver £143k UKSPF grant programmes.	Monetary - % of grant funding awarded.	New programme operational Increased company assists	Mar-25	Service Lead - Economy and Regeneration	Employability Team Colleagues in the Regional Economic Partnership Ayrshire Chamber of Commerce and Industry Business Gateway (National) Scottish Enterprise Ayrshire College Scottish Manufacturing Advisory Service (SMAS)
E&R-CP 10 Deliver Business Gateway products/services, aligned to and enhanced by the Ambition Programme supporting, New Start Businesses, Growth Business and Strategic Companies support.	200 Start Up businesses supported  60 Business Growth Projects Supported  Increased start up rate per 10,000 population in rural areas.	Number of New Business Start Ups  Number of Growth Project supported  Increased Business Start Up rate proportionate to population in rural areas	Mar-25	Service Lead - Economy and Regeneration	Scottish Enterprise SDS Ayrshire College Ayrshire Chamber of Commerce SMAS Business Gateway (national)
ES-CP 01 Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B)	Increase the proportion of school accommodation that is in a satisfactory condition and is suitable for its current use (Category A&B) above the current figure of 90%.	Increasing the number of A&B rated schools and reducing the number of C rated schools	Mar-28	Service Lead - Education Support Services	Asset Management & Community Asset Transfer Professional Design Services Scottish Government School Estate and ScotXed Teams
PDS-CP 09 Delivery of the Housing Capital Investment Programme for 2024/25 and future years	90 – 100% percentage spend achieved on agreed programme.	Percentage of actual versus budget spend of Housing capital programme as of 31 March 2025.	Mar-25	Service Lead - Professional Design Services	Corporate Resources (Finance) Housing Planning/Building Standards



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PDS-CP 11 Delivery of the Housing Structural and Environmental Programme	Completion date	Project delivered on time and on budget	Mar-25	Service Lead - Professional Design Services	Housing Planning Building Control
PDS-CP 12 Delivery of the Mainholm New Build Housing Development	Completion date	Project delivered on time and on budget	Feb-25	Service Lead - Professional Design Services	Housing Planning/Building Standards
PDS-CP 13 Delivery of the Riverside New Build Housing Development	Completion Date	Project delivered on time and on budget	May-25	Service Lead - Professional Design Services	Housing
PPCP-CP 01 Develop a refreshed Child Poverty Strategy/Action Plan	Draft Child Poverty Strategy submitted to Community Planning Board in April 2024 for approval	New plan agreed and published	Apr-24	Service Lead - Performance, Policy and Community Planning	All Community Planning Partners but led by the Child Poverty Strategy Core Working Group.
PPCP-CP 05 Development of action plans to support the priority areas identified in the Child Poverty Strategy	Action plans agreed and published on CPP webpage.	Core Child Poverty Working Group will present first iteration of action plan to CP Board by October 2024 with final action plan fully implemented by March 2025	Mar-25	Service Lead - Performance, Policy and Community Planning	All Community Planning Partners but led by the Child Poverty Strategy Core Working Group.
PPCP-CP 10 Deliver new affordable housing	135 per year	Number of completions	Mar-28	Service Lead - Performance, Policy and Community Planning	Housing Operations Professional Design Services Planning RSL Partners Scottish Govt HSCP External developers Elected members
PR-CP 01 Review and refresh the Councils Local Procurement Policy statement.	Revised policy statement to be completed by March 2025.	Clear guidance to be made available to staff and suppliers in relation to opportunities in local procurement and associated legislation.	Mar-25	Service Lead - Procurement	All Services



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
TC-CP 01 Consult, Develop and publish a new Community Learning and Development (CLD) 2024 – 2027 Plan in September 2024.	Publish a new CLD Plan 2024 – 2027	Publication of a new CLD Plan 2024-2027	Sep-24	Service Lead - Thriving Communities	CLD Partnership – DWP, SDS, Thriving Communities, VASA, HSCP
TC-CP 02 Deliver the actions set out in the UKSP Investment Plan 2023-2025	<p>The number of people participating in Multiply funded courses designed to increase confidence with numbers for those needing the first steps towards formal qualifications.</p> <p>Target – 120</p> <p>No baseline programme started April 2023.</p> <p>Increase employment support for economically inactive people through UKSPF.</p> <p>No baseline programme started April 2023.</p> <p>Target is 50 between 2023-25</p>	Success will be measured against the interventions set out in the plan within People and Skills and Multiply	Apr-25	Service Lead - Thriving Communities	Thriving Communities VASA, DWP, SDS Third Sector groups and organisations.



# Priority Three

## Civic and Community Pride



### Outcomes

#### Pride in South Ayrshire

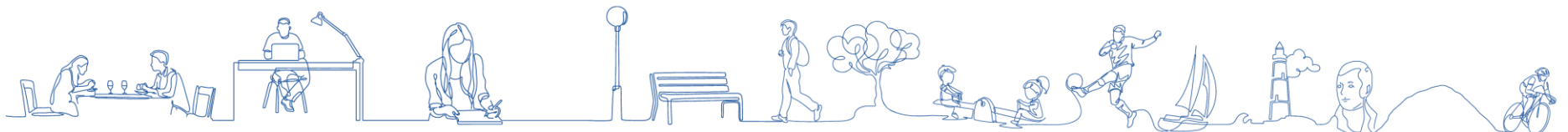
Everyone (residents, visitors, and tourists) can enjoy attractive destinations and people are proud to live in our towns and villages and celebrate our culture and heritage.

#### Community engagement

Everyone has the opportunity to influence and contribute to what happens in their local area.

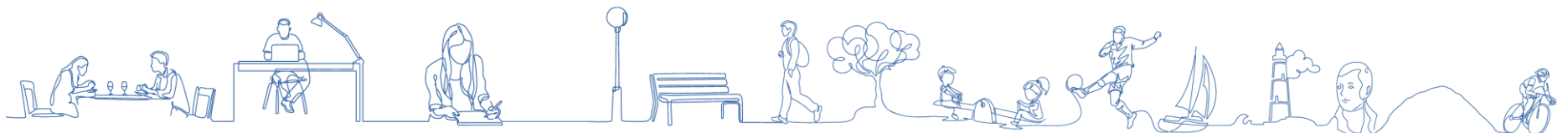


Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
DSA-CP 05 Work to promote golf tourism to area using Open Golf Championship in 2024 as a stage for publicity.	An increase in visitor day passes to South Ayrshire golf courses.	Increased visitor numbers both locally and internationally	Dec-25	Service Lead - Destination South Ayrshire	
DSA-CP-06 Deliver a safe and well attended International Ayr Show – Festival of Flight on an annual basis for 4 years	Attendances of 100,000 + per year	Attendance figures  No major incidents  Public Entertainment Licence in place	Sep-27	Service Lead - Destination South Ayrshire	Bronze, Silver and Gold Planning Groups.
E&R-CP 04 Girvan Regeneration Project 'Development Stage'	Submission of Delivery Stage application to HES and NLHF	Complete activities required by funders	Mar-25	Service Lead - Economy and Regeneration	Planning Thriving Communities Ayrshire Roads Alliance Destination South Ayrshire NLHF, HES SAC Comms
E&R-CP 05 Maybole Regeneration Project	Maybole Castle wind and water tight and internal works in progress towards completion for Autumn 2025 RCGF funding for New Stables Lane fully drawn down	Progression against project plan for the Castle and New Stables Lane	Mar-25	Service Lead - Economy and Regeneration	Professional Design Services Planning Ayrshire Roads Alliance NLHF, HES, NCCBC Ayrshire Housing Association SAC Comms
E&R-CP 06 Collaboratively develop and deliver Place Plans and other Place-based Strategies for town centres	New projects incorporating wide stakeholder involvement  Greater community engagement in economic development activities	Creation of new geographically targeted projects  Increase in community empowerment	Mar-25	Service Lead - Economy and Regeneration	Community Wealth Building Community Asset Transfer Ayrshire Chamber of Commers Ayrshire Roads Alliance
E&R-CP 11 Troon Town Centre Refresh	Improved public realm	Support delivery of 3 key projects in advance of Open	Jul-25	Service Lead - Economy and Regeneration	Planning Thriving Communities Ayrshire Roads Alliance Neighbourhood Services SAC Comms Destination South Ayrshire





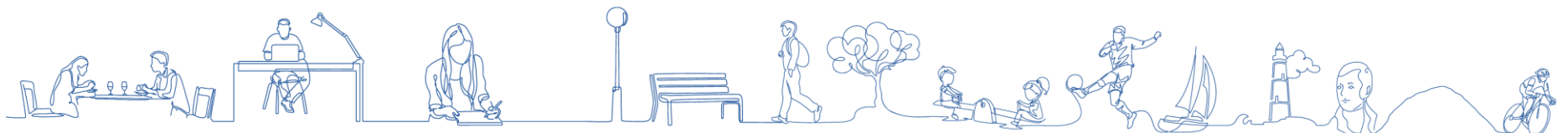
Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
PPCP-CP 02 Work with Strategic Delivery Partnerships to develop a new Local Outcomes Improvement Plan (LOIP)	Agreed within the LOIP – identify high level outcomes and priority areas.	LOIP agreed by CP Board and published.	Apr-24	Service Lead - Performance, Policy and Community Planning	All Community Planning Partners but led by the Strategic Delivery Partnerships.
PPCP-CP 03 Refresh Sustainable Development and Climate Change Strategy	Strategy agreed and published with ongoing monitoring and development mechanisms in place	Target – approved strategy including monitoring and development mechanisms Success – meeting the measures set out in the document	Jun-25	Service Lead - Performance, Policy and Community Planning	All Council Services and engagement with wider CPP partners, residents, businesses etc
PPCP-CP 04 Development of actions plans for the LOIP priority areas.	LOIP action plans agreed and published on CPP webpage.	Strategic Delivery Partnerships will present first iteration of action plans to the CP Board by October 2024 with final action plans fully implemented by March 2025.	Mar-25	Service Lead - Performance, Policy and Community Planning	All Community Planning Partners but led by the Strategic Delivery Partnerships.



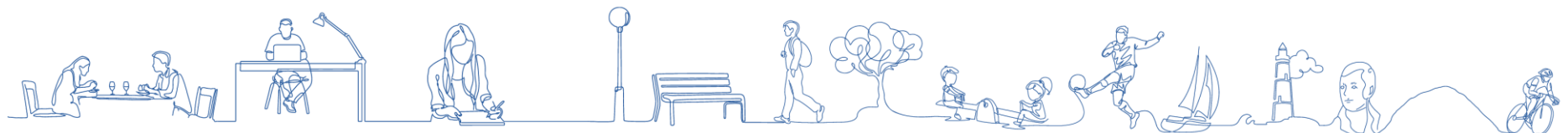
# Efficient and Effective Enabling Services



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
CA-CP 01 Review and refresh the Council's Medium Term Financial Plan (MTFP).	Revised MTFP in place by December 2024.	Provide clear direction on how the Council will manage its financial resources in the short to medium term to ensure they are deployed effectively to achieve the Council's priorities and objectives as set out in the Council Plan.	Dec-24	Service Lead - Corporate Accounting	All Services
ICTOP-CP 01 Phase 2 implementation of the Data Centre migration programme	Complete migration from on premises data centre services to cloud hosted alternatives	% of configuration items on premises, against cloud hosted server services.	Dec-24	Service Lead - ICT Operations	Internal engagement with Transformation colleagues
PPCP-CP 06 Develop a Trauma Strategy for the Council.	Agreed within the Trauma Strategy – identify high level outcomes and priority areas.	Trauma Strategy agreed by Cabinet/Full Council	Mar-25	Service Lead - Performance, Policy and Community Planning	All Council Services, HSCP and Community Planning Partners to implement.
PPCP-CP 09 Implementation of Public Service Improvement Framework (PSIF)	3 Services to participate in the full self-evaluation framework.	Self-evaluation process completed and embedded into all strategic planning.	Jun-25	Service Lead - Performance, Policy and Community Planning	Supporting all Council Services to implement.



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
R&S-CP 01 Deliver Risk and Safety / Civil Contingencies Service Plan to support Council Plan.	<p>Services demonstrating a reduction of incidents / accidents/ EL, PL claims / motor and property losses.</p> <p>Services evidencing the management of operational risk.</p> <p>Services well trained and prepared to respond to major incidents.</p> <p>Services maintaining robust Civil Contingencies and Business Continuity Plans which are tested regularly.</p>	<p>A corporate reduction of incidents / accidents / property and motor losses therefore reducing risk to service users / employees as well as decreasing financial burden on Council of claims and premiums.</p> <p>Services evidencing the management of operational risk and ability to respond to major incidents or service disruption.</p>	Mar-28	Service Lead - Risk & Safety	All Services
TR-CP 01 Develop a Data Strategy for the Council.	Introduce new strategy in Winter 2024	Engagement with stakeholders across Council to inform new strategy. - Data Maturity Assessment score - Adopt Data Strategy	Dec-24	Service Lead - Transformation	Engagement with other public sector bodies through Scottish Government-led Data Maturity Programme.
TR-CP 02 Fleet Review	<p>Reduction in costs of hiring vehicles</p> <p>Increased use of existing fleet use</p> <p>More efficient use of existing fleet</p>	A new delivery model will be proposed aimed at achieving the targets. Success will be measured using existing systems to quantify take-up, use and cost of using cars as part of service delivery.	Jun-24	Assistant Director – Housing and Operations	<p>Stakeholder engagement sessions with Services with significant Arnold Clark bookings.</p> <p>Fleet, ICT and Finance.</p>



Action	Target	Measuring Success	Timescale	Responsibility	Collaborative Working
TR-CP 03 Procure and implement a new telephony system based on Service specifications to meet needs of internal and external stakeholders	Upgraded contact centre system  Replacement system for Skype for Business implemented before Summer 2025	Multi-channel efficient model to contact the Council  A consolidated public contact strategy	Dec-25	Service Lead - Transformation	
TR-CP 04 Review and make recommendations on the current Roads Operating Model	Final report with recommendations by end May 2024	Production of end of Review report with recommendations for improving the Council's strategic and operating relationship with the Ayrshire Roads Alliance	Jun-24	Director of Housing Operations and Development	

