

**South Ayrshire Council**

**Report by Depute Chief Executive and Director of Education  
to Audit and Governance Panel  
of 26 February 2025**

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**Subject: Best Value Action Plan – Progress Update**

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**1. Purpose**

1.1 The purpose of this report is to update Members on the progress toward delivering the Council's Best Value Action Plan.

**2. Recommendation**

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

**2.1.1 scrutinises the content of the Best Value Action Plan update report;**

**2.1.2 considers the progress through the narrative set out within [Appendix 1](#).**

**3. Background**

3.1 The Accounts Commission's approach to Best Value has evolved since Best Value was introduced 20 years ago and is now fully integrated within annual audit work. Best Value at the Council will be assessed comprehensively over the period of the audit appointment and will include an annual evaluation of the Council's approach to demonstrating improvement in the effective use of resources and public performance reporting.

3.2 In addition to the annual work on Best Value, thematic reviews as directed by the Accounts Commission are undertaken. In 2022/23 the focus was on the effectiveness of Council leadership in developing new local strategic priorities following the elections in May 2022 and the 2023/24 report focused on workforce innovation.

3.3 This action plan includes actions for both thematic reviews.

3.4 The 2024/25 thematic audit on Transformation is currently under way and is due to be considered by Audit and Governance Panel in March 2025. Any actions arising from the audit will be added to the Best Value Action Plan.

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#### **4. Proposals**

4.1 Progress towards the actions and the accompanying narrative is attached as [Appendix 1](#).

4.2 In summary, 52 of the 53 actions are complete and the remaining one is on target.

#### **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 would result in reputational damage and criticism from Audit Scotland, the Accounts Commission and the Scottish Government.

#### **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 integrated impact assessment is not required.

#### **10. Sustainable Development Implications**

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

#### **11. Options Appraisal**

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

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

12.1 The matters referred to in this report contribute to delivery of all the Council's strategic objectives and strategic outcomes.

## **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.

13.3 Consultation has also taken place with members of the Best Value Working Group, and the contents of this report reflect any feedback provided.

**Background Papers**     **Report to Audit and Governance Panel of 28 June 2023 – [Best Value Thematic Work in South Ayrshire Council 2022/23](#)**

**Report to Cabinet of 29 August 2023 – [Best Value Thematic Work in South Ayrshire Council 2022/23](#)**

**Report to Audit and Governance Panel of 4 October 2023 – [Best Value Action Plan 2023](#)**

**Report to South Ayrshire Council of 7 December 2023 – [Accounts Commission's Findings on Best Value in South Ayrshire](#)**

**Report to Audit and Governance Panel (Special) of 26 September 2024 – [Final Report on the 2023/24 Audit](#)**

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**Date: 18 February 2025**

# Best Value Improvement Action Plan

Generated on: 18 February 2025

## COMPLETE

**A new officer's group will be established to support and improve consultation across the organisation. We will continue to work alongside the Consultation Institute to improve our consultation processes**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
A new officer's group will be established to support and improve consultation across the organisation. We will continue to work alongside the Consultation Institute to improve our consultation processes	Jane Bradley	100%	31-Jan-2022	31-Jan-2022	09-Jun-2022 Officers group established and officers commenting on the Teams channel already provide support and guidance for colleagues. Training for Consul has been rolled out.

**A new online platform will be launched in January 2022 and will provide an opportunity for residents to let public services and community groups know what is important to the people of South Ayrshire**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
A new online platform will be launched in January 2022 and will provide an opportunity for residents to let public services and community groups know what is important to the people of South Ayrshire	Jane Bradley	100%	31-Jan-2022	31-Jan-2022	09-Jun-2022 South Ayrshire Community Conversations' (Consul) Training has been rolled out to internal officers and 3rd sector partners. The platform will be piloted in July 2022 as part of the consultation to amend the Community Council Boundaries in North Carrick.

**Agree monitoring process for Ward Capital Investment Process and outcomes.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Agree monitoring process for Ward Capital Investment Process and outcomes.		100%	30-Sep-2023	30-Sep-2023	31-Oct-2023 Paper presented to Cabinet in September 2023

**Agree revised structure for Sustainability and Climate Change Team to ensure support is available to policymakers.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Agree revised structure for Sustainability and Climate Change Team to ensure support is available to policymakers.	Kevin Anderson	100%	31-Dec-2023	31-Aug-2024	16-Sep-2024 New structure has been approved by ELT and recruitment has taken place for new posts'

**Align future budget papers to the Council Plan.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Align future budget papers to the Council Plan.	Tim Baulk	100%	31-Mar-2024	31-Mar-2024	13-Mar-2024 The 2024/25 budget was approved by council on 29 February 2024. The budget proposals included information on which Council Priority investment decisions and savings proposals were linked to ensure decisions makers were aligning decision to Council priorities.

**An annual log of all consultations and engagement will be published**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
An annual log of all consultations and engagement will be published	Jane Bradley	100%	31-Dec-2022	31-Mar-2023	27-Feb-2023 Officers group established who will now log consultations. Information will be published in April 2023 and annually thereafter in line with reporting cycle.

**Arrange training with members of Audit and Governance and Service and Partnership Performance Panel**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Arrange training with members of Audit and Governance and Service and Partnership Performance Panel	Catriona Caves	100%	31-Oct-2023	31-Oct-2023	27-Nov-2023 Training was completed and very well received-consideration will be given to the same workshop being incorporated in Members Training to assist with scrutiny each five year terms because of the importance of this role in the Council and the number of new members. The training provided foundation training for less experienced members and the business training a very good level of more detailed training.

**As part of the development of the new Council Plan a greater emphasis will be on measuring outcomes**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
As part of the development of the new Council Plan a greater emphasis will be on measuring outcomes	Mike Newall	100%	31-Dec-2022	31-Dec-2022	22-Feb-2023 Draft Council Plan priorities due to be agreed at Council in March. Each priority is supported by outcomes and these will be used to monitor and measure progress.

**Assess the impact of the Community Engagement Strategy noting how feedback has influenced outcomes.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Assess the impact of the Community Engagement Strategy noting how feedback has influenced outcomes.	George Hunter	100%	31-Mar-2024	31-Mar-2024	13-May-2024 Thriving Communities continue to engage with local communities to help influence keys decisions in their local community. The Thriving Communities Team Leader is currently updating the 'Placemaking' South Ayrshire <a href="#">Placemaking in South Ayrshire</a> - website and is currently supporting communities to develop community led action plans or support groups who are interested in developing a local Place Plan. Examples include Ayr East where both Community Councils have joined together to engage with the local community to identify local priorities. Work in North Ayr is ongoing and includes engagement activity in Wallacetown, Dalmilling and Lochside. The Consultation on priorities in Prestwick are currently live and this will influence how

					<p>regeneration funding will be allocated. In the villages of Monkton, Symington and Tarbolton the number of people engaged continues to increase.</p> <p>In addition to work to develop local plans, Thriving Communities are working alongside the HSCP to organise Participatory Budgeting events during 2024. Funding from HSCP and Thriving Communities will provide opportunities for local groups and organisations to influence where funding should be allocated.</p> <p>Thriving Communities have also launched the empowering communities fund (£30,000) that offer groups the opportunity to apply for funding that will assist them to build capacity or enhance capital assets.</p> <p>The Council's leadership team have agreed that responsibility for community engagement should move to the corporate performance team to ensure consistency among services. This action will be closed off and an updated action will be added to reflect the change.</p>
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**Consider opportunities for further cross-party collaboration to help deliver on the Council Plan**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Consider opportunities for further cross-party collaboration to help deliver on the Council Plan		100%	30-Nov-2023	30-Nov-2023	18-Dec-2023 The Best Value Working Group have agreed to encourage all Member Officer Working Groups to align to the Council Plan. The annual ward capital funding will be agreed collaboratively with all ward members.

**Consideration of medium for delivery of training – ie by Hybrid training where Members can be both present in person and attending on-line**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Consideration of medium for delivery of training – ie by Hybrid training where Members can be both present in person and attending on-line	Catriona Caves	100%	31-May-2022	31-Aug-2022	17-Oct-2022 Members are able to access training both in Hybrid and in person. On occasion there are some sessions which are run as purely in person sessions.

**Continue to progress the delivery of projects, focussing on moving projects from the scoping/exploratory phase and into delivery**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Continue to progress the delivery of projects, focussing on moving projects from the scoping/exploratory phase and into delivery	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	24-Oct-2022 There will be a continued focus on moving projects into implementation.

**Convene a Corporate Working Group to develop a workforce plan for 2022-25 that links to the Council's strategic priorities and improvement areas in relation to Best Value**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Convene a Corporate Working Group to develop a workforce plan for 2022-25 that links to the Council's strategic priorities and improvement areas in relation to Best Value	Eileen Howat	100%	31-Dec-2021	31-Dec-2021	03-Aug-2022 Complete, a workforce planning group has been convened.

**Conversion of all training to on-line Coast training courses and production of online Member's pack**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Conversion of all training to on-line Coast training courses and production of online Member's pack	Catriona Caves	100%	28-Feb-2022	31-Aug-2022	08-Feb-2023 Arrangements in place for conversion of training to online COAST modules where appropriate, online Members' Induction pack delivered May 2022

**Develop a clear understanding of public needs, preferences, and priorities through a robust and recurring engagement process, aligned with the local government electoral cycle**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop a clear understanding of public needs, preferences, and priorities through a robust and recurring engagement process, aligned with the local government electoral cycle	Jane Bradley	100%	31-Dec-2022	31-Mar-2023	13-Feb-2023 An online engagement survey has been implemented to support the development of the Council Plan with the opportunity for ongoing engagement over the next few months. Timescales for the development of the Council Plan and supporting Service Plans has been set out with a target to deliver these by June 2023.

**Develop a Long-Term Financial Outlook (LTFO) that draws together all known factors which affect the Council's financial position and its financial sustainability over the longer term (i.e., a ten-year period). The LTFO will be refreshed bi-annually**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop a Long-Term Financial Outlook (LTFO) that draws together all known factors which affect the Council's financial position and its financial sustainability over the longer term (i.e., a ten-year period). The LTFO will be refreshed bi-annually	Tim Baulk	100%	31-Dec-2022	31-Dec-2022	21-Feb-2022 The Long Term Financial Outlook (LTFO) and Medium Term Financial Plan (MTFP) was considered and approved by Leadership Panel in 2021.

**Develop a Medium-Term Financial Plan (MTFP) that provides a clear understanding of the anticipated resources available to the Council in the short and medium term (i.e. three years) in order to deliver its priorities and objectives. The MTFP will be updated annually**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop a Medium-Term Financial Plan (MTFP) that provides a clear understanding of the anticipated resources available to the Council in the short and medium term	Tim Baulk	100%	31-Dec-2022	31-Dec-2022	19-Jan-2022 Plan developed and approved

**Develop a public-facing communication plan to publicise and explain the significant financial challenges facing the Council for the foreseeable future**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop a public-facing communication plan to publicise and explain the significant financial challenges facing the Council for the foreseeable future	Tim Baulk; Jane Bradley	100%	31-Mar-2022	31-Mar-2023	13-Feb-2023 The comms plan has been implemented including information videos to outline to the public what the financial challenges will be.

**Develop method to encourage council staff to suggest project ideas and promote successful projects.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop method to encourage council staff to suggest project ideas and promote successful projects.	Stewart McCall	100%	31-Mar-2024	31-Mar-2024	26-Mar-2024 On 6th March the Council approved new proposals for 'Shaping Our Future' Council, in response to the need to improve the pace of change and transformation. This includes changes at a Chief officer and senior management level, with updated responsibilities and re-allocation of resource to drive change activity forward and realise benefits that will ensure the sustainability of the council. The Strategic Change Programme and Change Executive is being replaced with a wider Transformation Portfolio and Transformation Board chaired by the Chief Executive. The Council approved the establishment of the Transformation Fund – a capital and revenue fund available to support delivery of activity and focussed on achieving long term benefits and efficiencies. A Service Leads session was held to communicate changes to staff and seek buy in to move the agenda forward with services. Communications were issued to all staff on the fund launch – email comms targeted to CLT/ Service Leads, and discussed at staff meetings. Comms were issued and distributed to all staff via a staff bulletin and SWAY. This has resulted in staff across the organisation coming forward with ideas and projects that can progress to business case. A Transformation Communications Plan is in development for wider implementation to staff and stakeholders.

**Develop processes to support Elected Member]s in setting clear, prioritised objectives based on the Council Plan and the projected needs of the public, including service redesign, reduction, and cessation where appropriate**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop processes to support Elected Member]s in setting clear, prioritised objectives based on the Council Plan and the projected needs of the public,	Kevin Anderson	100%	31-Dec-2022	31-Mar-2023	22-Feb-2023 Further engagement between the Administration, the Council Leadership Team and the Budget Working Group have taken place to help set the high level priorities. These priorities were made available to the public, staff and partners to comment on and the feedback was incorporated into the final plan.

**Development of a Communications Strategy including the roll out of key messages to staff, stakeholders, partners and the public on the launch of the Change Programme; key themes and outputs and the benefits that will be achieved**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Development of a Communications Strategy including the roll out of key messages to staff, stakeholders, partners and the public on the launch of the Change Programme; key themes and outputs and the benefits that will be achieved	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	19-Jan-2022 Communication Strategy approved and implemented, and updates provided to the Strategic Change Executive

**Engage the Improvement Service on aspects of Best Value**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Engage the Improvement Service on aspects of Best Value	<del>Eileen Howat</del>	100%	31-Dec-2022	31-Dec-2022	04-Jan-2023 Director of Strategic Change and Communities in regular contact with Improvement Service to ensure they can assist in delivery of Best Value

**Engage with external partners (e.g. Improvement Service) to ensure that the design and delivery of community engagement improvement actions are effective and reflects best practice**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Engage with external partners (e.g. Improvement Service) to ensure that the design and delivery of community engagement improvement actions are effective and reflects best practice	Jane Bradley	100%	31-Mar-2022	31-Mar-2022	09-Jun-2022 Thriving Communities are liaising with the HSP, 3RD Sector and other CPP partners to improve community engagement across CPP. It is proposed that the existing CPP Communities Reference Group is refreshed and called Community Engagement Coordination Group. (Proposal Attached). Internally improvements have already taken place, this includes the established consultation officer's group, engagement with Community Councils and the roll out of Place Standards toolkit. Initial meetings have taken place with the Improvement Service and a presentation was delivered by them to Senior Management. Early engagement has commenced in relation to best practice engagement activity.

**Ensure clear and continued linkage between the LTFO and MTFP with other key strategic documents, including the Council Plan, Workforce Plan, Long Term Financial Linkage evidenced in future strategic developments. Executive Leadership Team (ELT) and Corporate Leadership Team (CLT) Ongoing and aligned to Council Plan and Workforce Plan Strategy and Treasury Management Strategy**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Ensure clear and continued linkage between the LTFO and MTFP with other key strategic documents	Tim Baulk	100%	31-Dec-2022	31-Mar-2023	16-Feb-2023 <b>Update from Tim Baulk</b>  The Long Term Financial Outlook (LTFO) and Medium Term Financial Plan (MTFP) published in October 2021 are an essential component of the overall financial framework, that sets the context for medium term and annual financial planning and ensures that resources are targeted towards achieving Council priorities. The updated MTFP in November 2022 reinforced this linkage by clearly stating that the purpose of a Medium-Term Financial Plan (MTFP) is to provide a 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 Council Priorities and objectives. It plays a vital part of decision-making and forms the basis of the Council's stewardship over taxpayer's funds. It is an integral part of the Council's financial and planning framework.

					The setting of the new Council Plan and the new Priorities contained with Plan, together with the resulting Service Plans, require to be taken forward within the context of the financial resources available as outlined within the LTFO and updated MTFP. Future iteration of both the LTFO and MTFP will continue this process of determining the overall financial environment and setting the financial envelope for the achievement of the Council priorities.
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**Ensure clear strategic links between the new LOIP and existing Council Plan**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Ensure clear strategic links between the new LOIP and existing Council Plan	Kevin Anderson	100%	31-Mar-2024	31-Mar-2024	24-Nov-2023 Similarly to the Council Plan 23-28, the draft LOIP priorities use Place and Wellbeing as high level strategic themes. These themes have been used to develop priority areas for each Strategic Delivery Partnership to advance. The draft priorities were agreed by the Community Planning Executive in November 2023 and consultation is planned during the first quarter of 2024. The new LOIP will be presented to the Community Planning Board in April 2024 for approval

**Establish a new Thriving Communities service has been established to lead community engagement across South Ayrshire**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Establish an new Thriving Communities service has been established to lead community engagement across South Ayrshire	Jane Bradley	100%	31-Mar-2022	31-Mar-2022	19-Jan-2022 A new Thriving Communities service has been established and implementation of new structure and formation of community based locality teams is ongoing

**Explore options for the future iterations of the Council Plan with Members and community planning partners and consider how reporting could be improved**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Explore options for the future iterations of the Council Plan with Members and community planning partners and consider how reporting could be improved	Mike Newall	100%	31-Dec-2022	31-Dec-2022	22-Feb-2023 Draft Council Plan priorities due to be agreed at Council in March. If approved, officers will work with members to develop a new Performance Management Framework that will be agreed by Cabinet.

**Further develop new Member induction training**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Further develop new Member induction training	Catriona Caves	100%	30-Apr-2022	30-Apr-2022	13-Jun-2022 A timetable of Induction Training was completed and an electronic new member's induction pack provided to all members and uploaded on a freshly designed new members page on the Core ( the Council's intranet)

**Further work is required to align Place Plan development with localities and advance participatory budgeting approaches to place via Community Planning Long term ambitions linked with Community Plan for 23/28. A restructured Regeneration team needs considered through our Economy and Regeneration Service, through which, joint work supporting a refresh of older place plans should be advanced. New structure anticipated December 2024, with ongoing Place work over new Council Plan 23/28. Recruitment is underway for an officer within Thriving Communities to deliver remaining Place Plans. In addition, methodologies for Local Place Plans are being progressed by Planning, in coordination with Thriving Communities and Economy & Regeneration Services.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Align Place Plan development with localities and advance participatory budgeting approaches to place via Community Planning	George Hunter	100%	31-Dec-2023	31-Jul-2024	16-Sep-2024 Place planning in South Ayrshire is at different stages of development in each of the localities across South Ayrshire.  The localities at the most advanced stage are Monkton and Tarbolton, each with a drafted community action led plan. These plans should be finalised by October 2024. A total of 11 localities Symington, Loans, Annbank, Ayr North, Ayr East, Ayr South (Fort/Seafield), Dunure, Maybole, Kirkmichael, Straiton,

				<p>and Crosshill, currently have an open community consultation. The consultation is based on the Place Standard Toolkit, with an online survey, a paper copy of the same survey and a children's version of the survey.</p> <p>Another two localities who will be launching their consultation in coming weeks are Minishant and Barrhill. Other localities interested in place planning but currently without capacity and/or resource to work on place planning are Prestwick, Coylton, Mossblown and Dundonald.</p> <p>Other localities such as Dailly, Ballantrae and Colmonell have managed to develop independent community action plans and in Troon the community were supported to develop Troon Together plan.</p> <p>Areas including Girvan, Pinmore, Pinwherry, Maidens, Kirkoswald, Turnberry and Barr are at the early stages due to various reasons.</p> <p>Six PB events in conjunction with Health and social care partnership are planned in each locality, applications received were screened by sub-panel of LPP's. Online voting was offered this time and is/was open for 4 weeks prior to the event taking place:</p> <p>To date and planned:</p> <p>Troon – 3/9 - 460 online votes and 30 in person to vote and 72 paper copies were submitted  Prestwick – 5/9 - 743 online votes and 1 in person to vote  Ayr South – 9/9 - 551 online votes and 2 in person to vote  Maybole – 12/9 - 568 online votes so far  Girvan – 26/9 – 359 online votes so far  Ayr North – 1/10 – 135 online votes so far</p>
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**Implementation of internal effective mechanisms for reporting programme progress and in particular tracking benefits**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Implementation of internal effective mechanisms for reporting programme progress and in particular tracking benefits	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	13-Jun-2022 <b>Benefits Realisation Plan has been approved by Strategic Change Executive (26 August 2021). It was also shared at Service and Performance Panel on 29 March 2022 which noted the approach that the Council</b>

					<b>is taking to benefit realisation and implementing trackers.</b>
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**Improve accuracy of recording attendance figures at member briefings.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Improve accuracy of recording attendance figures at member briefings.	Catriona Caves	100%	31-Mar-2024	31-Mar-2024	28-Nov-2023 Attendance figures are reviewed as to subject matter and appropriate audience, and online training access is recorded

**Officers and members will re-establish approaches to self-evaluation across the council using How Good Is Our Council (HGIOC) to develop a framework to support ongoing evaluation for improvement.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Officers and members to re-establish approaches to self-evaluation across the council using How Good Is Our Council (HGIOC) to develop a framework to support ongoing evaluation for improvement.	Kevin Anderson	100%	31-Dec-2023	31-Dec-2023	24-Nov-2023 Following an options appraisal of the tools available, The Best Value Member/Officer Working group has agreed to adopt the Improvement Service's Public Sector Improvement Framework (PSIF) and integrate self-evaluation into the service planning process. The Improvement Service have agreed to support the Council to do this and a series of meetings and training sessions are planned in the run up to service plans being updated in Spring 2024.

**Officers continue to develop Integrated Impact Assessment Tool including clear proposals for reporting and analysis. A report will be submitted to Cabinet for approval.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Continue to develop Integrated Impact Assessment Tool	Kevin Anderson	100%	30-Sep-2023	30-Sep-2023	24-Nov-2023 New Integrated Impact Assessment agreed by Cabinet in September 2023. IIA to be rolled out to the Strategic Change and Communities directorate over Nov/Dec 23 with full rollout to the Council and HSCP during 2024

**Officers will review new reporting format to ensure that it reflects the Accounts Commission’s Statutory Performance Information Direction.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Officers will review new reporting format to ensure that it reflects the Accounts Commission’s Statutory Performance Information Direction.	Kevin Anderson	100%	30-Aug-2023	30-Aug-2023	30-Oct-2023 Reporting format options to be circulated to CLT. All options under development take cognisance of the Account Commission’s Statutory Performance Information Direction. new status update --

**Ongoing dialogue with elected members on the details of the Place Plans to be used to advance place-based activity.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Ongoing dialogue with elected members on the details of the Place Plans to be used to advance place-based activity.	George Hunter	100%	31-Mar-2024	31-Mar-2024	13-Mar-2024 The role of Team Leader Place Planning was fulfilled on the 11th of September 2023. The actions from the existing place plans for Ayr North and Girvan were reviewed and present to the elected members. Thriving Communities (place planning) is working in collaboration with Planning and Development team in view of creating support material and guidance for community led bodies to develop Community led Action Plans and Community led Local Place Plans. Progress depends on community council groups capacity and resources.

**Update Local Government Benchmarking Framework (LGBF) report format to take account of the recommendations from Audit Scotland.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Update Local Government Benchmarking Framework (LGBF) report format to take account of the recommendations from Audit Scotland.	Kevin Anderson	100%	30-Jun-2024	30-Jun-2024	16-Sep-2024 Feedback from Service Leads after the first LGBF data packs were sent out in May 2024, has resulted in a process of refining and refreshing the information which will be included in the next iteration of the packs. New packs will have a sharper focus on reflecting longitudinal data of both the indicators and Family Group performance over a 5-year period. They will also include links to the underlying data of the more complex indicators and guidance on how final data is calculated. Commentary supplied in the Local Finance Return (LFR) will also be included where performance has varied significantly from previous year.

**Provide elected members with a final report on the outcomes of the ICT Strategy 2021-23 and the Digital Strategy.**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Provide elected members with a final report on the outcomes of the ICT Strategy 2021-23 and the Digital Strategy.	Tim Baulk	100%	30-Nov-2023	30-Nov-2023	18-Dec-2023 New Strategy approved by Council on the 7th of December.

**Recommendation The council should develop performance measures and targets to monitor the impact of its workforce planning approach with data on future skills and capacity projections or any plans for various scenarios detailed. Additionally, workforce data such as the number of casual staff, age profile of staff and staff turnover should also be reported regularly to members. Paragraph 14**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
As part of the Council's revised Transformation Process, specific workforce targets and expectations will be set, cascaded, and reported against.	Lyndsay McRoberts	100%	31-Dec-2024	31-Dec-2024	18-Feb-2025 Given the significant financial challenges currently facing the Council, it is imperative to ensure that the workforce is strategically aligned with evolving service delivery requirements and workforce priorities. There is no single or straightforward solution to overcoming these financial pressures. To effectively respond to the shifting financial landscape of local government, organisational structures must remain flexible and adaptable through the application of Service Redesign principles. Work has been ongoing over the past 6 months to build capacity at Service Lead level to ensure decisions around workforce planning are service-led and result in more efficient delivery. To this end, there have been work targeted around policy alignment and refresh to support the service redesign training that is ongoing. Work is ongoing to develop flexible retirement policy and refreshed VSVER policy. To support recruitment and retention several policies have been developed including employee assistants and work related to employee benefits. Over the next six months it is expected that these policies will be approved and the service re-design training will be completed. This will enable Service Leads to look at their own service with a focus on efficiency and transformation supported by appropriate policy and process. It is anticipated the HOD Directorate will begin the process first with other small service areas working with OD alongside.

**Recommendation The council should measure and report on the impact that digital technology has on its service delivery and outcomes, including how this can shape its workforce of the future. Paragraph 37**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Value added/benefits realisation to become embedded into revised Transformation Process and associated structure	Louise Reid	100%	31-Dec-2024	31-Dec-2024	30-May-2024 The Transformation Benefits Realisation Plan was approved by the Transformation Board on 1 May 2024. The 4-stage benefits process is being implemented across the portfolio and projects, including roles and responsibilities, and reporting arrangements. L&D sessions for staff on the implementation of a benefits-led approach to delivery is being developed in the context of the Transformation Communications Plan.

**Report to Service and Performance Panel on training that is delivered with details of Member attendance**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Report to Service and Performance Panel on training that is delivered with details of Member attendance	Catriona Caves	100%	31-Dec-2022	31-Dec-2022	27-Feb-2023 <a href="https://www.south-ayrshire.gov.uk/media/7680/item-4-Elected-Members-Briefings-Training-Update/pdf/item_4_20230207_SPP_EM_Training.pdf?m=638108411000630000">https://www.south-ayrshire.gov.uk/media/7680/item-4-Elected-Members-Briefings-Training-Update/pdf/item_4_20230207_SPP_EM_Training.pdf?m=638108411000630000</a>

**Return to PDP and personalisation of training needs with new Members intake**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Return to PDP and personalisation of training needs with new Members intake	Catriona Caves	100%	30-Apr-2022	31-Dec-2022	12-Jan-2023 Political Skills Self-Assessment Tool has been introduced and rolled out to Members.

**Review content of the Council Performance and Best Value web pages**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Review content of the Council Performance and Best Value web pages		100%	30-Sep-2023	30-Sep-2023	30-Oct-2023 Work has been carried out to complete the refresh of the layout of the public performance reporting webpage – there are now 5 tiles which people can navigate on the following areas: South Ayrshire Council Performance Reporting (this section includes Council performance and Service Performance), Benchmarking (LBGF information and my 'mylocalcouncil' access), External Audit (Audit Scotland Reports), Community Planning Partnership (link to the CPP webpage and access to annual progress reports for the LOIP) and Best Value (Assurance Report, Progress Updates and Self Evaluation)

**Review governance arrangements across the Council to integrate its approach to transformation and change; avoid duplication, promote recovery from covid and inform best practice**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Review governance arrangements across the Council to integrate its approach to transformation and change; avoid duplication, promote recovery from covid and inform best practice	Louise Reid	100%	31-May-2022	31-May-2023	27-Feb-2023 A proposed governance model has been developed by Officers subject to completing a review of existing governance arrangements. This model will now be taken forward with relevant Officers to refine reporting requirements and avoid duplication.

**Review the Medium-Term Financial Plan (MTFP)**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Review the Medium-Term Financial Plan (MTFP)	Tim Baulk	100%	30-Nov-2023	30-Nov-2023	05-Dec-2023 The MTFP was approved at Cabinet on 28th Nov 2023. The budget strategy contained in the document will be used as the basis of the budget setting process for 2024/25 and beyond.

**Review the performance monitoring framework to improve public performance reporting**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Review the performance monitoring framework to improve public performance reporting	Mike Newall	100%	28-Feb-2022	28-Feb-2022	21-Feb-2022 The review of the Performance Monitoring Framework was approved at the Service and Performance Panel that took place on Tuesday 8th February 2022.

**Secure additional funding to add temporary resources to key areas of Best Value**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Secure additional funding to add temporary resources to key areas of Best Value	Eileen Howat	100%	31-Dec-2022	31-Dec-2022	04-Jan-2023 Resource requirements will now be considered by Best Value Working Group

**The council should improve performance reporting**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
The council should improve performance reporting	Kevin Anderson	100%	20-Jun-2023	20-Jun-2023	30-Oct-2023 New Performance Management Framework aligned to the Council Plan 23-28 was approved by Cabinet in June 2023. Improving the accessibility of performance information has been carried over and is a stand-alone action in this plan

**The council should make sure that its transformation work is fully aligned and integrated to its Covid-19 recovery planning work and improve its approach to its strategic change programme**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
The council should make sure that its transformation work is fully aligned and integrated to its Covid-19 recovery planning work and improve its approach to its strategic change programme	Kevin Anderson	100%	20-Jun-2023	20-Jun-2023	30-Oct-2023 Updated and refocused strategic change programme agreed by <a href="#">Cabinet in June 2023</a> .

**Thriving Communities will be responsible for engaging with local communities to help develop local place plans – November – March 2022 already underway and planned**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Thriving Communities will be responsible for engaging with local communities to help develop local place plans	Jane Bradley	100%	31-Dec-2022	31-Dec-2022	13-Feb-2023 Place plans now complete. Recruitment is underway to appoint an Officer to take forward the delivery of these, working with communities to establish priorities and an action plan.

**Update Leadership Panel on the development and delivery of the South Ayrshire Way Strategic Change Programme**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Update Leadership Panel on the development and delivery of the South Ayrshire Way Strategic Change Programme	Stuart MacMillan	100%	31-Dec-2022	31-Dec-2022	21-Jul-2022 To date, the following updates have been provided: <ul style="list-style-type: none"> <li>• Leadership Panel - 15 February</li> <li>• Service and Improvement Panel - 29 March</li> <li>• Cabinet - 14 June</li> </ul> An update will also go to the Service Improvement Panel in October.

**Update Long-Term Financial Plan (LTFP)**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Update Long-Term Financial Plan (LTFP)	Tim Baulk	100%	30-Nov-2023	30-Nov-2023	24-Nov-2023 The three year Medium Term Financial Plan and ten year long term financial plan have been combined in to one five year Medium Term Financial Plan. This 5 year MTFP will be presented to Cabinet for approval on 28th Nov 2023.

**Workforce Plan Implementation**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Workforce Plan Implementation	Jane Bradley	100%	31-Mar-2022	31-Mar-2022	22-Nov-2022 The draft workforce plan was considered at Service and Performance panel in October 2022 and is now being progressed to Cabinet in November 2022.

**INCOMPLETE**

**Recommendation The council should prioritise the development of workforce planning reporting tools in Oracle Fusion to aid managers in decision making. Paragraph 39**

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Projects and procurement activities related to Fusion enhancement will be required to consider workforce planning data and reporting, and how they improve the development of future workforce plans.	Stewart McCall; Wendy Wesson	30%	31-Mar-2025	31-Mar-2025	28-Jan-2025 ICT have a working group, with service input and progress has been made, a further working group has been set up to look at enhancing reporting across the services

